

Report to / Rapport au:

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

October 9, 2018 / 9 octobre 2018

Submitted by / Soumis par:

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File Number: OPLB-2018-1003

SUBJECT: Semi-Annual Performance Measurement – January to June 2018

OBJET: Cadre de mesure du rendement semestrielle – Janvier à juillet 2018

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 d'Ottawa prenne connaissance de ce rapport à titre d'information.

BACKGROUND

The Board approved the Ottawa Public Library (OPL) Performance Measurement Framework (PMF) at its meeting in May 2013 (Board Report # OPLB-2013-0052.) On April 12, 2016, the Board approved (Motion # OPLB-2016-0143) an updated list of Key Performance Indicators (KPI). The list was approved to align performance measures with the OPL's Strategic Directions:

- Services that are customer centric;
- Spaces for community, collections, and creation; and,

- Success through learning, literacy, and innovation.

The PMF uses data collected through a variety of sources, including OPL's integrated library system, the City's financial management system, and manual data collection. The PMF employs a range of measurements to take a holistic view of the overall health of the organization and its performance. In total, the PMF reports on 10 KPIs divided across three categories:

1. Customer Satisfaction (CS):

(CS 1.1) Total Circulation;

(CS 1.2) Total Electronic Visits;

(CS 1.3) Total Cardholders Active in Last 12 Months;

(CS 1.4) Customer Satisfaction Score;

(CS 1.5) Percent of Available Meeting Room Hours Booked; and,

(CS 1.6) Reach and Awareness Ratio.

2. Operational Effectiveness (OE):

(OE 1.1) Hold Time to Availability (Days);

(OE 1.2) Total Program Attendance per Square Foot; and,

(OE 1.3) Percent of Physical Materials Checked Out.

3. Financial Stewardship (FS):

(FS 1.1) Operating Cost per Library Use

DISCUSSION

Results Summary

Table 1 shows a summary of 2018 January-June KPI results in comparison to 2017 January-June results.

Table 1. January – June 2018 KPI Measurement Results Summary

Measure	Period 1 2017	Period 1 2018	Difference	%Change
Total Circulation	5,592,044	5,698,331	106,287	1.90%
Electronic Visits	6,747,492	6,819,448	71,956	1.07%
Total Cardholders Active In Last 12 Months	230,993	245,878	14,885	6.44%
Customer Satisfaction Score	68.42	65.30	-3.12	-4.56%
Per cent of Available Meeting Room Hours Booked	37.22	36.83	-0.39	-1.05%
Hold Time to Availability	8.33	8.00	-0.33	-3.96%
Total Program Attendance per Square Foot	0.23	0.243	0.010	4.35%
Percent of Physical Materials Checked Out	20.50	22.96	2.46	12.00%
Reach and Awareness Ratio	N/A*	4.86	0.0	0.0%
Cost Per Library Use	1.82	1.98	0.16	8.81%

* Not Available

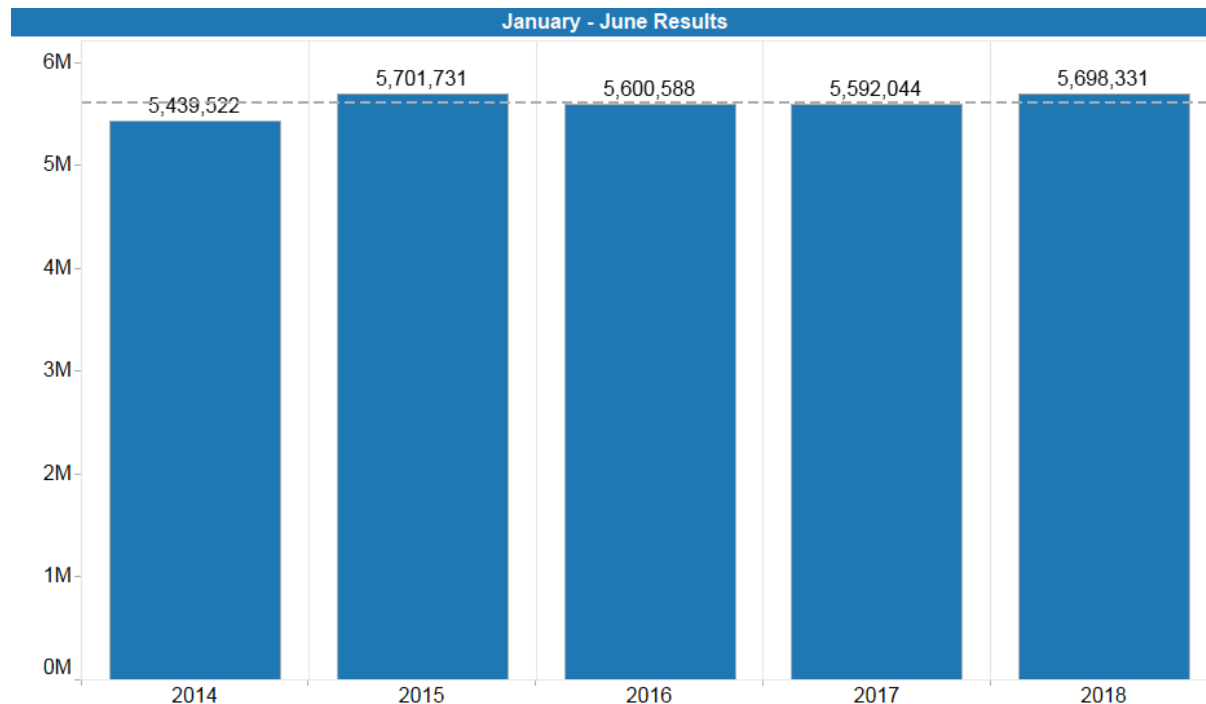
During Period 1 2018, Total Circulation, Electronic Visits, Customer Satisfaction, Meeting Room Hours Booked, Hold Time to Availability, and Program Attendance were stable; changing less than plus or minus 5 percent when compared to Period 1 2017. Measurements that changed more than plus or minus 5 percent are Total Cardholders Active, Percent of Physical Materials Checked Out, and Cost Per Library Use. Other

measures that do not have a comparator from Period 1 2017 were Reach and Awareness Ratio.

