

## Heights Libraries

**2007 BALANCED SCORECARD STRATEGY (PLANNING) MAP****Objective – We will create an excellent customer service experience.****Target #1 of 3 – Our relationships & activities will establish us as our communities' intellectual, social & artistic hub.**

Initiatives to Reach Target	Potential Measurements
1. We will strengthen our “Ambassador” program to increase community visibility. <b>(Steve)</b>	<ul style="list-style-type: none"> <li>-We will increase the number of staff who attend community activities as representatives of the library.</li> <li>- We will attempt to adopt a local school through the Chime Program.</li> <li>- We will design and present training opportunities to develop staff leaders in all outreach activities.</li> <li>- We will increase the number of groups and organizations with which we maintain contact.</li> </ul>
2. We will establish programming goals and procedures. <b>(JoAnn)</b>	<ul style="list-style-type: none"> <li>- A new Programming Committee will meet monthly to consider all opportunities and create goals and guidelines for offering and successfully marketing programs.</li> <li>- Programming Coordinator will meet quarterly with “Partners in Programming” group, including representatives of Heights Arts, Dobama Theatre, Heights Parents Center and other, to-be-added partners.</li> </ul>
3. We will develop revenue & grant sources. <b>(Susan)</b>	<ul style="list-style-type: none"> <li>- We will take in more non-traditional revenue than in previous years.</li> </ul>
4. We will initiate successful Homework Centers. <b>(JoAnn)</b>	<ul style="list-style-type: none"> <li>- We will increase opportunities for study and learning in the library for a significant number of children.</li> <li>- We will offer opportunities for learning tutors to serve others at the library by helping to support our Homework Centers.</li> <li>- We will increase the number of books (collection) and other support materials we can make available to students to aid in their studies.</li> </ul>
5. We will support community literacy. <b>(JoAnn)</b>	<ul style="list-style-type: none"> <li>- We will re-activate our Foreign Language Volunteer program and find new ways to make it useful.</li> <li>- We will become involved as much as possible in the Ohio Library Council’s “Ready to Learn” initiative.</li> <li>- We will attempt to have one or more staff members become Project Learn (reading) Tutors.</li> <li>- We will develop library volunteers who can support the Literacy Playroom at Little Heights.</li> </ul>
6. We will continue to develop our volunteer program. <b>(JoAnn with Steve)</b>	

**Target # 2 – Our communities will perceive us as visibly secure, accessible and welcoming.**

<b>Initiatives to Reach Target</b>	<b>Potential Measurement</b>
1. We will establish cleanliness standards. <b>(Ben)</b>	<ul style="list-style-type: none"><li>- We will observe and review Cleaning Logs to assure effectiveness as a communications' tool.</li><li>- We will collect staff feedback on satisfaction with service.</li><li>- We will monitor progress of each "plan of attack" designed by cleaning service for our buildings.</li><li>- The Safety Committee will establish cleanliness guidelines for staff to follow to support clean buildings.</li></ul>
2. We will optimize security coverage and staff training in order to support our new Code of Conduct. <b>(Pat)</b>	<ul style="list-style-type: none"><li>- We will present several training programs to encourage effective and consistent implementation of our Code of Conduct.</li><li>- Guard supervisor will solicit input and feedback from staff, especially In charge staff, to assure security is supporting respectful environment.</li><li>- We will assure that all security scheduling (guards and off-duty police) is managed in a way that optimizes security for customers and staff.</li><li>- Training Coordinator will visit all staff/department meetings to support Code of Conduct training.</li><li>- Staff Artist will create multiple visuals to inform and enforce Code of Conduct.</li><li>- We will publicize our guidelines, expectations and procedures thoroughly throughout our communities.</li><li>- We will support community civility project efforts.</li></ul>
3. We will evaluate buildings for safety. <b>(JoAnn)</b>	<ul style="list-style-type: none"><li>- Safety Committee will be asked to collect feedback from staff and customers on perceived safety and security inside and outside our buildings.</li><li>- Buildings Coordinator will share procedures for reporting building problems with all staff.</li></ul>

**Target #3 – By being a respectful & responsive workplace, we will attract and retain a talented and engaged staff.**

---

**Initiatives to Reach Target**

---

**Potential Measurement**

---

1. We will recognize “employee life cycle” training. **(Pat)**  
“Best

- Training and Staff Development Coordinator will research and share “Best Practices” with this type of through training system.
- We will continue to develop and expand the internal “mentoring” program being piloted between CSD and Noble Neighborhood Library.
- AST will consider the value of training/growth “minimum annual requirements.”

---

2. We will maximize internal communications’ effectively.  
**(Steve)**

- Marketing & Communications Department will obtain more specific suggestions (as a follow up to 2006 staff survey) and will make as many improvements in communications systems as possible.
- We will hold a quarterly, inter-staff meeting, rotating locations between all four buildings.
- We will offer “Conversations with the Directors” at varied times to increase opportunities for attendance.
- We will re-design InformNet to allow for faster news sharing and a “social” outlet for announcements.

---

3. We will enhance our organizational culture. **Pat (with Ben.)**

- The Diversity Committee and AST will move forward on performance of a Cultural Assessment (groundwork laid in 2006.)
- AST will examine the Best Practices of healthy organizations as part of its role (above.)
- We will re-instate the “Wellness Committee.”

---

4. We will take beginning steps to improve our Organizational design, so that all aspects of our operation, from job descriptions and operational chart to evaluation tools, will offer the greatest challenge and reward to our staff – and the best service to our customers. **(Ben.)**

- We will continue to explore Organization Review process with the Board.