

# Integrating Project Outcome into Strategic Planning & Measuring Priority Areas

December 7, 2017



project | **OUTCOME**  
MEASURING THE TRUE IMPACT  
OF PUBLIC LIBRARIES



# Today's Panelists

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**Julianne Rist**

Director of Public Services  
Jefferson County (Colo.) Public Library



**Amy Koester**

Youth & Family Program Supervisor  
Skokie (Ill.) Public Library



**Christa Werle**

Public Services Project Manager  
Sno-Isle Libraries (Wash.)



**Emily Plagman**

Project Manager  
Public Library Association



**Samantha Lopez**

Project Coordinator  
Public Library Association

# Agenda

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- Project Outcome: Quick Review
- Measuring Outcomes to Benchmark Existing Strategic Priority Areas
  - *Jefferson County (Colo.) Public Library / Q&A*
- Using Outcomes Data to Increase Impact in Strategic Priority Areas
  - *Skokie (Ill.) Public Library / Q&A*
- Building Outcomes-based Programming Aligned with Strategic Plan
  - *Sno-Isle Libraries (Wash.) / Q&A*
- Announcements
- Q&A

**Poll:**  
**Do you consider yourself “new” to  
Project Outcome?**



If yes – click “Raise Hand” icon

# What is Project Outcome?

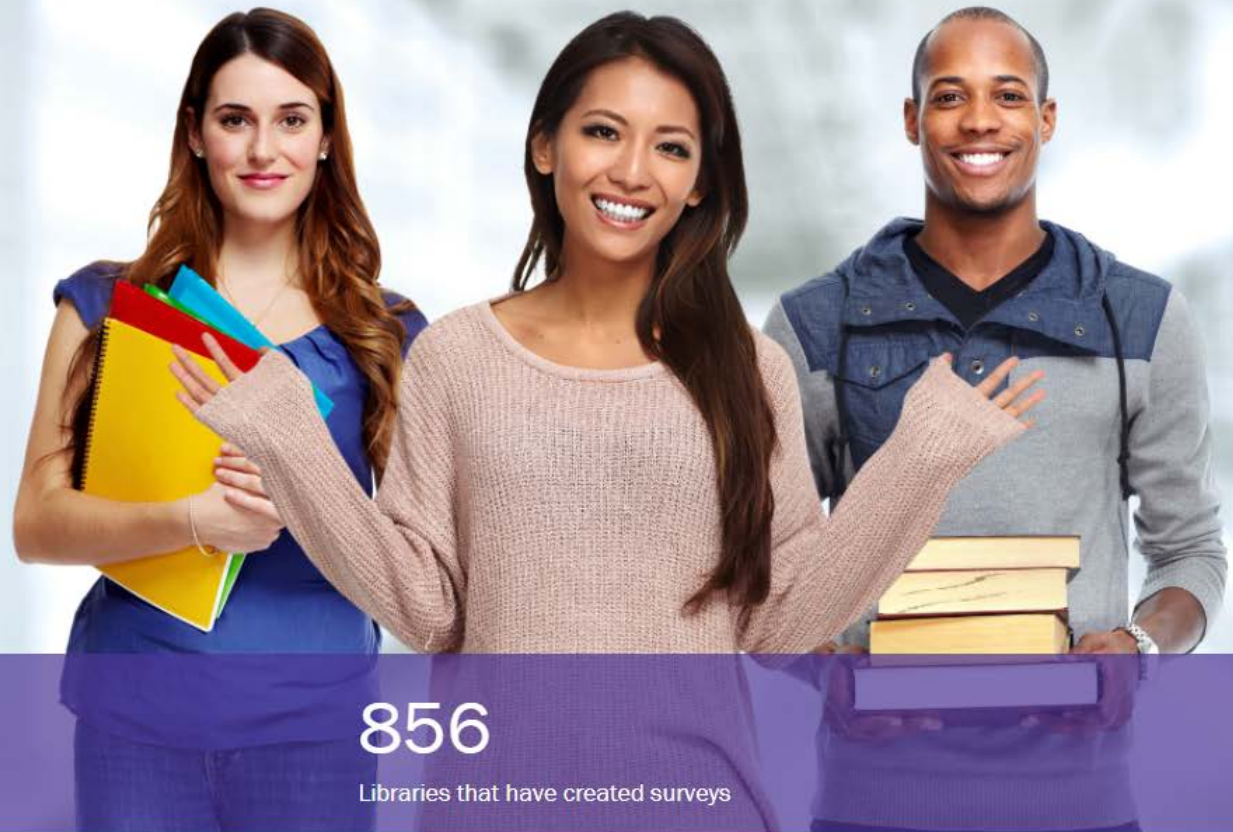
project | **OUTCOME**  
MEASURING THE TRUE IMPACT  
OF PUBLIC LIBRARIES

It's FREE!