CS 1.1 Total Circulation (Physical and Digital Circulation)

Total Circulation includes first-time circulation, renewals, streaming services, and digital downloads. Digital downloads include Overdrive, Zinio, Freegal, Cloud Library, and MaBiblio. Streaming services include Freegal, Hoopla, Naxos, Kanopy, Access Video on Demand (AVOD), and ArtistWorks, a new service complementing the Music Lending Library (MILL).

Figure 1. Total Circulation

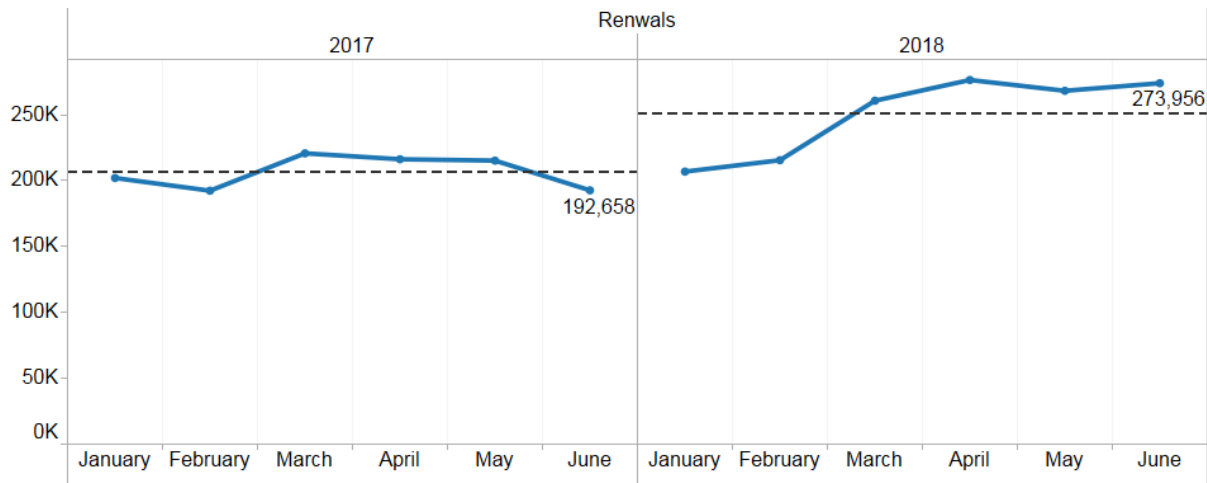


In Period 1 2018, Total Circulation increased 1.09 percent compared to the performance in the Period 1 2017. During this Period, there was an average of 23 items used for each active cardholder. At an average retail cost of \$25.75 per item, this produced an estimated \$355.31 in value per cardholder.

The increase from the previous two years is the result of an increase in Digital Downloads and significant increase in the number of online renewals. Continued efforts

by staff to maintain an active collection through effective weeding and merchandising may have also had a positive impact.

