

Report to / Rapport au:

**Ottawa Public Library Board
Conseil d'administration de la bibliothèque publique d'Ottawa**

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Submitted by / Soumis par:

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File Number: OPLB-2015-0033

**SUBJECT: Semi-Annual Performance Measurement
Report – July-December 2014**

**OBJET: Rapport sur le cadre de mesure du rendement
semestrielle - Juillet-Décembre 2014**

REPORT RECOMMENDATION

That the Ottawa Public Library Board receive this report for information.

RECOMMANDATION DU RAPPORT

**Que le Conseil d'administration de la Bibliothèque publique prenne connaissance
de ce rapport.**

BACKGROUND

The Ottawa Public Library (OPL) Performance Measurement Framework (PMF) was approved by the Board at its meeting of May 13, 2013. The framework utilizes a balanced scorecard approach with ten key performance indicators (KPIs) in four categories. The KPIs are scheduled for review in the fall of 2015.

The PMF is outcome (or results) based, focusing on strategic thought processes and analytical thinking to inform decision making and build an organizational culture of continuous improvement.

Full implementation of this framework is a gradual process that will develop with the data accumulated from recurring measurement cycles. Program Fill Rate and Average Materials Supply Time will benefit from additional measurement periods to establish trends, benchmarks, and targets. In the future, benchmarks and targets will be established in consultation with management teams, by analysing trends over a three-year period.

Wherever possible, data is presented in a graphical manner. Data is collected through a variety of sources, including: OPL's integrated library system; the City's human resources/financial management system (SAP); and manual data gathering. While the PMF provides a consistent, replicable method of measurement, it is flexible and may be adjusted over time. Further, it focuses primarily on ratios in order to take a more strategic view when measuring the overall health of the organizations performance.

DISCUSSION

This report reflects results from the second measurement period (i.e. July-December, 2014). During the period from July-December, 2014 the OPL saw consistent performance across services offered, a strong increase in downloadable media such as e-Books, increased wireless internet and database usage, and an increase in overall circulation. Significant factors affecting performance during Q3 and Q4 of 2014 include:

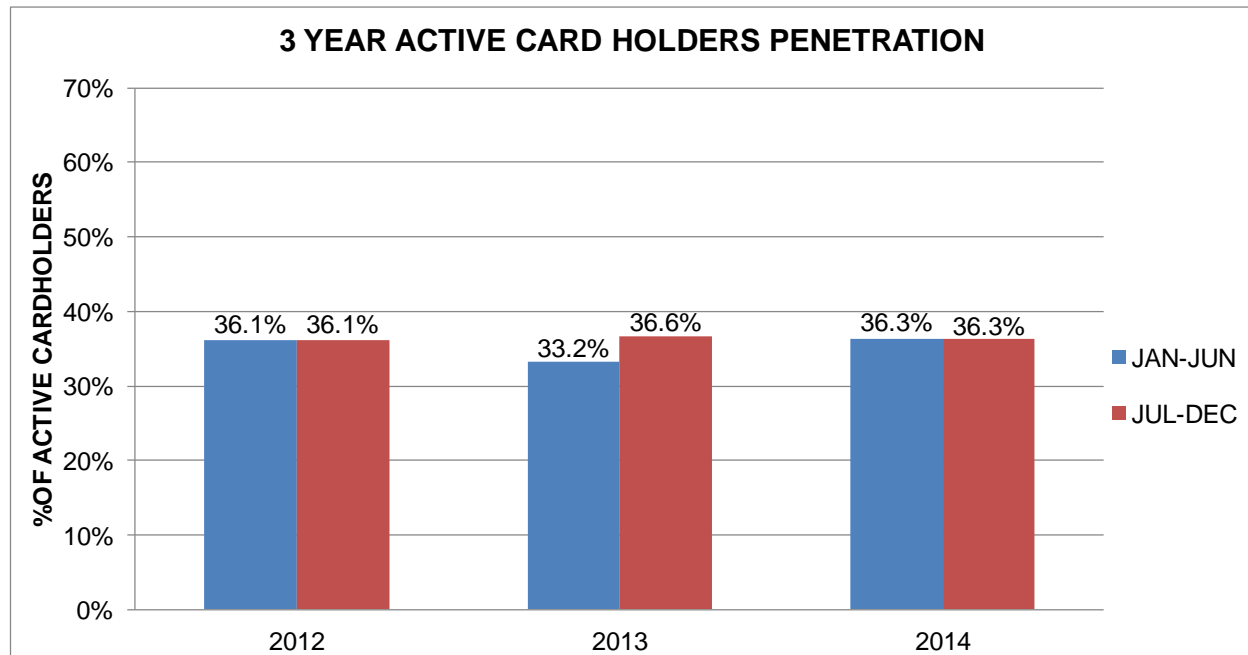
- The reopening of an expanded Beaverbrook branch on August 6th, 2014; and,
- RFID conversions completed at Carlingwood, Cumberland, Greely, Greenboro, Main, and Rockcliffe Park branches.