## Outcome Measurement Made Easy

Resources and Tools  
to Create Surveys and  
Analyze Outcome Data  
at Your Library

[SIGN UP](#)



104,237

Responses collected through our surveys

856

Libraries that have created surveys

[Updates](#)

[Live News](#)

[www.projectoutcome.org](http://www.projectoutcome.org)

# Project Outcome Tools


project **OUTCOME**  
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OF PUBLIC LIBRARIES

Welcome, sam@projectoutcome.org  
Account | Log Out


[Survey Management](#) [Data Dashboard](#) [Resources](#) [Peer Discussion](#)

## Survey Management

[+ Create New Survey](#)

 **Example Program - 10/31/2017** 0 Responses  
Created by PLA Test  
[Review Survey](#)

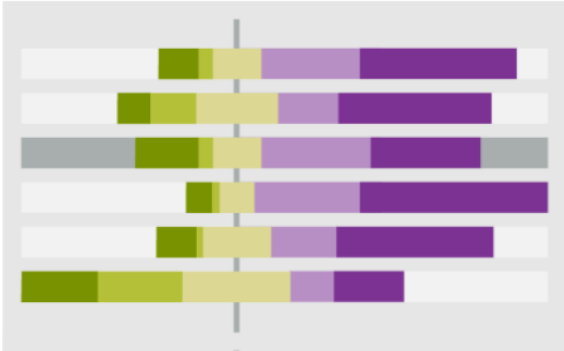
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 **Example Program - 10/04/2017** 0 Responses  
Created by PLA Test  
[Review Survey](#)

[View All Surveys](#)

## Data Dashboard

[Build a Report](#)



[View Data Dashboard](#)

## Resources


**Project Outcome 101**  
Published 07/28/2015


**Writing Open-Ended Survey Questions**  
Published 04/28/2017


**Case Studies**  
Published 06/08/2016

[View All Resources](#)

## Peer Discussion

 **Are we asking the right questions?**  
Updated 11/01/2017

 **Community Engagement Survey**  
Updated 10/27/2017

 **Compile data across surveys**  
Updated 10/17/2017

[View All Discussions](#)

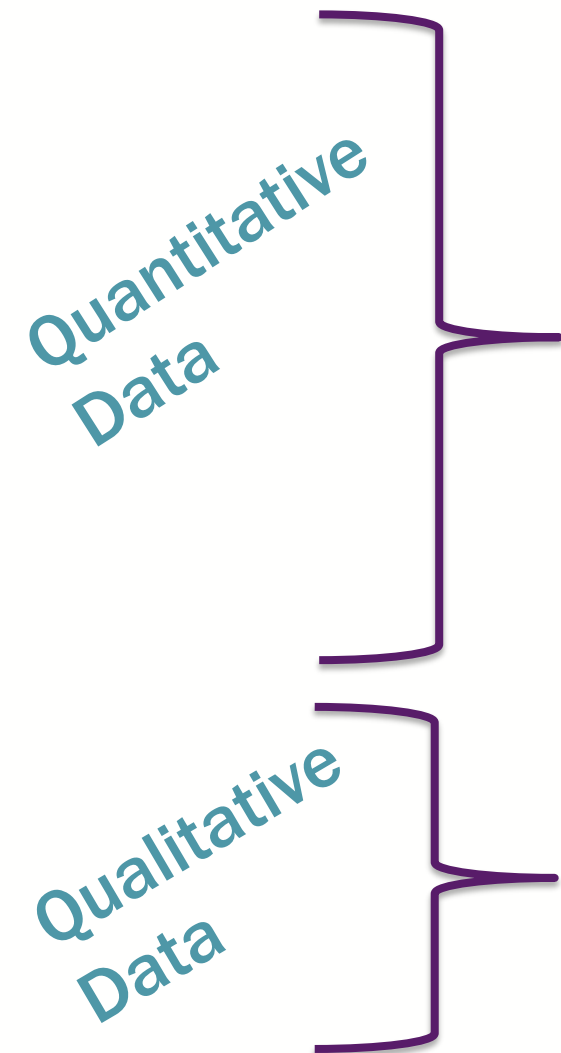
## Events

**Using Data to Understand Your Community & Measure Impact** [Register](#)  
Nov 30, 2017 | Online

[View All Events](#)

# Survey Questions

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Knowledge



Confidence



Behavior Change



Awareness

What did patrons like most?

What can the library do to improve?

# Survey Topic Areas

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**EARLY CHILDHOOD LITERACY**



**DIGITAL LEARNING**



**EDUCATION/LIFELONG LEARNING**



**SUMMER READING**



**JOB SKILLS**



**CIVIC/COMMUNITY ENGAGEMENT**



**ECONOMIC DEVELOPMENT**



# Survey Management Tool

[+ Create New Survey](#)

Date range

mm/dd/yyyy

mm/dd/yyyy

- Template
- Survey

Topic

- Civic/Community Engagement
- Digital Learning
- Early Childhood Literacy
- Economic Development
- Education/Lifelong Learning
- Job Skills
- Summer Reading

Type

- Immediate
- Follow-up
- Teen/Child
- Adult
- Caregiver

Status

- Draft
- Active
- Archived
- Deleted

Search Keywords



[Build a Report](#)

← Previous [1](#) [2](#) [3](#) [4](#) [5](#) [6](#) [7](#) [8](#) Next →

**Tech Time - 09/28/2017**

Created by PLA Test



Tech Time  
09/28/2017

Status ?

Active



0

Responses

[Download](#)

[Get Patron Survey](#) | [Copy Survey](#) | [Get Report](#)



Digital Learning  
Immediate

0

Attendance  
Update

[Enter Paper Responses](#)



**Template: Digital Learning in Kentucky**

Created by Tyler Tester at Asgardian Library Group

Digital Learning in Kentucky

09/11/2017

Status ?