Figure 1.1. Total Renewals

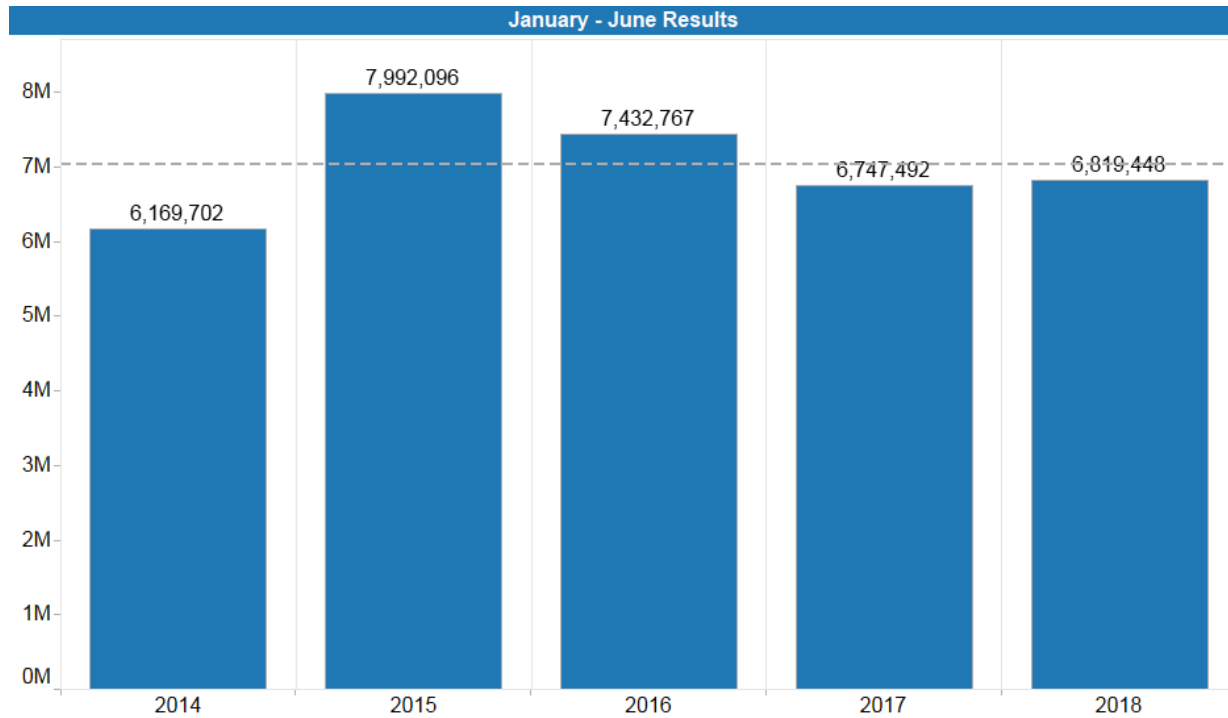


On January 24 2018, new fees and loan structures were introduced. Amongst the numerous changes implemented, the new loan structure removed the limit on the number of times an item can be renewed if not requested by another customer. From June 2017 to June 2018, renewals increased by 42.20 percent, from 192,658 to 273,956 transactions.

CS 1.2 Total Electronic Visits

Total Electronic Visits (sessions) include customer accesses of the Library website, the on-line catalogue, and databases through internal and external networks or wireless means.

Figure 2. Total Electronic Visits

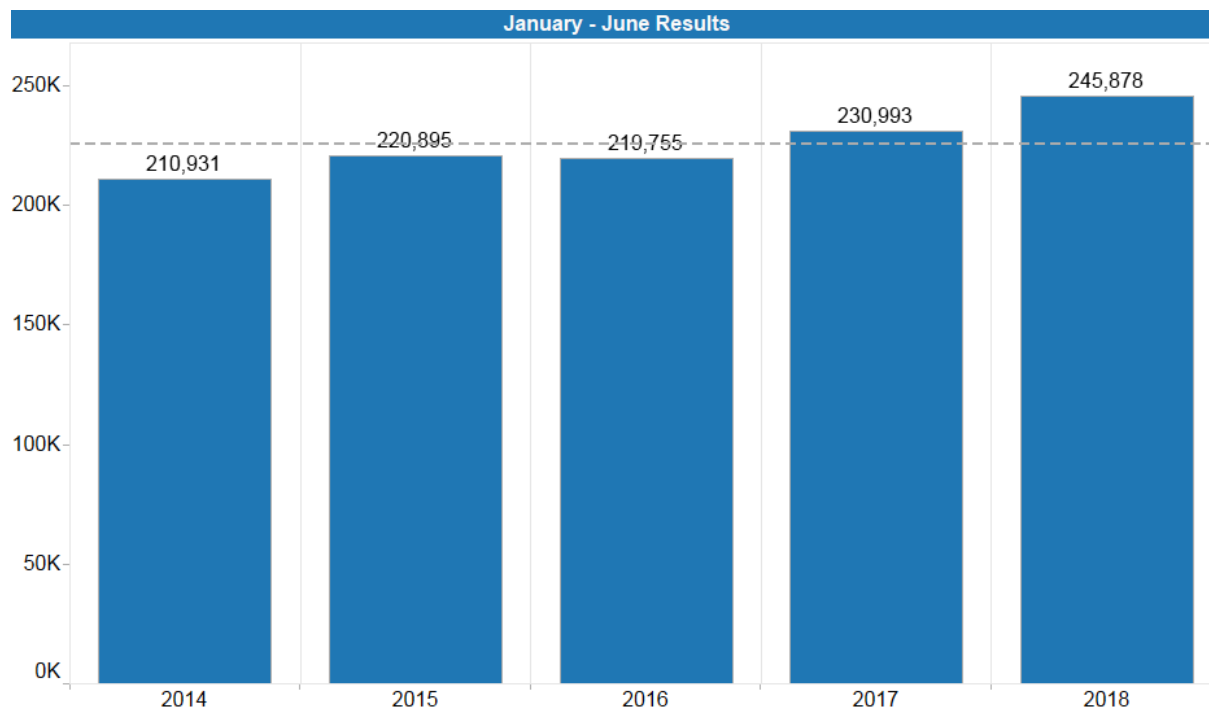


During Period 1 2018, electronic visits remained stable by 1.07 percent during March, April, and May, offsetting a lower number of visits in January and February. Overall, stable performance in Bibliocommons and website visits were bolstered by increases in mobile activity and the Central Library Development Project (CLDP) website. The additional number of online renewals (reference CS 1.1 for additional details) likely contributed to an increased amount of website traffic compared to the same period in 2017.

CS 1.3 Total Cardholders Active in Last 12 Months

An active cardholder is defined as a customer who during the last 12 month period: borrowed, renewed, or returned library material; was issued and/or paid a fee; reserved library material and/or a computer; updated their Library card; registered for a library program; or, logged onto their account via the OPL virtual branch and/or catalogue.

Figure 3. Total Cardholders Active in the Last 12 Months



During Period 1 2018, the growth in the number of active cardholders increased by 6.44 percent or 14,885 active cardholders. This can be attributed to an increase of wireless sessions, digital downloads, streaming, and online activity relating to item renewals.