1. Customer Satisfaction (CS)

Customer Satisfaction is gauged by three measures:

- (CS1) Three-year Active Card Holder Penetration;
- (CS2) Total Circulation, and;
- (CS3) Electronic Visits.

CS1 Cardholder Penetration

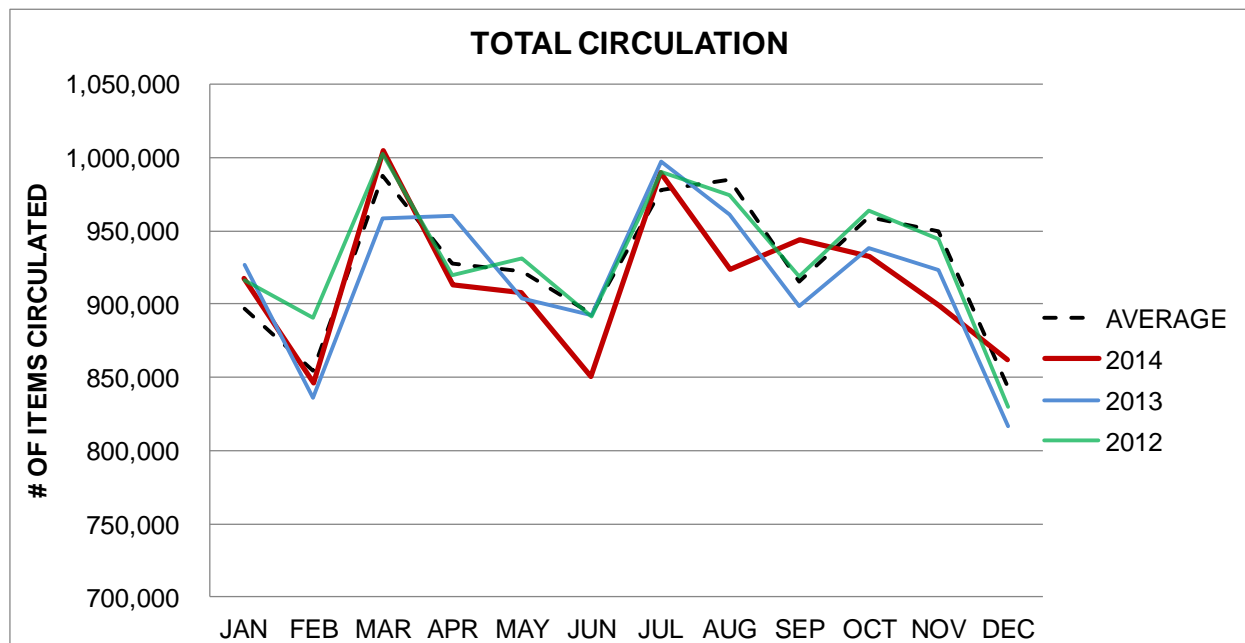


[Cardholder penetration represents the number of active card holders in the last three years, divided by the city's population.]

An active card holder is defined as a customer, who during the last 3-years, updated their card, borrowed, renewed or returned library material; was issued and/or paid a fee or fine; reserved library material or a computer; registered for a library program; or logged onto their account via the library's virtual branch and/or catalogue. Population figures are provided by the City's Planning & Growth Management Department. In 2014 the stated population of the City of Ottawa was 943,260.

Between July and December 2014, OPL remained at 36.3% cardholder penetration, sustaining the rate achieved in the first half of the year.