Published

1

Surveys Created



Digital Learning  
Immediate

Published to  
2 Libraries

[Create Survey From Template](#)

**Coding Club - 08/31/2017**

Created by PLA Test



Coding Club  
08/31/2017

Status ?

Active



4

Responses

[Download](#)

[Get Patron Survey](#) | [Copy Survey](#) | [Get Report](#)



Education/Lifelong Learning  
Immediate

10

Attendance  
Update

[Enter Paper Responses](#)

# Data Dashboard

## ONE SYSTEM, SINGLE PROGRAM



Survey Results and Community Implications

### Report Information

Topic: Education and Lifelong Learning  
 Program(s): Air Plants  
 Date Range: February - April 2016

### Purpose

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat. Ut wisi enim ad minim veniam, quis nostrud exerci tation ullamcorper suscipit ut aliquip aliquam.

### Overview

Learning is a lifelong process. Public libraries provide an inclusive learning environment where community members can develop skills and knowledge at any age or stage of life. At the public library, users can find homework help, join book clubs, pursue a GED or higher education, and take classes or receive one-on-one help. These types of services and programs provide a foundation of learning for all communities, and particularly for underserved groups that may otherwise not have access to formal education. Libraries, however, rarely measure the true impact of the assistance they provide to advance knowledge and skills throughout life.

### Denver Public Library Survey Work

Denver Public Library staff distributed surveys to program participants to collect data and insights about how their education and lifelong learning services and programs are supporting community needs. Denver Public Library surveyed patrons using the Project Outcome Education and Lifelong Learning Services and Programs Survey, which measures services designed to impart new knowledge and skills, improve academic performance, and engage in a variety of leisure learning activities.

**91%** learned something that was helpful

**77%** intended to apply what they learned

**87%** felt more confident about what they learned

**77%** were more aware of applicable resources and services provided by the library

The full results of the survey(s) are shown below.

AVERAGES: Ranges from 1.0-5.0

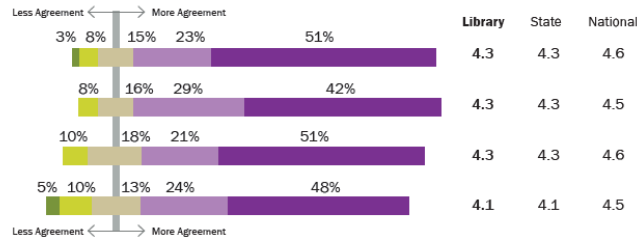
SCORING: **Strongly Disagree** **Disagree** **Neither Agree nor Disagree** **Agree** **Strongly Agree**

**Knowledge**

**Confidence**

**New Skills/Application**

**Awareness of Resources**



IMMEDIATE SURVEY

FOLLOW UP SURVEY

SORT BY:

TOPIC

SCORE

FILTER BY:

PROG. NAME

DATE

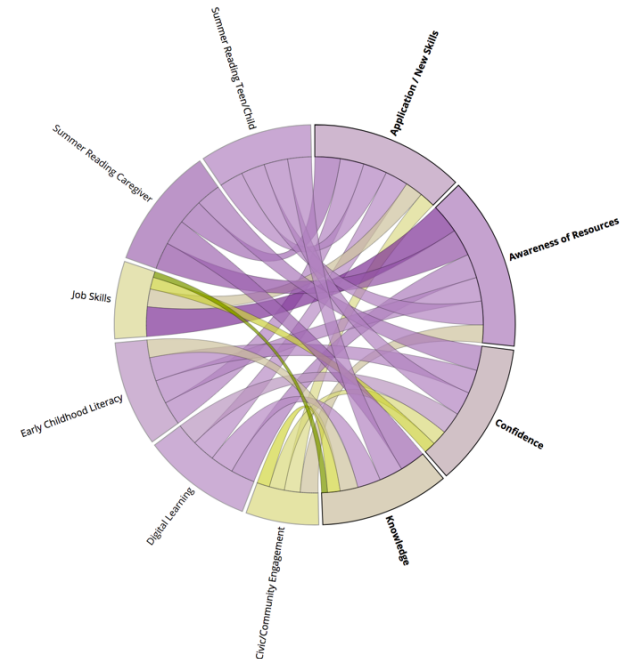
### AVERAGE SCORE MATRIX

Scoring 1.0 5.0

Strongly Disagree Strongly Agree

Topic	Outcome				Average
	Increased Knowledge	Increased Confidence	Application New Skills	Awareness of Resources	
Civic/Community Engagement	2.6	2.6	2.6	2.6	2.6
Digital Learning	3.9	3.9	3.9	3.9	3.9
Early Childhood Literacy	3.8	3.8	3.8	3.8	3.8
Job Skills	2.8	2.8	2.8	2.8	2.8
Summer Reading Caregiver	4.3	4.3	4.3	4.3	4.3
Summer Reading Teen/Child	4.0	4.0	4.0	4.0	4.0
	3.1	3.4	3.6	4.1	Averages

### Service or Survey Topic by Area of Greatest Impact



# Project Outcome Training Resources

- Getting Started
- Surveys
- Data Collection
- Data Analysis
- Taking Action
- From the Field