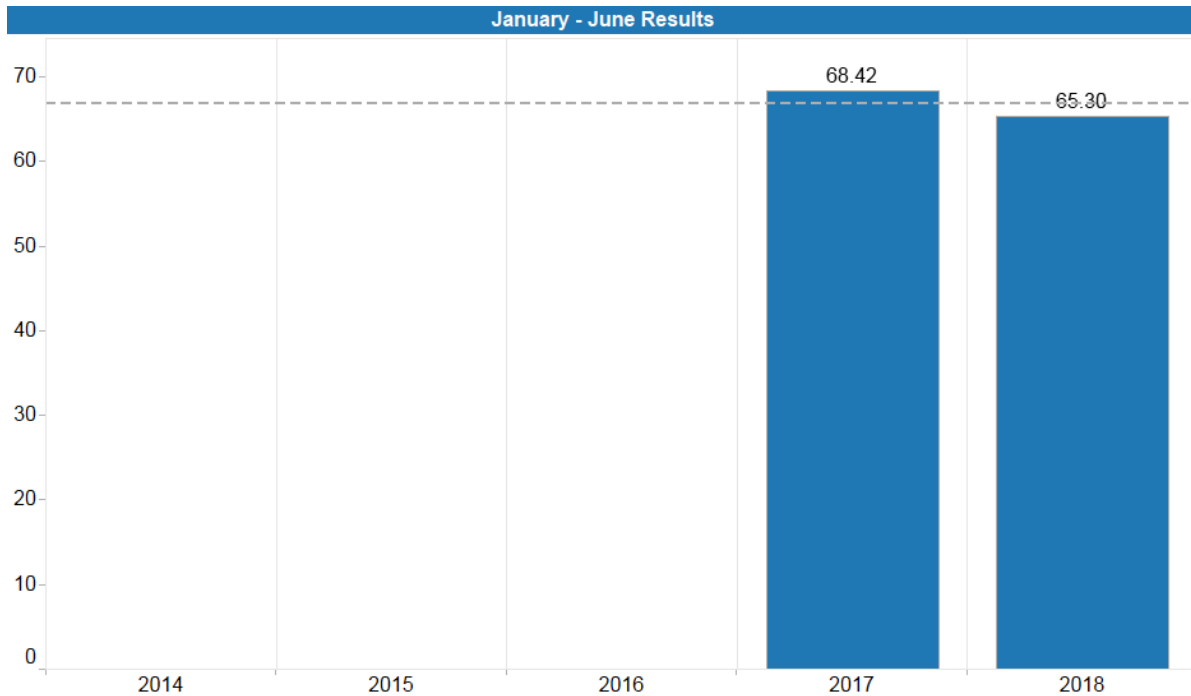
Enhanced promotion and programming related to digital literacy may have accounted for this positive impact. In May 2018, the library celebrated its first-ever Digital Inclusion Week, that promoted online access and technology skill building in an effort to reduce digital disparities in our communities. This trend continued in June 2018 as OPL participated in Digital Access Day. General technology service upgrades have also contributed to easier access to WiFi for customers.

CS 1.4 Customer Satisfaction Score

The Library bases its Customer Satisfaction Score on respondents' experiences online or in a branch during the measurement period. Customer feedback is captured using a 1-5 scale, where one represents very unsatisfied and five represents very satisfied. The result below reflects the percentage of respondents selecting four and five in comparison to the total number of responses.

An open and anonymous form provides visitors the ability to provide comments, concerns, and compliments, and to suggest ways that OPL can improve its services. OPL managers have reviewed customer feedback and follow-up is provided when requested. Results reflect a non-randomized observational methodology.

Figure 4. Customer Satisfaction Score

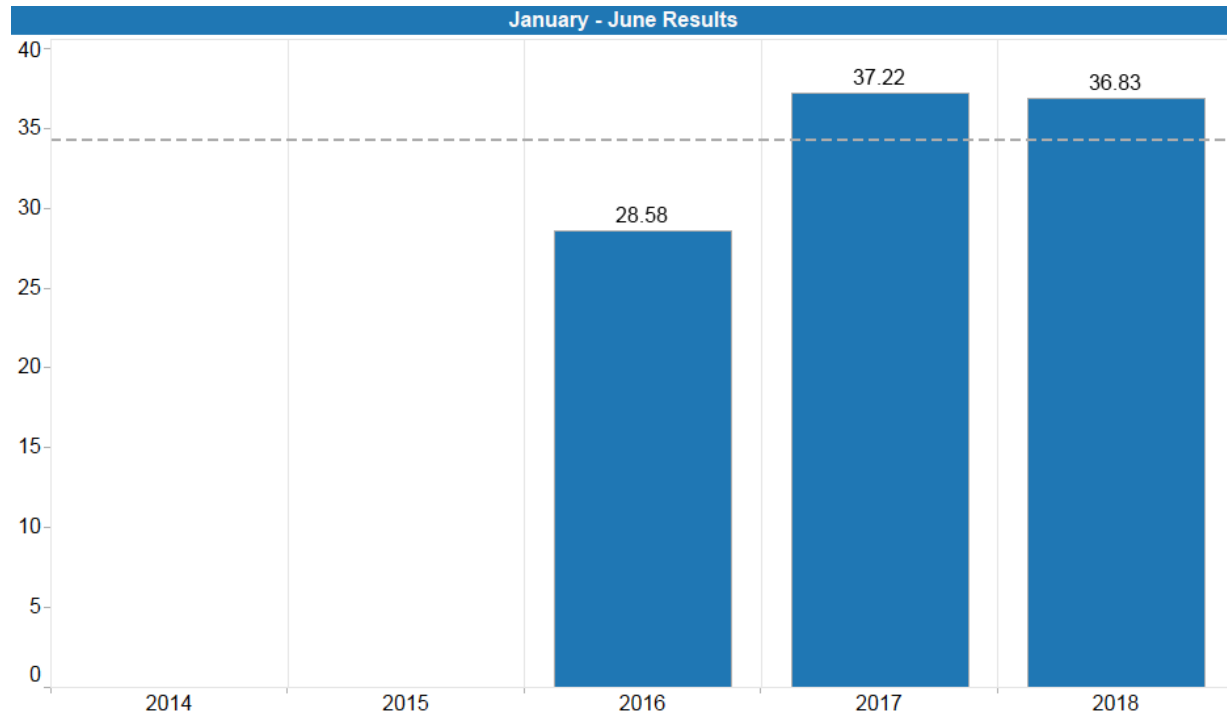


During Period 1 2018, a slight decrease of 4.56 percent was reported in OPL’s customer satisfaction score. Factors contributing to this decrease can be linked to technology issues surrounding third party vendor services, difficulties with the use of the online catalogue, or website dissatisfaction stemming from the 2017 re-design. This feedback is monitored to prevent further negative customers experiences in the online environment. The change to the new fees and loan structure also produced some unsatisfied responses in Period 1 2018. Specifically, around the implementation of the \$1.00 restocking fee on holds not picked up and the increase to the new non-resident fee. Difficulty in borrowing museum passes is also a contributing factor to a lower customer satisfaction result.