CS2 Total Circulation

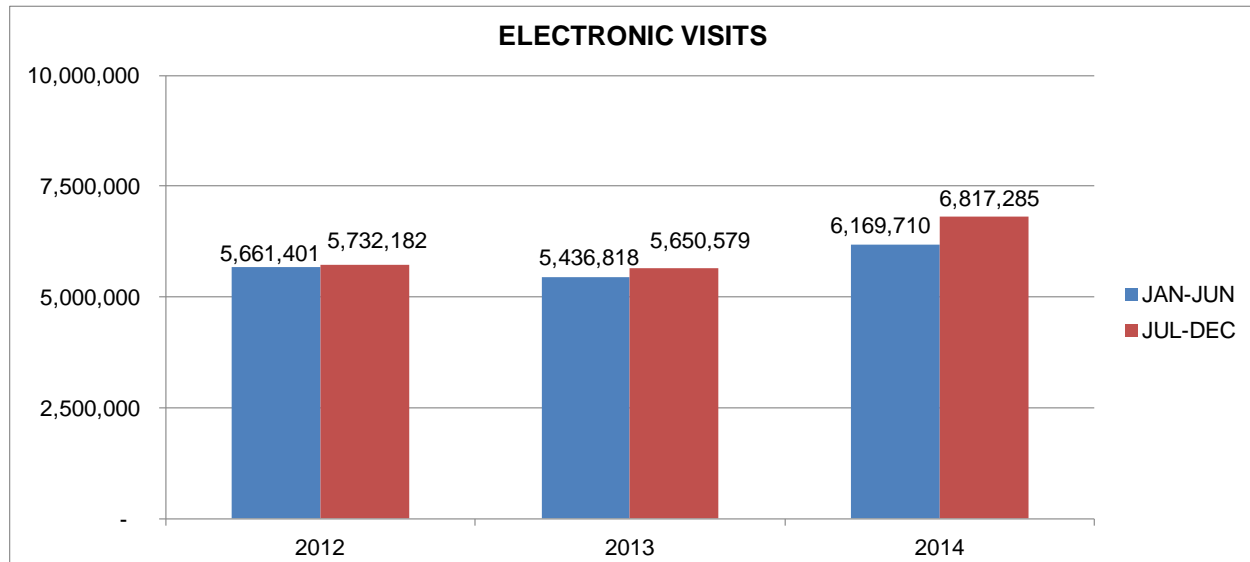


[Total circulation encompasses first-time circulation, renewals, and digital downloads. Digital downloads are comprised of Overdrive, Zinio, Freegal, and MaBiblio.]

Total circulation is a reflection of the accessibility of materials and the ease with which customers can borrow materials. Circulation also demonstrates the relevance of our collections in meeting our customers' wants and needs. The historical three-year trend continues to show that circulation patterns are seasonal with the greatest activity occurring in three phases: 1) late in the first quarter, 2) during the summer months, and 3) well into the autumn season following the beginning of the school year.

From July to December 2014, OPL saw a slight increase in circulation when compared to the same period in 2013 attributable to a strong December performance.

CS3 Electronic Visits



[Electronic visits are counted when a customer accesses the library's website, catalogue, and databases through network or wireless means.]

In 2014, electronic circulation from the virtual branch has, for the first time, surpassed physical circulation totals at the library's busiest branch, Main. Electronic visits have increased approximately 20.6 per cent from the same period in 2013. Usage of e-resources continues to grow as customers shift their information seeking and reading patterns to include electronic formats. Additionally, more eContent has become available to customers, such as streamed music, and French-language eBooks.

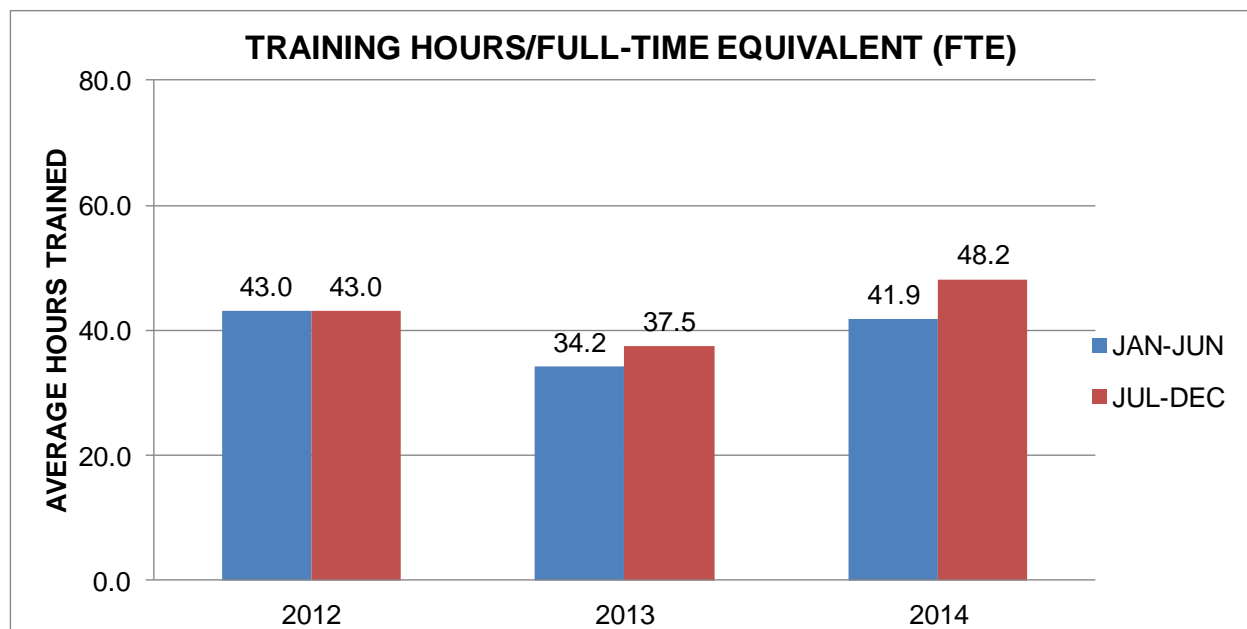
In 2014, changes in the public computing infrastructure led to the adoption of more inclusive and representative tracking methodology. Definitions were re-evaluated in 2014 to ensure that usage of all electronic platforms was included in the usage count.

