

2007 Strategic Plan (Balanced Scorecard) Annual Report

OBJECTIVE

We will create an excellent customer service experience.

TARGET 1

Our relationships and activities will establish us our community's intellectual, social and artistic hub.

Initiatives	Measurements/Results
1. Establish Ambassador Program	<ul style="list-style-type: none">• Established Library Ambassador program under direction of PR Coordinator• Advertised, recruited and trained 6 staff volunteer ambassadors• Ambassadors represented library at 2 events: Hts. Family-to-Family Collaborative and the Hts. Home and Garden Tour
2. Establish programming goals and optimal systems	<ul style="list-style-type: none">• Drafted programming mission and philosophy statement• Collected evaluation forms at all programs – data is analyzed and used to make and support programming decisions such as addition of evening story times• Formed Programming Team of 5 staff members (from various departments)• Collected statistics from computer classes used to determine future class schedules• Held 2,190 public programs with 13,813 attendees in 2006• Held 4,057 public programs with 50,305 attendees in 2007
3. Develop revenue and grant resources	<ul style="list-style-type: none">• Total vending machine profits: \$1495• APM (printing) income: \$4140• Meeting room revenue: \$6475• Bake Sale profits to YA Friends: \$200 (used to purchase of Wii for YA Dept.)• Ongoing Friends booksale profits: \$5500• Partnered with NEO-RLS on six training workshops - 118 staff attended training at a cost of \$3045 (a savings of \$3060)• Unexpected bequest to library generated \$87,000 for Community Office upgrades and Library Levy Campaign

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4. Initiate successful Homework Centers	<ul style="list-style-type: none"> • Opened CSD Homework Center in March, 2007 • 160 number of children used the service • Open on Monday – Thursday from 3:30 pm to 5:30 pm • YA Dept. added between 150-200 books to support the YA homework collection • 7 Volunteers recruited for CSD Homework Center
5. Support community literacy	<ul style="list-style-type: none"> • Support four staff members as Project Learn volunteers • Partner with local organizations (HeightsArts, Hts. Community Congress, and City of CH) to support literacy • Hired additional Tech Trainer to increase library’s focus on computer literacy • Expanded Mystery Collection at the Noble Neighborhood Library • Invited mystery author Deborah Graben to speak about mystery writing • Created a Local Authors’ Collection at the Coventry Village Library • Expanded the Large Print Collection at the University Heights Library • Partnered with the State Library of Ohio to bring two “Every Child Ready to Read” training sessions to CH-UH PL. 20 CSD staff attended • Continued to host ESOL and ESL classes at the Noble Neighborhood Library in partnership with the CH-UH Schools • Staff presented a workshop for the “Daily Dose of Reading” program • Established long-loan deposit collections at Open Doors and MosDos School • Piloted computer training and tutorials for Hearing Impaired at the Coventry Village Library

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Initiatives

Measurements/Results

6. Develop a Volunteer Program

- Library Volunteer Program established with guidelines for recruiting, selecting, training and evaluation
- Three Volunteer positions created: Homework Center, Little Heights and Library Docent
- Partnership formed with RSVP (Retired Senior Volunteer Program) as a source for volunteers
- 15 volunteer applicants in the review process

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TARGET 2

Our communities will perceive us as visibly secure, accessible and welcoming.

Initiatives	Measurements/Results
1. Establish cleanliness standards	<ul style="list-style-type: none"> • Facilitated meetings between our Buildings Coordinator and cleaning company manager to discuss expectations • Provided written cleanliness guidelines for each building • Enhanced In-Charge notebook with procedures regarding safety, security and cleanliness • Increased frequency of carpet cleaning at Lee Rd. • Increased frequency of restroom cleaning at Lee Rd.
2. Optimize security coverage and staff training in order to support our Code of Conduct	<ul style="list-style-type: none"> • Conducted one fire drill training at Lee Rd. • Trained approximately 75 staff on our Code of Conduct – in Orientation and at staff meetings • Sent 60 staff members to 5 different safety and security training workshops • Improved monitoring of Library Arts Center with security cameras in basement • Installed panic button in Community Office • Created “Security Standards of Excellence” • Posted civility signs throughout library buildings • Participated in the East Cleveland PL Safety Summit • Held In-Charge and Community Office staff meetings focused on safety and security • Provided 15 hours of security coverage to Coventry Village Library
3. We will evaluate our buildings for safety	<ul style="list-style-type: none"> • Reviewed comparison of Incident Reports between 2005 and 2006; will continue with 2006 review • Resolved exterior lighting issues • Initiated and reviewed Incident Reports from Library Arts Center • Added a Balanced Scorecard team member to Safety and Security Committee

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TARGET 3

By being a respectful and responsive workplace, we will attract and retain a talented and engaged staff.