CS 1.5 Percent of Available Meeting Room Hours Booked

CS 1.5 represents the total number of meeting room hours booked divided by the total number of meeting room hours available.

Figure 5. Percent of Available Meeting Room Hours Booked



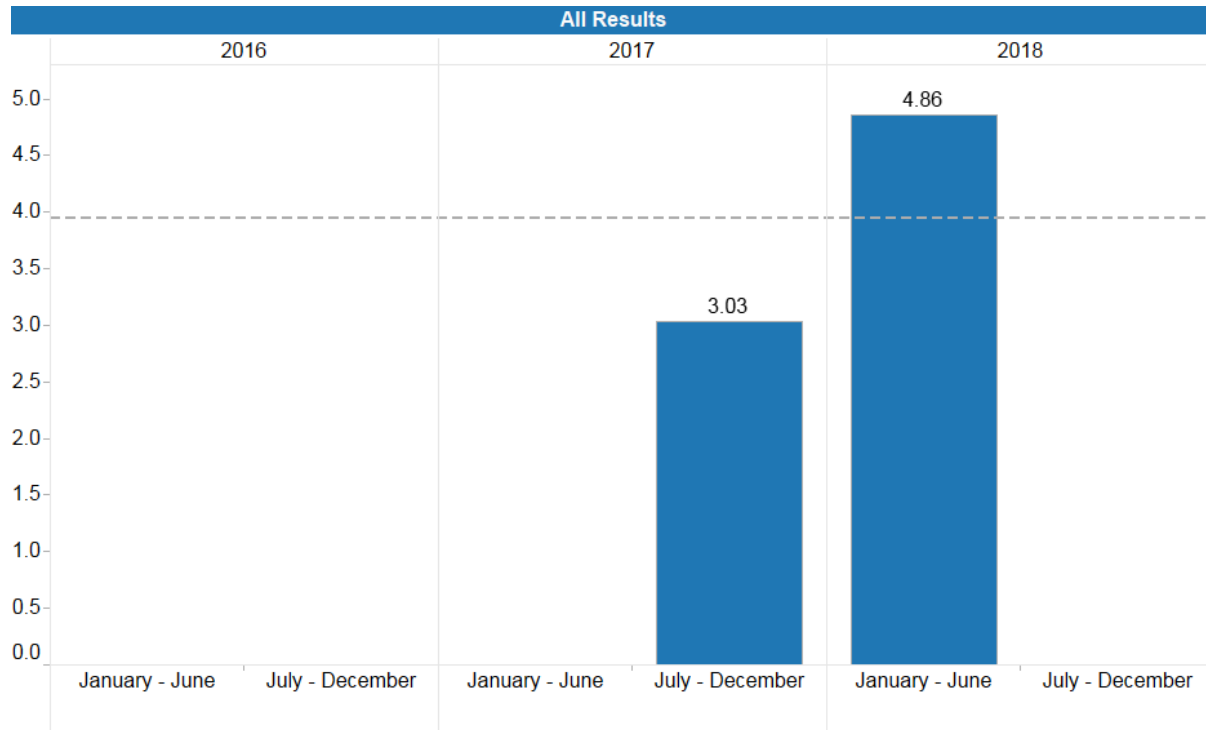
The percent of booked meeting room hours has remained relatively stable compared to the same period in 2017. While internal use for programming and external customer bookings performed consistently overall, June saw a slight decrease. This is attributed to the onset of the summer season, an increase of OPL staff holding programs in open spaces of branches (not in program rooms), and an increase in the number of OPL outreach programs held in the community.

CS 1.6 Reach and Awareness Ratio

CS 1.6 represents the number of electronic news and social media posts referencing OPL divided by the number of OPL-generated posts on bibliooottawalibrary.ca and OPL's social media channels (Facebook, Twitter, and Instagram).

Reach and Awareness Ratio is an indicator of the role of OPL in promoting reach and value within a broad media context.

Figure 6. Reach and Awareness Ratio



The reach and awareness ratio is a new metric that will require additional measurement periods to establish a performance trend. The first report to feature this measurement was delivered to the Board on April 10, 2018.

Period 2 2017 and Period 1 2018 reflect a consistent monthly extraction process that should produce comparable results. Period 1 2018 results showed an increase in external Twitter activity while internal activity showed an increased Facebook presence. This is largely due to a normalizing trend expected with the official closing of Ottawa 2017 and Canada 150 celebration activities, as well as interest in the Central Library Development Project (CLDP).