2. Employee Development and Engagement (EDE)

The OPL collects data for two key performance indicators that address employee development and engagement:

- (EDE1) Training Hours per Full-Time Equivalent, and;
- (EDE2) Employee Turnover Rate.

EDE1 Training Hours per Full-time Equivalent

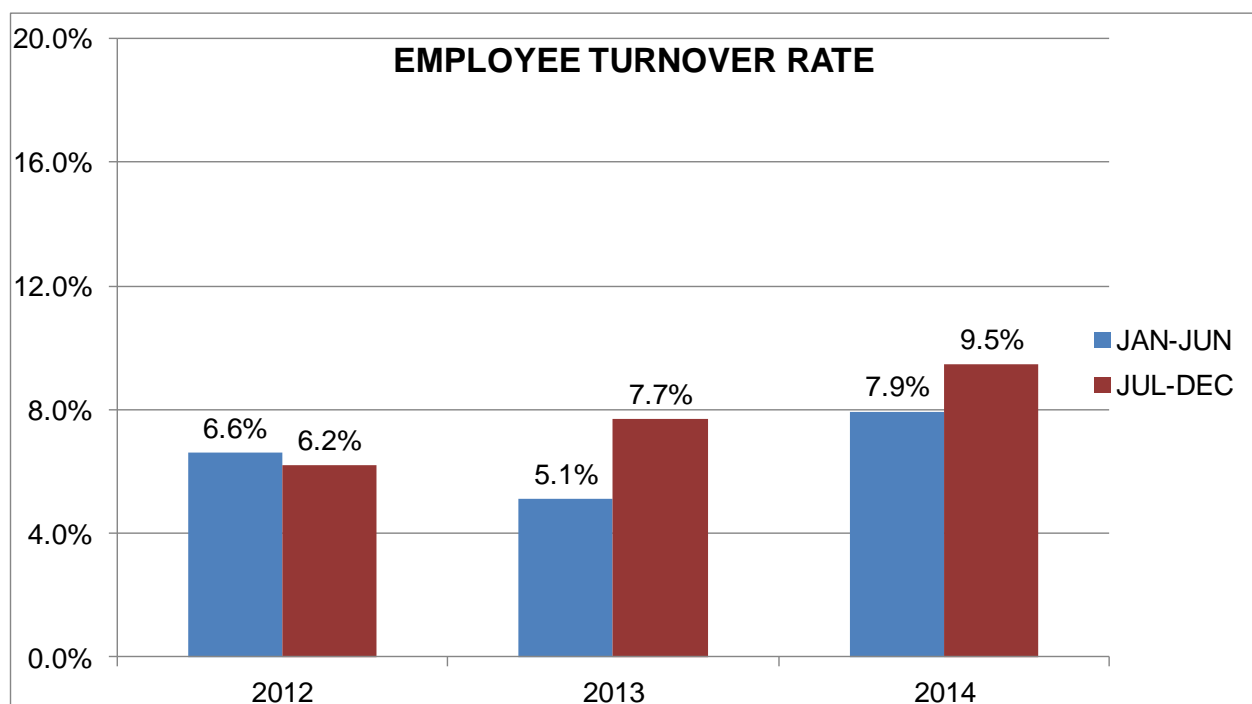


[Training hours per full-time equivalent represents the number of training hours offered during the measurement period divided by the number of full-time equivalents.]