Initiatives	Measurements/Results
<p>1. Recognize “Employee Life Cycle” training opportunities.</p>	<ul style="list-style-type: none"> • Identified 4 “Employee Life Cycles”: Recruiting/Hiring, Orientation, Ongoing Development, and Giving Back • Created a 2007 Training and Development Plan based on Balanced Scorecard identifying Customer Service, Communication, Safety and Security and Supervisory Training as four competency areas to be addressed • Hosted Rick Rubin, KSU Library Director - presentation on the MLS degree program for interested staff • Total attendance of 90 at 9 workshops targeting In-Charge staff, Supervisors and Managers • Employment web page developed • Began development of staff mentoring program • Created supervisory opportunities for librarians – to supervise Pages and practicum students • Expanded opportunities for staff as peer trainers and staff presenters • Continued to improve/revise staff outcome-based measurements (through Request-to-Attend and Workshop Sharing forms) • Promoted and encouraged involvement and leadership roles in professional organizations (see list, pg.7) • Expanded content and number of System Orientation Sessions to a multi-day format
<p>2. Maximize internal communications</p>	<ul style="list-style-type: none"> • Improved the Incident Report Form for ease of use and quality of content • Used results of Staff Satisfaction Survey to revise the way we schedule staff and provide customer service • Instituted a 2nd All-Staff Meeting in June – to become an annual event • Added Staff Spotlights in Check Us Out • Hosted “special guests” at departmental staff meetings ((i.e. Programming Coordinator, HR Coordinator, etc) to discuss particular issues • Piloted staff blog on InformNet during ALA Annual Conference in Washington DC

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Initiatives

Measurements/Results

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	<ul style="list-style-type: none">• Piloted four projects designed to improve the handling of materials• Scheduled Director and Deputy Director to regularly attend departmental staff meetings
3. Enhance our organizational culture	<ul style="list-style-type: none">• Expanded System Orientation in order to allow for more communication• Continued emphasis on Appreciate Leadership• Planned Ethnic Eat-Outs and other social events for staff (planned by staff)
4. Revamp our organizational design to seek excellence in structure, position descriptions and evaluations.	<ul style="list-style-type: none">• Diversity Committee and Staff Association initiated Staff Satisfaction Survey• Updated interview questions to include focus on proactive reference and emotional intelligence• Replaced Aides in the SPOT with Library Associates• Put organizational redesign and position descriptions on hold for 2007

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Staff Involvement in Professional Development and Leadership Activities

Steve Wood

NEO-RLS Board of Trustees
CLEVNET Directors' Advisory Panel
OLC Government Relations Committee
LSTA Advisory Council

Amy Switzer

OLC Intellectual Freedom Committee
ALA ALSC Intellectual Freedom Committee
Chair, OLC 2008 Children's Services Conference

Daily Dose of Reading Board Member

State Youth Services Advisory Council

Judithe Soppel

OLC Intellectual Freedom Committee
CLEVNET Public Relations SIG

Steve Haynie

Heights Family-to-Family Collaborative
OLC Diversity Committee

Cathy Hakala-Ausperk

NEO-RLS Continuing Education Advisory Committee
NEO-RLS Strategic Planning Committee
PLA Small & Medium Sized Libraries Committee Member
OLC presenter
PLA presenter
Central Oregon Regional Library Conference Presenter

David Farnan

OLC presenter

JoAnn Vicarel

Library Journal Mystery Reviewer & Columnist

Greg Fisher

"Horror Writers of America" contributor

Marybeth Musk

CLEVNET Circulation SIG

Mary Murphy

CLEVNET Technical Services SIG

Pat Carterette

CLEVNET Training SIG Co-Chair
NEO-RLS Continuing Education Advisory Committee
OLC Board of Trustees, Library Education Committee,
presenter
ALA Continuing Library Education & Network
Exchange Round Table Board Member, presenter

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