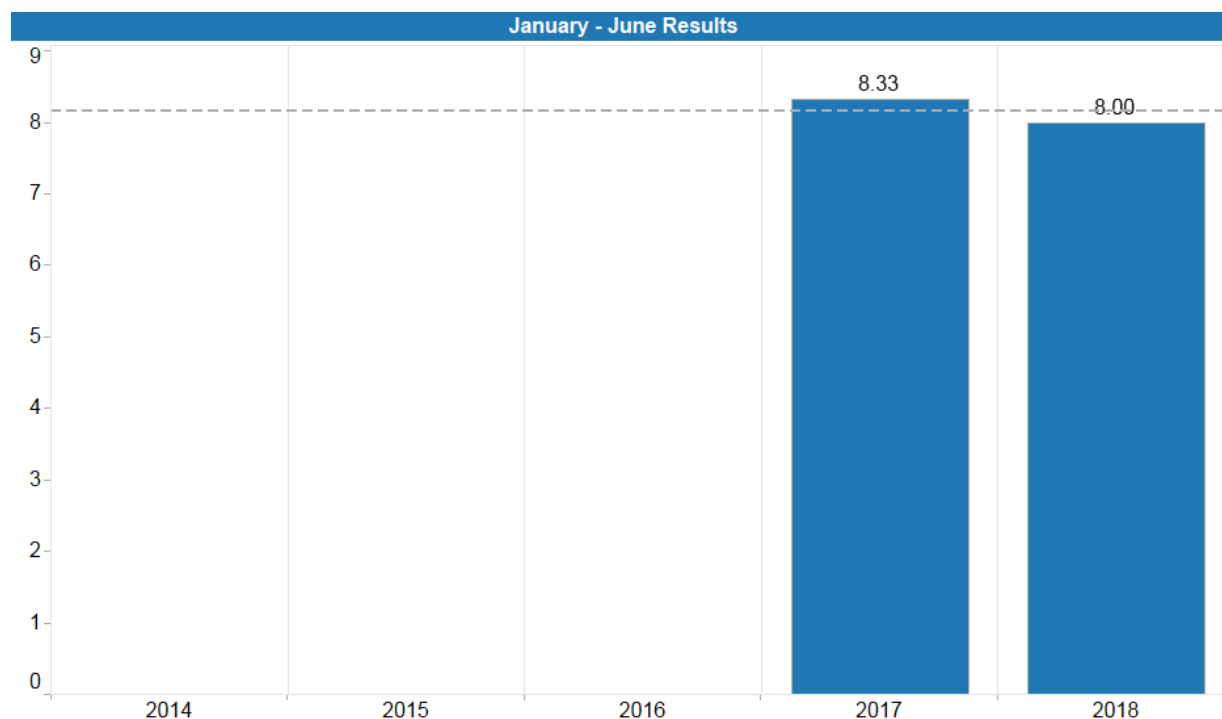
2. Operational Effectiveness (OE)

Operational Effectiveness is a performance category that monitors operational function of the organization.

OE 1.1 Hold Time to Availability

Hold Time to Availability measures the median days from the time a hold is placed electronically, to the time it is available for pick up, for all holds that are checked out (completed) in the measurement period. In this measure, a lower number is more advantageous to the customer.

Figure 7. Hold Time to Availability



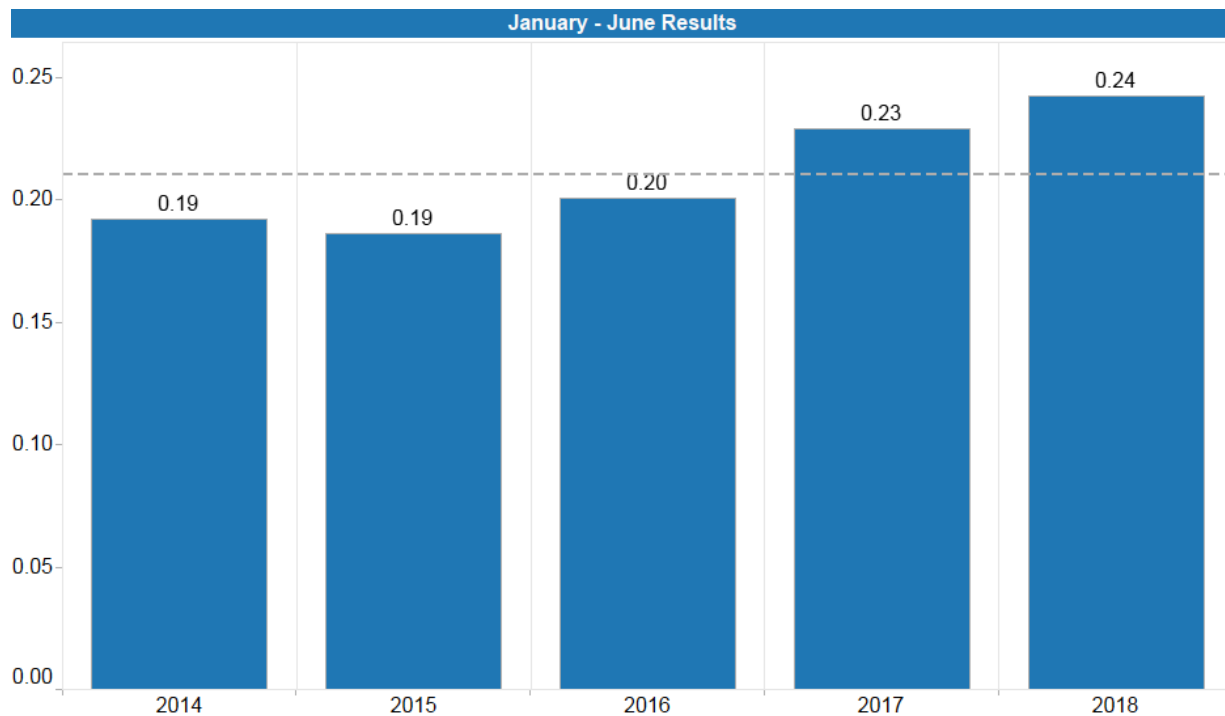
As reported in April 2018, results for Period 1 2017 were corrected, changing from 8.00 to 8.33, due to an identified software error in which not all holds transactions were accounted for appropriately within library systems. Figure 7 represents corrected results.