The screenshot shows the Project Outcome Resources website. At the top, the word "RESOURCES" is displayed in yellow. Below it, a subtitle reads: "Project Outcome provides resources to help libraries throughout the outcome measurement process." A search bar with the placeholder text "Search Project Outcome Resources" and a magnifying glass icon is positioned below the subtitle. The main content area is titled "Featured Resources" and lists three key resources: "Project Outcome 101" (What to know about Project Outcome), "Writing Open-Ended Survey Questions" (Tips for writing your own open-ended survey questions), and "Data Collection Roadmap" (On the road to real results). Below this, a grid of six categories is shown, each with a list of related resources:


Getting Started	Surveys	Data Collection
<ul style="list-style-type: none"><li>• Project Outcome 101</li><li>• Readiness Assessment</li><li>• Outcome Measurement Continuum</li><li>• What is Outcome Measurement?</li><li>• Outcome Measurement Process</li></ul>	<ul style="list-style-type: none"><li>• Preview Surveys</li><li>• Additional Survey Questions</li><li>• Choosing the Right Survey</li><li>• Survey Background</li><li>• Writing Open-Ended Survey Questions</li></ul>	<ul style="list-style-type: none"><li>• Data Collection Roadmap</li><li>• Data Collection Team</li><li>• Building Internal Support</li><li>• Survey Best Practices</li><li>• How to Talk to Patrons</li><li>• Following Up with Patrons</li><li>• Informed Consent</li><li>• Sample Size</li><li>• Terminology List</li></ul>
Data Analysis	Taking Action	From the Field
<ul style="list-style-type: none"><li>• Maximize Your Results</li><li>• Analyzing Qualitative Data</li><li>• Framing Survey Results</li></ul>	<ul style="list-style-type: none"><li>• Good Practices for Communicating Data</li><li>• Creating a Message Framework</li><li>• Advocacy Tips</li></ul>	<ul style="list-style-type: none"><li>• On-Demand Webinars</li><li>• Outcome Measurement Guidelines</li><li>• Speaker Wall of Fame</li></ul>

## Webinar Archives

*Using Project Outcome Data to Improve & Support Library Programming*

## Tutorial Videos

*Creating a New Survey*



**Measuring Outcomes to Benchmark  
Existing Strategic Priority Areas**

**Poll:**

**What kinds of strategic planning areas would/do you measure outcomes in?**

**Share in Chat**

**Poll:**

**What kind of benchmarking would/do you do in your library?**

**Share in Chat**



Jefferson County  
PUBLIC LIBRARY



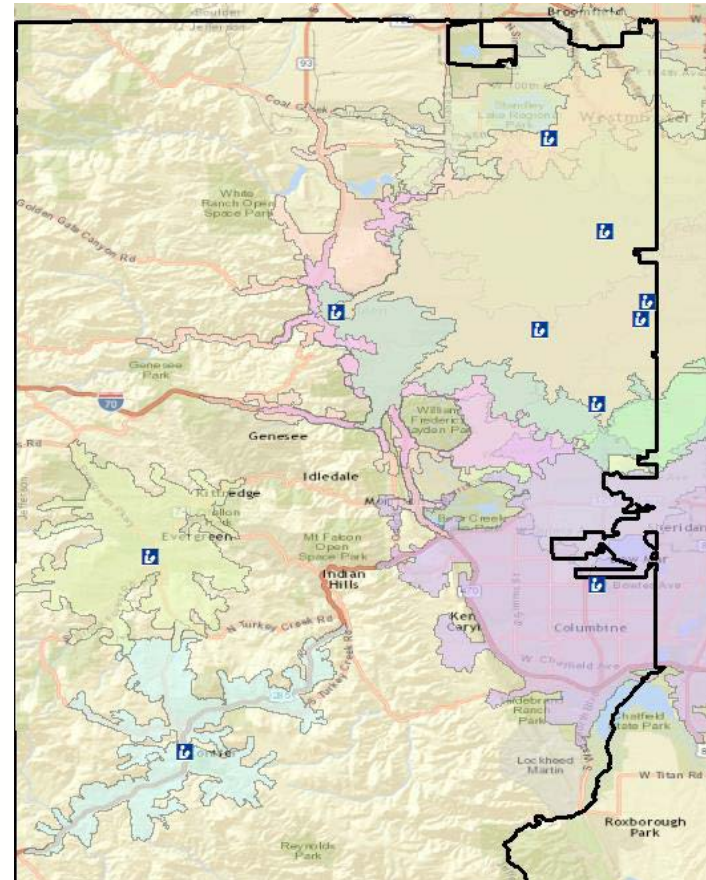
Julianne Rist, MLIS, CPLA  
Director of Public Services  
Jefferson County Public Library

# Jefferson County Public Library



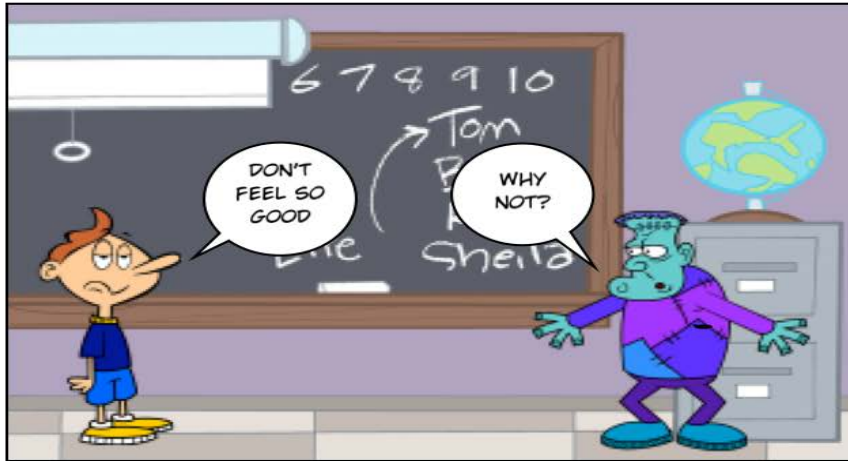
Jefferson County  
PUBLIC LIBRARY

Population of Service Area:	<b>578,101</b>
Annual Operating Expenditures:	<b>\$31,388,971</b>
Number of Libraries:	<b>10</b>
FTE Staff:	<b>208</b>