A full-time equivalent (FTE) is a figure that consolidates the number of full-time, part-time, and casual employees in a more standard manner. At the OPL, one FTE represents 1820 hours worked per year. Typically, the number of FTEs is less than the head count (actual number of employees). Full-time equivalents are used instead of a head count in order to provide consistency across measurement periods. Training includes participation in online and in-class training programs offered by the OPL as well as the City of Ottawa.

During July to December 2014 the average hours per FTE increased by 28.5% from the same period in 2013. The increase is the result of enhanced training programs designed to align staff with new service models focused on excellence, and to prepare staff with training required for the continued roll-out of RFID technology.

EDE2 Employee Turnover Rate



[Employee turnover rates indicate the number of employees who left the organization over the course of the measurement period.]

From July-December 2014 the employee turnover rate was 9.5%, an increase of 1.8% over the same period in 2013. The OPL has a significantly older workforce when compared to other parts of the City and experienced more retirements in the latter part of the year. The library also employs a large number of high school and university students. It is normal for the OPL to have a 6% turnover rate, plus or minus 2%

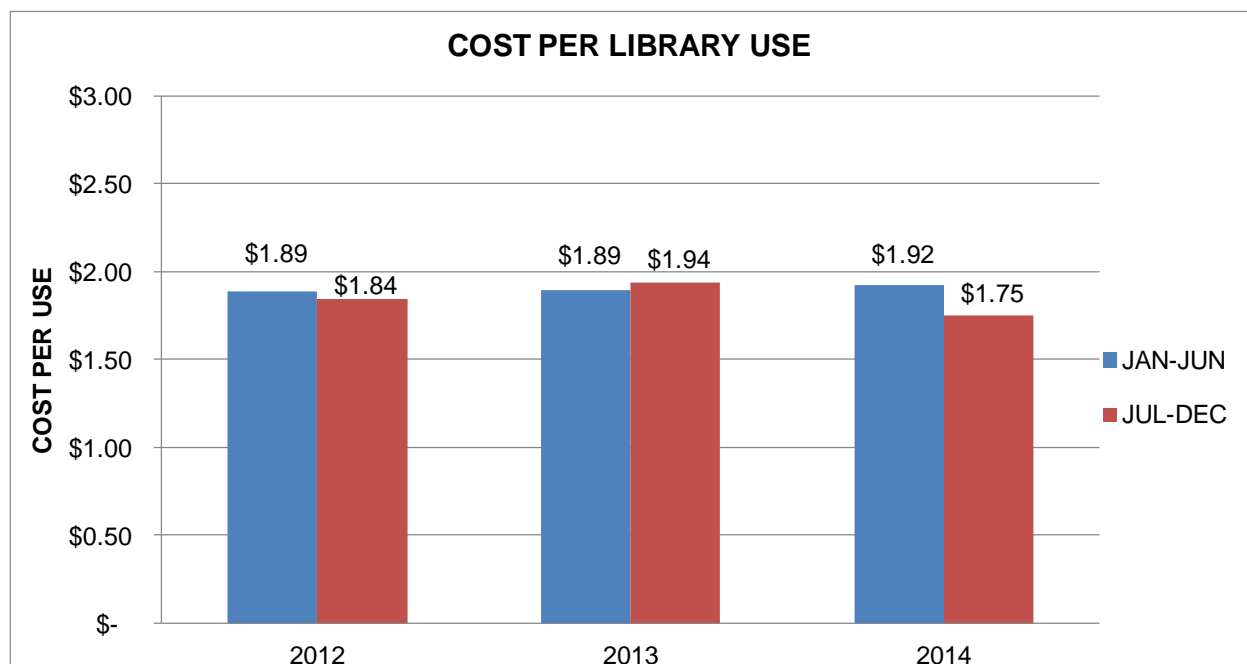
3. Finance (F)

The organization's financial health is measured by the following two metrics:

- (F1) Operating Cost per Capita, and;
- (F2) Operating Cost per Library Use.

In these measures, cost is defined as all costs associated with the day-to-day operation of the OPL.