While many factors affect the median time to availability, changes to the fees and loan structures in January 2018 and instituting a \$1.00 restocking fee for holds not picked up, may be a key influence in the improved time to availability measure. In Period 1 2018, the median time in days was reduced 6.96 percent with fewer holds overall. Improved operational capacity resulting from reorganized sorting hours also had a positive impact on the result.

OE 1.2 Total Program Attendance per Square Foot

OE 1.2 represents the total in-branch program attendance / total programming space (sq. ft.)

Figure 8. Total Program Attendance per Square Foot



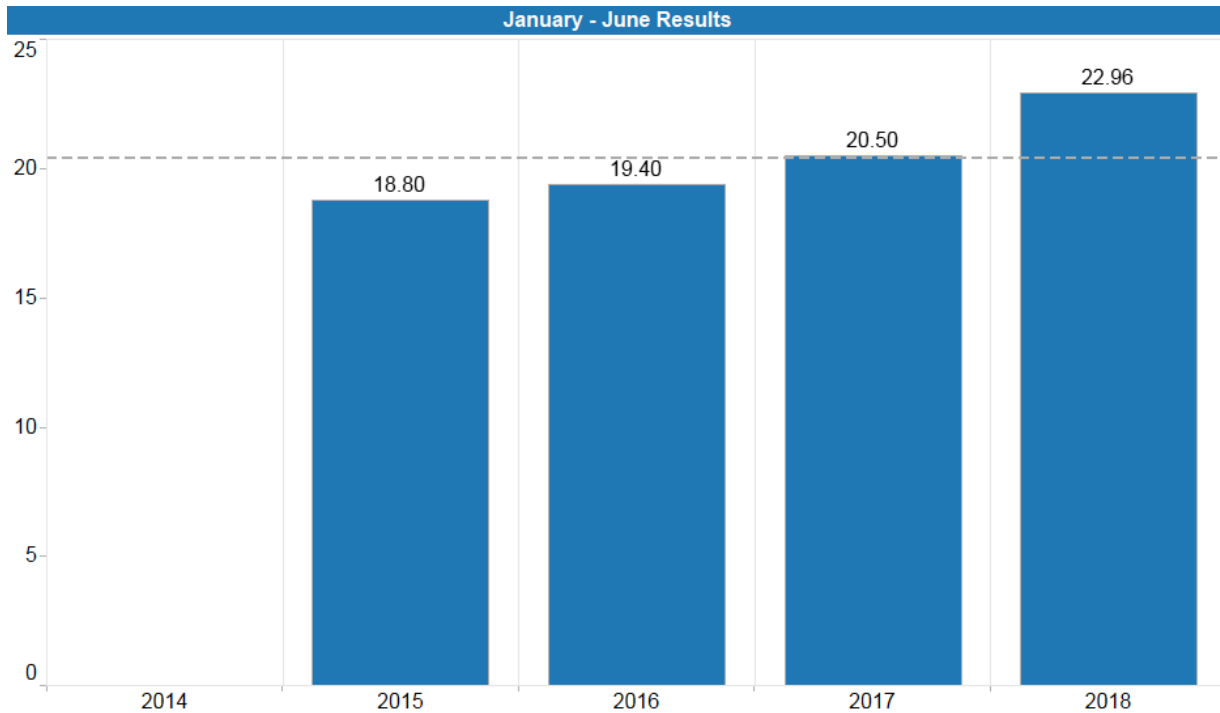
In Period 1 2018, the result was 0.24. This demonstrates a slight increase from Period 1 2017. In addition to measuring standard in-branch programming, OPL began actively tracking passive programming. Passive programs are planned by OPL staff and do not require an external presenter. These positive results can be attributed to OPL offering a variety of passive programs, such as: public screenings of the 2018 Winter Olympics; live-streaming “Canada Reads” listening parties; celebrating National Canadian Film Day; and, successfully introducing mobile creation spaces with maker carts.

Featured special events like the Rosemount 100 year anniversary celebration and the well-attended Instant Pot workshops also significantly contributed to an increase in branch program attendance.

OE 1.3 Percent of Physical Materials Checked Out

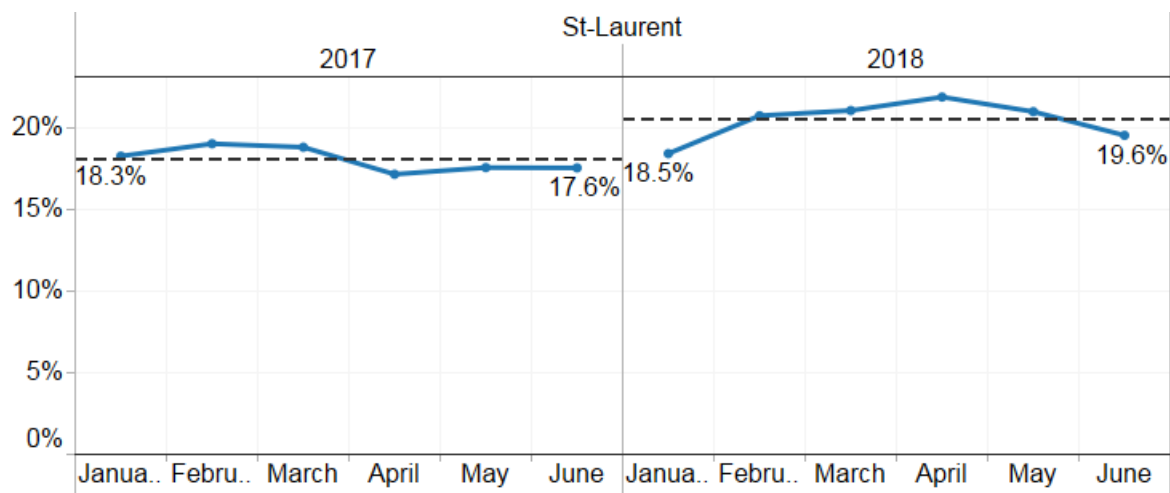
OE 1.3 is the average number of items currently checked out divided by the total items available at each branch.