# Evidence-based Decision Making





# Summer Reading 2016





## Results

A total of 305 survey responses were collected. Of the percentage of patrons surveyed who either **agreed or strongly agreed** that they benefited from the service or program:

 **79%** learned something new from what they read or experienced






 **67%** read more often

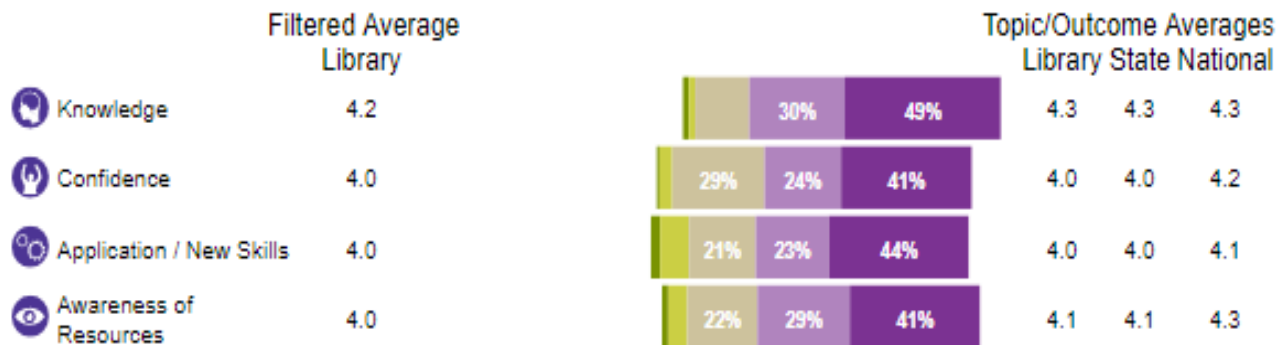
 **65%** enjoy reading more

 **70%** want to use the library more often

The full results of the survey(s) are shown below.

AVERAGES: Ranges from 1.0-5.0

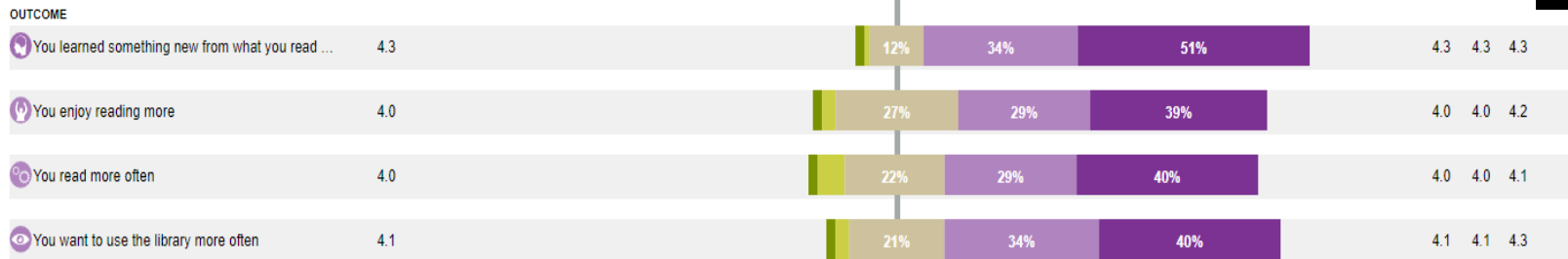
SCORING:  Strongly Disagree  Disagree  Neither  Agree  Strongly Agree