F1 Operating Cost per Library Use

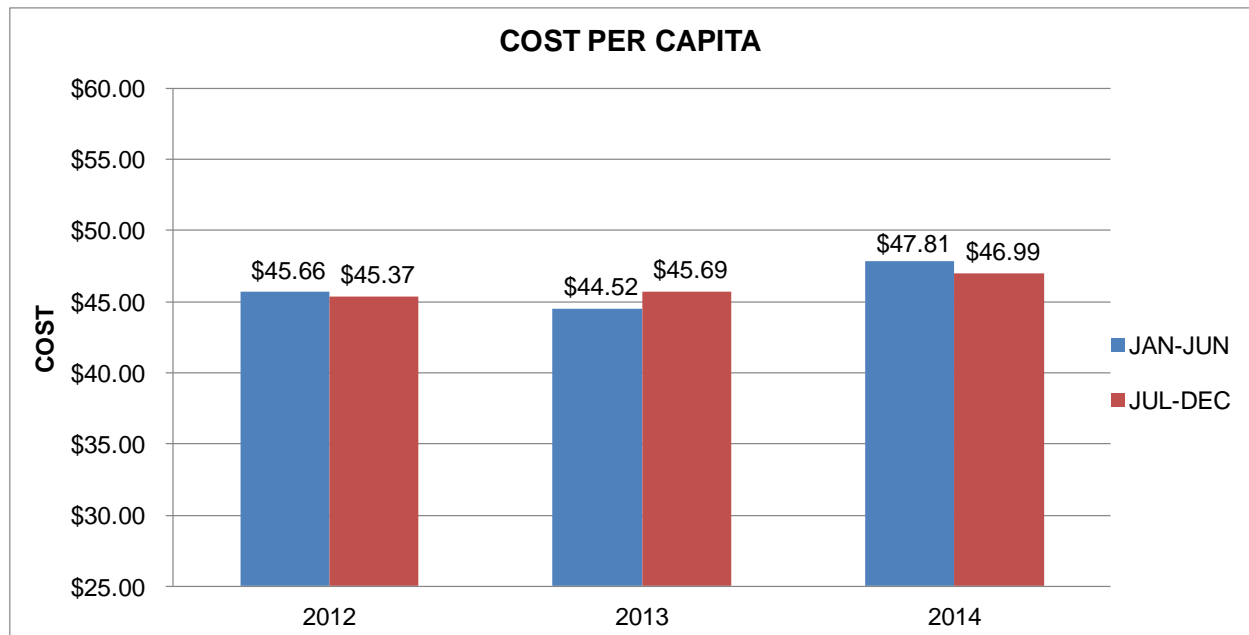


[Cost per library use measures the ratio between operating costs divided by the total number of library uses during the measurement period.]

Library use is comprised of circulation, electronic downloads, program attendance, and electronic visits. Cost per Library use provides a financial picture in terms of people using the library. While the operating budget has remained relatively static, the number of library uses has increased significantly thereby driving down the cost per use by 9.8% when compared to the same period in 2013. It is anticipated that

this trend will cease due to the impact of implementing the decision of the 2015 Ontario Pay Equity Hearings Tribunal.

F2 Operating Cost per Capita



[Operating cost per capita measures the ratio of total operating costs for the measurement period divided by the City's population.]

This measure shows the extent to which the operating budget is growing over time to meet the demands of an increased population and demonstrates the extent to which operating expenditures are balanced over the year. The measure is also an indication of cost controls within OPL operations and portrays the relationship between population growth and budget and operational activity patterns.