Figure 9. Percent of Physical Materials Checked Out



The continued improvement of this measure is likely attributed to consistent weeding efforts aligning with the adoption of more accessible shelving at various OPL locations. These changes are demonstrated by the St-Laurent branch, which converted to RFID in the first measurement period of 2018, as shown in the chart below:

Figure 9.1. Monthly Per cent of Physical Materials Checked Out at St-Laurent



In Figure 9.1, we see that from June 2017 to June 2018 the percent of items checked out at St-Laurent increased from 17.6 percent to 19.6 percent, a growth of 11.36 percent.

The increase was the result of extensive efforts made by staff to maintain an active collection through effective weeding and merchandising practices. They were also successful in implementing smaller and more accessible shelves. This physical alteration creates visually enticing displays that offer customers a more manageable choice of material. Customers are also more engaged in browsing the physical collection from the moment they entered the library.

Other factors that improved this measure were the significant increase in the number of renewals due to the new fees and loan structure introduced on January 24, 2018. Renewals increase circulation but also maintain OPL inventory with customers.

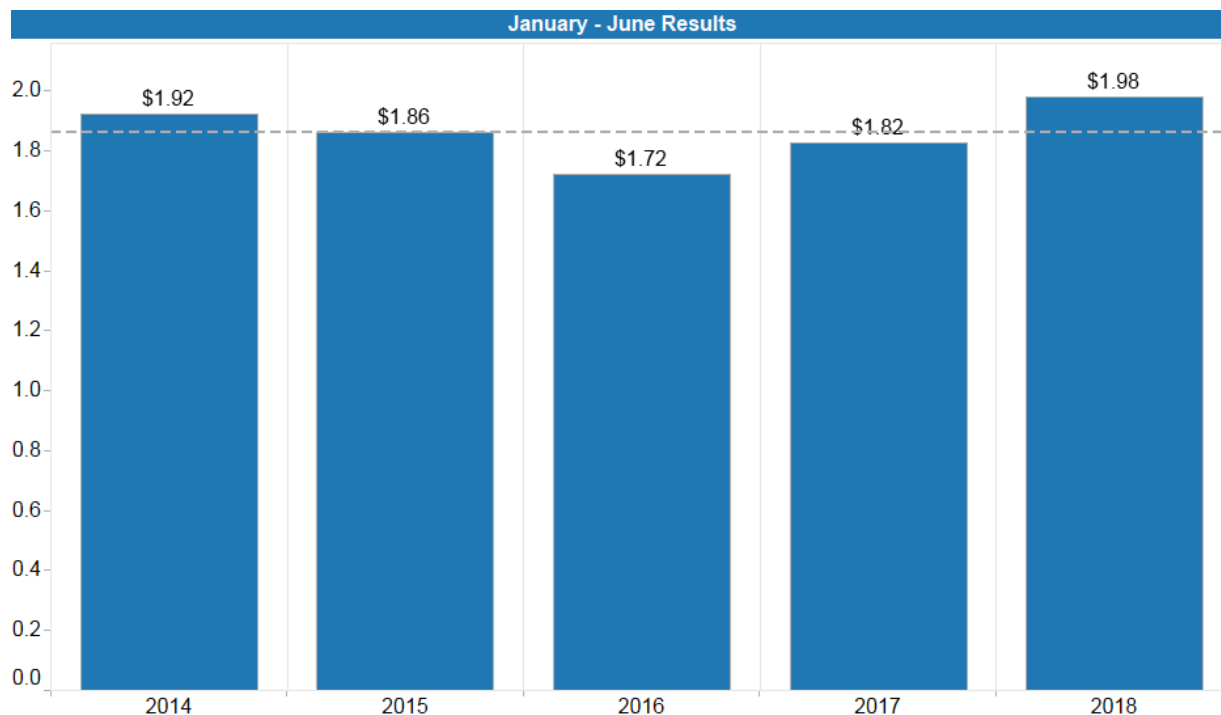
3. Financial Stewardship (FS)

The financial stewardship category is an indicator of operational costs related to the delivery of library services.

FS 1.1 Operating Cost per Library Use

Cost per Library Use is calculated by dividing operating costs by the total number of library uses during the measurement period. In this measure, cost is defined as all costs associated with the day-to-day operation of OPL.

Figure 10. Operating Cost per Library Use



OPL's Operating Cost per Library Use increased in Period 1 2018 by \$0.16 per library use.

As per the KPI definition, this measure is affected by two factors, library uses and operational costs. Library uses include circulation, electronic visits, and program attendance. Cumulatively, circulation and electronic visits increased marginally while expenditures in licensing and maintenance and purchased services were greater than the same period in 2017. Additionally, the continued availability of external funding from Friends of the Ottawa Public Library (FOPLA and the Ottawa Community Foundation allowed for increased operational spending. The combination of higher expenditures and lower uses in the same measurement period increased the cost per use by eight percent.

CONSULTATION

There are no external consultations associated with 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 accessibility impacts associated with this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

BOARD PRIORITIES

This report is prepared in compliance with OPL Board Policy OPLB-0010 CEO Reporting and Board Monitoring.