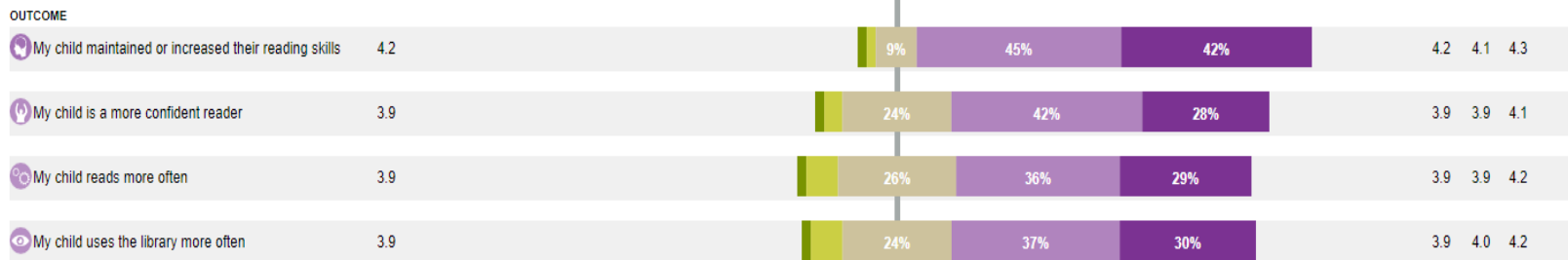
# Summer Reading 2017



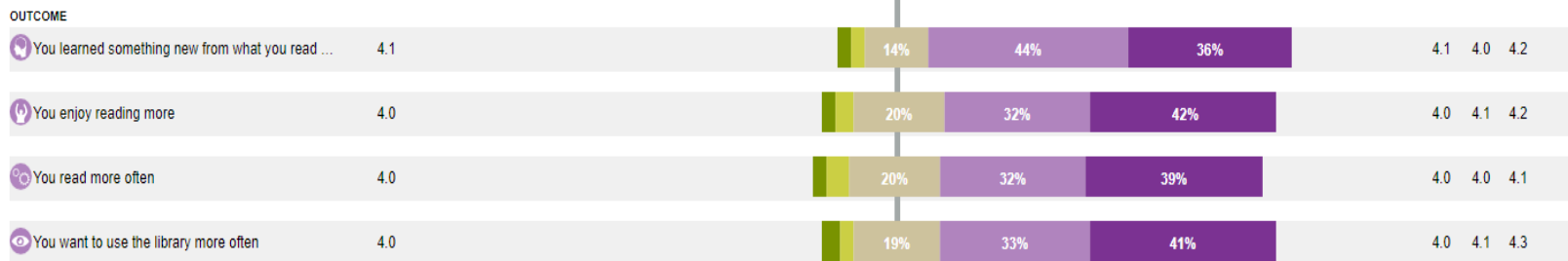
## Summer Reading Adult



## Summer Reading Caregiver



## Summer Reading Teen/Child



# Project Outcome & Strategic Planning

## 2017 Strategic Priority

- 1000 Books Before Kindergarten
  - Pilot evaluation
  - System-wide implementation Fall 2017
  - Long-term tracking
  - Combined with school data – impact on community



# Strategic Planning

- Establish baselines for programs
- Used for success measures
- Tracking for larger community goals
- Benchmarking
- Impact on patrons' lives
- Credibility
- Expertise



# JEFFERSON COUNTY PUBLIC LIBRARY

## 2017 Strategic Plan Scorecard



### PUBLIC LIBRARY MEASURES

Edge Initiative, Impact Survey, and PLA Project Outcome are three evaluation tools developed on a national level by experts in the library field. Each measures something unique. When they are combined, they give the library a more complete picture of their impact on the community and allows the library to benchmark itself against other libraries who participate with these tools.

- **Edge Initiative** is a tool that measures what technology resources JCPL offers and how we compare to other libraries.
- **Impact Survey** asks our residents how they use library technology and digital resources and what their needs are.
- **PLA Project Outcome** asks if participating in a library program or service has changed a behavior or if a customer has learned something.

**Counting Opinions** Customer Satisfaction Survey Solution was specifically developed for public libraries. JCPL offers this survey 365 days a year, and tracks performance and comments biannually.

LIBRARY BENCHMARK MEASURE	2015 ACTUAL	2016 ACTUAL	2017 TARGET	2015 PERCENTILES*	
				50TH	75TH
Circulation/capita	12.74	13.83	13.50**	9.66	12.30
eMaterials/capita	0.13	0.19	0.21	n/a***	n/a***
Program attendance/1000 capita	368	407	407**	277	474
Square footage/capita	0.40	0.39	0.39	0.43	0.95
Public Service hours/1000 capita	42.78	50.49	TBD	72.55	92.02
FTEs/1000 capita	0.39	0.43	0.43	0.49	0.52

PUBLIC SECTOR INDUSTRY MEASURE	2015 ACTUAL	2016 ACTUAL	2017 TARGET
Staff turnover	15.15%	11.54%	average %****
% uptime/IT systems			98%
% bandwidth utilization			50% - 79%
Technology replacement cycles			4-7 years
% uptime Facilities operations			98%

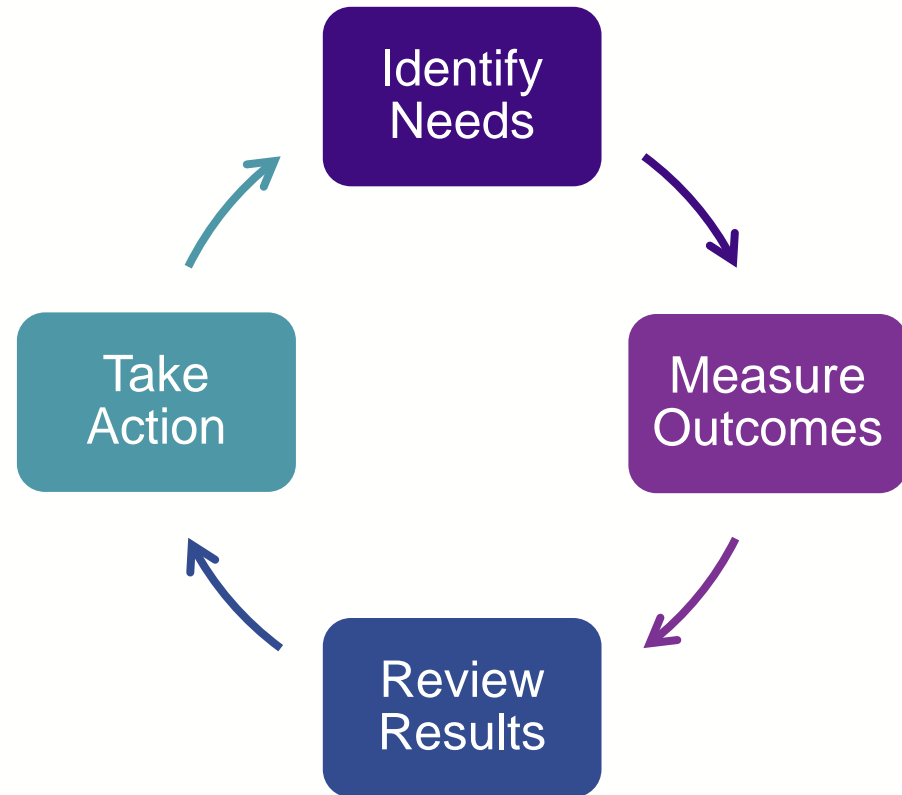
\* Latest available data    \*\* Reflects Columbine closure    \*\*\* Reflects recent change to definition    \*\*\*\* MSEC Personnel Plus Survey