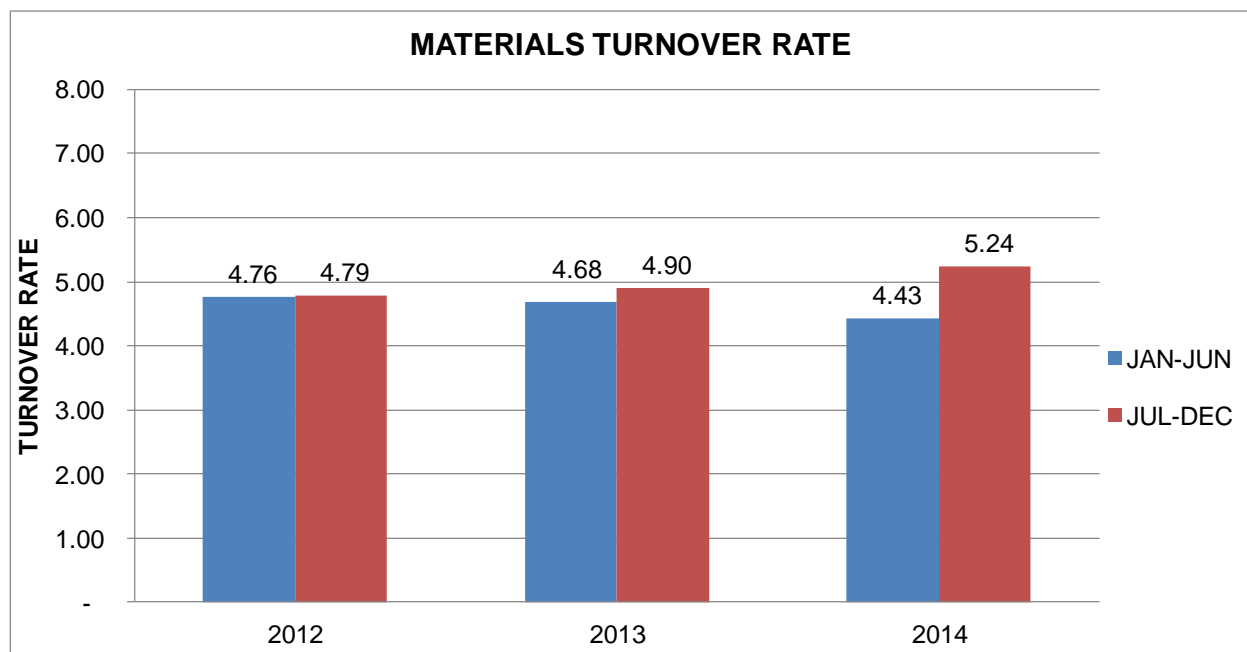
The increase in population as measured against an increased operational budget has resulted in a 2.8% increase in cost per capita in comparing the same periods in each of the last two years. Ottawa's population grew by approximately 8000 from 2013 to 2014, not enough to maintain the measure. It is anticipated that this trend will continue due to the decision of the 2015 Ontario Pay Equity Hearings Tribunal.

4. Operational Effectiveness (OE)

Operational Effectiveness is assessed using three measures:

- (OE1) Materials Turnover Rate;
- (OE2) Materials Average Supply Time, and;
- (OE3) Program Fill Rate.

OE1 Materials Turnover Rate

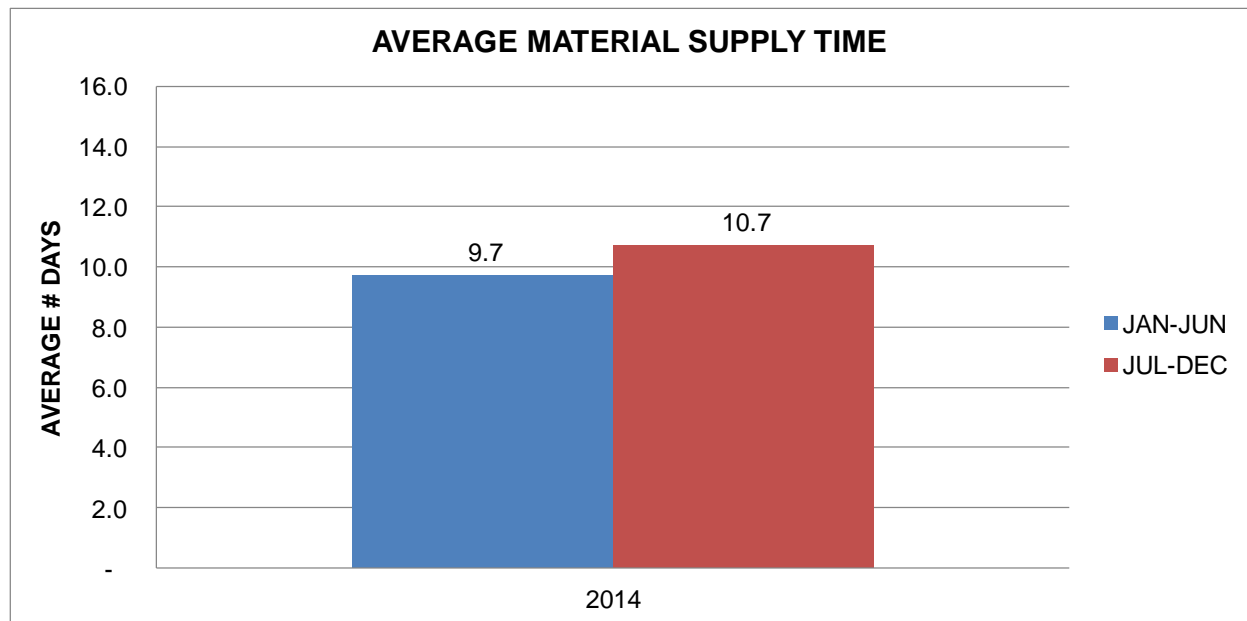


[Material turnover is calculated by dividing circulation figures for the measurement period by the number of items in the collection.]

A high turnover rate is indicative of a collection that is used frequently, with higher values generally signifying effective selection of materials that are relevant to customers.

As of Dec 31, 2014 materials turnover was 5.24, representing an increase of 6.8%, as compared to the same period in 2013. Increases such as this may be attributed to a number of factors but most likely point to increased circulation of the collection in conjunction with accurate weeding activities.

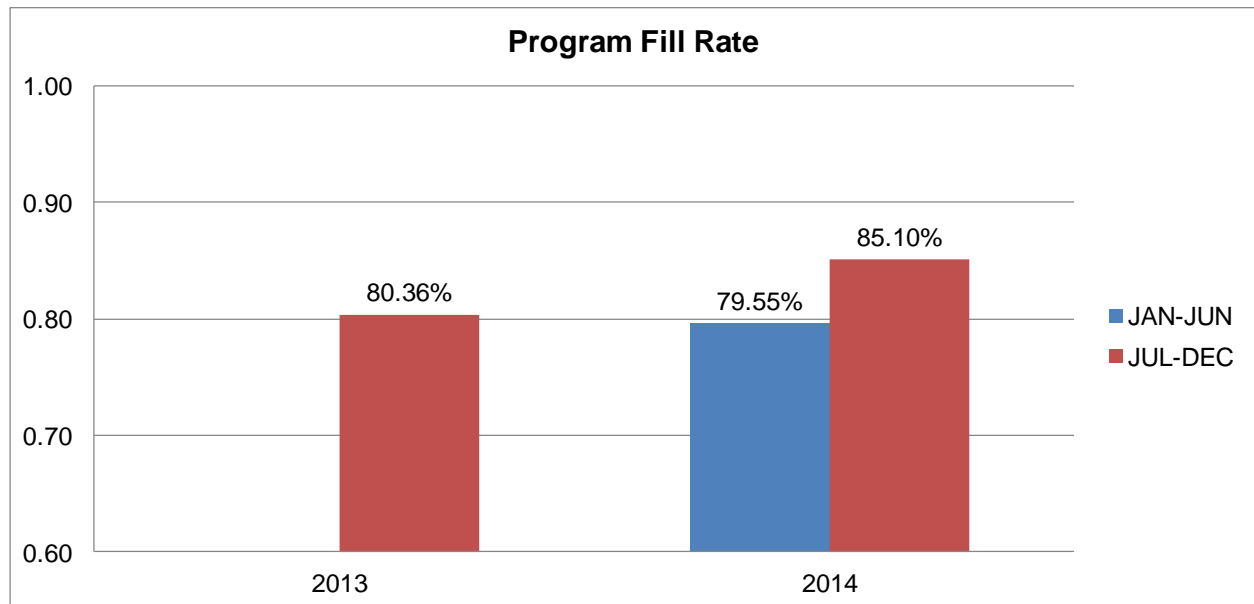
OE2 Average Material Supply Time



[Average materials supply time measures the average time it takes from “time of order” to “available for circulation” of a physical circulating item.]

The measure is new and as such comparative data from previous periods will gradually become available. The average physical material supply time for the first full measurement period for this indicator (July to December 2014) is 10.7 days. The deployment of 35,000 items in the expanded collection in a short period of time at the newly opened Beaverbrook branch and the related increased contributed to this outcome.

OE.3 Program Fill Rate



[Program fill rate is a new measure that represents the number of people who attended a library program at a library location divided by the number of total spaces available.]

This measure does not include outreach initiatives or large-scale marquee events where pre-registration is not required. For the period of July - December 2014, OPL achieved an 85.10% fill rate reflective of renewed operational levels at the Beaverbrook branch.

CONSULTATION

There were no public or external consultations in preparation of this report.

LEGAL IMPLICATIONS

There are no legal implications associated with this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

ACCESSIBILITY IMPACTS

There are no financial implications associated with this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

BOARD PRIORITIES

This report is in response to Report #5, Board Governance Review, November 19, 2012, which states “Develop, with Board input as appropriate, improved indicators of organizational performance, including objectives and metrics that focus on output, outcomes and results, and incorporate these into a monitoring process, for Board review and approval as well as the Boards subsequent approval of the Ottawa Public Library PMF in May, 2013.”

DISPOSITION

Measurement activities commenced as of January 1, 2015 with a requirement to collect all necessary information as required by the PMF. The next measurement period, (Period 1, 2015) will close on June 30, 2015 with the next PMF report to be brought to the Board in October, 2015. KPIs will be reviewed in the same time period.