# Measuring Outcomes to Benchmark Existing Strategic Priority Areas

## Key Activities:

- Prioritize strategic areas
- Measure programs that fall within those strategic areas
- Use results to establish baseline data for benchmarking
- Make changes based on results
- Repeat the cycle

**Success Factor:** Consistent data collection to keep benchmarking accurate



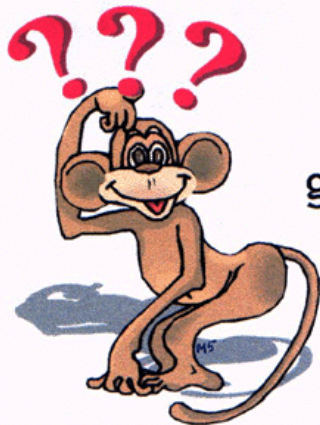
# Questions?



**Julianne Rist, MLIS, CPLA**  
Director of Public Services  
Jefferson County Public Library  
[julianne.rist@jeffcolibrary.org](mailto:julianne.rist@jeffcolibrary.org)



**Emily Plagman**  
Project Manager  
Public Library Association



Questions  
are  
guaranteed in  
life;  
Answers  
aren't.

**Jefferson County Public Library**  
10200 W. 20th Avenue  
Lakewood, CO 80215  
p 303.275.2236







# Using Outcomes Data to Increase Impact in Strategic Priority Areas

**Poll:**

**How many of you currently have outcome measurement listed as its own strategic priority?**



**If yes – click “Raise Hand” icon**



Amy Koester  
Youth & Family Program Supervisor  
Skokie Public Library

# Skokie Public Library

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- Serve a village of 65,000
- 40%+ foreign-born, 90+ languages spoken
- 1 location + bookmobile

# How We Do Outcomes

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- Standing committee of 5 people
- Meet every 6 weeks
- Prioritizing outcomes of programs
- 3-5 measurement tools in use at any given time
- One person works in Project Outcome
- Quarterly reports

## **Outcomes Measurement Worksheet C: Determining the Preferred Measurement Tool**

The Outcomes Oversight Committee uses this worksheet to help determine the preferred measurement tool for an outcomes initiative brought to the committee by a member of program staff. A program staff member requesting to create a measurement tool with the committee will have completed the Outcomes Goals & Indicators worksheet in advance of the meeting so that the committee may review it.

### **Starting with Standard Surveys**

**Question 1: Is one of the existing Project Outcome surveys appropriate and sufficient?**

YES → Use the appropriate Project Outcome survey.

YES, but additional questions and/or observational measurement would benefit the project → Use the appropriate Project Outcome survey as the basis for the outcomes measurement, and use the Survey Lexicon to formulate a measurement tool with the most appropriate supplementary questions/observations. If the Survey Lexicon is insufficient, proceed to Custom Surveys.

NO → Ask Question 2.

# Outcomes Priorities from Our Strategic Plan

- Digital Literacy
- Summer Reading/Learning

**TECHNOLOGY**



**GOOGLE EARTH**  
Go on an adventure around the world from the comfort of your computer. This hands-on class is guaranteed to take you places you've never been before.  
*Monday, November 13, 7 pm*



**Setting up Shop with Etsy**  
In this crash course for the independent entrepreneur looking to sell homemade goods on Etsy, we will show you how to set up your shop and keep it running smoothly.  
*Monday, November 20, 7 pm*

**Navigating Instagram**  
Learn the basics of Instagram in this hands-on class. We'll cover how to upload and modify photos, and how to find and follow others.  
*Tuesday, November 21, 7 pm*

**Defending Windows with Antivirus Software**  
Keeping your computer safe and clean is an important challenge. We will discuss antivirus software as one part of keeping your computer safe and answer your questions about antivirus software. Class is lecture based.  
*Thursday, December 7, 3 pm*



# Digital Learning Case Study

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Before:

- ~15 tech classes each month
- Hands-on classes (computer lab, digital media lab)
- Lecture classes (program room)
- We surveyed EVERYTHING with the P.O. immediate survey



# Digital Learning Case Study

Now:

- Still ~15 programs each month
- Survey select programs, with purpose
- Use modified P.O. immediate & follow-up surveys



**MORE TECHNOLOGY**

Android Phone: Music  
Monday, November 6 at 7 pm  
Book Discussion Room

Discover Online Magazines for Free  
Tuesday, November 7 at 7 pm  
Book Discussion Room

Google Earth\*  
Monday, November 13 at 7 pm  
Computer Classroom

eBooks 101\*  
Wednesday, November 15 at 3 pm  
Book Discussion Room

Windows 10\*  
Thursday, November 16 at 3 pm  
Radmacher Meeting Room

Navigating Instagram\*  
Tuesday, November 21 at 7 pm  
Book Discussion Room

**DIGITAL MEDIA LAB**  
Classes are limited to five people and are taught on Apple computers.

Introduction to Photoshop Elements\*  
Wednesday, November 8 at 3 pm

Introduction to the Apple Computer\*  
Friday, November 10 at 7 pm

Digitize All the Things\*  
Sunday, November 12 at 1 pm or 2:30 pm

Advanced Photoshop Elements\*  
Wednesday, November 22 at 9 am

Introduction to Adobe Lightroom\*  
Wednesday, November 27 at 7 pm

**ONE-ON-ONE TECHNOLOGY ASSISTANCE**  
Have a question about technology? We're here to help. Staff and volunteers teach one-on-one training at your level. Sessions last one hour and can be scheduled at your convenience.

**Topics available:**  
Mouse skills  
Internet basics  
Email basics  
Microsoft Office 2016  
eReaders and tablets  
Social media websites  
Digital media creation



# Digital Learning Case Study

## What We've Learned:

- Following up with participants is difficult
- Modifying the P.O. surveys with a question we want to track: “Why did you sign up for this class?”
- Surveying selectively

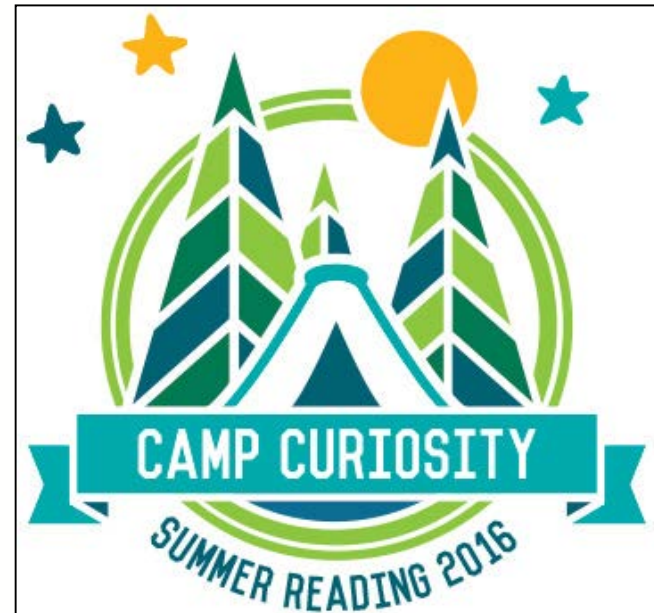
Facebook Basics - 12/21/2017 Created by Amy Koester	<a href="#">Get Patron Survey</a>   <a href="#">Copy Survey</a>   <a href="#">Get Report</a>		
Facebook Basics 12/21/2017	Digital Learning Immediate		
Status ⓘ Active	Responses 0 <a href="#">Download</a>	Attendance Update 0	<a href="#">Enter Paper Responses</a>
PowerPoint Intermediate - 12/20/2017 Created by Amy Koester	<a href="#">Get Patron Survey</a>   <a href="#">Copy Survey</a>   <a href="#">Get Report</a>		
PowerPoint Intermediate 12/20/2017	Digital Learning Immediate		
Status ⓘ Active	Responses 0 <a href="#">Download</a>	Attendance Update 0	<a href="#">Enter Paper Responses</a>
Computer ABCs - 12/17/2017 Created by Amy Koester	<a href="#">Get Patron Survey</a>   <a href="#">Copy Survey</a>   <a href="#">Get Report</a>		
Computer ABCs 12/17/2017	Digital Learning Immediate		

# Summer Reading Case Study

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Before:

- ~3500 participants
- Program structured around completing levels
- Goals included increasing completion, combatting summer slide
- Custom surveys every year



# Summer Reading Case Study

Now:

- ~3700 participants
- Program structured around completing levels
- Goals included increasing completion, increasing engagement
- Combo P.O. survey & in-house indicators

**WHILE PARTICIPATING IN SUMMER READING...**

Yes No Not sure

I shared a book recommendation with a family member, friend, or other community member.

I tried a library resource I'd never used before.

I submitted an item to the Camp Mailbox.

I looked at items submitted to the Camp Mailbox on display in the library or on our Facebook page.

**AS A RESULT OF PARTICIPATING IN SUMMER READING...**

Strongly Agree Agree Neutral Disagree Strongly Disagree

I learned something new.

My overall confidence in reading increased.

I will continue to explore something discovered during summer reading.

I am more aware of resources and services provided by the library.

I feel that Skokie is a community of readers.

# Summer Reading Case Study

## What We've Learned:

- Redefining our goals
- Researching outcome indicators to capture our specific goals
- Contributing to P.O. is a priority
- Reporting findings

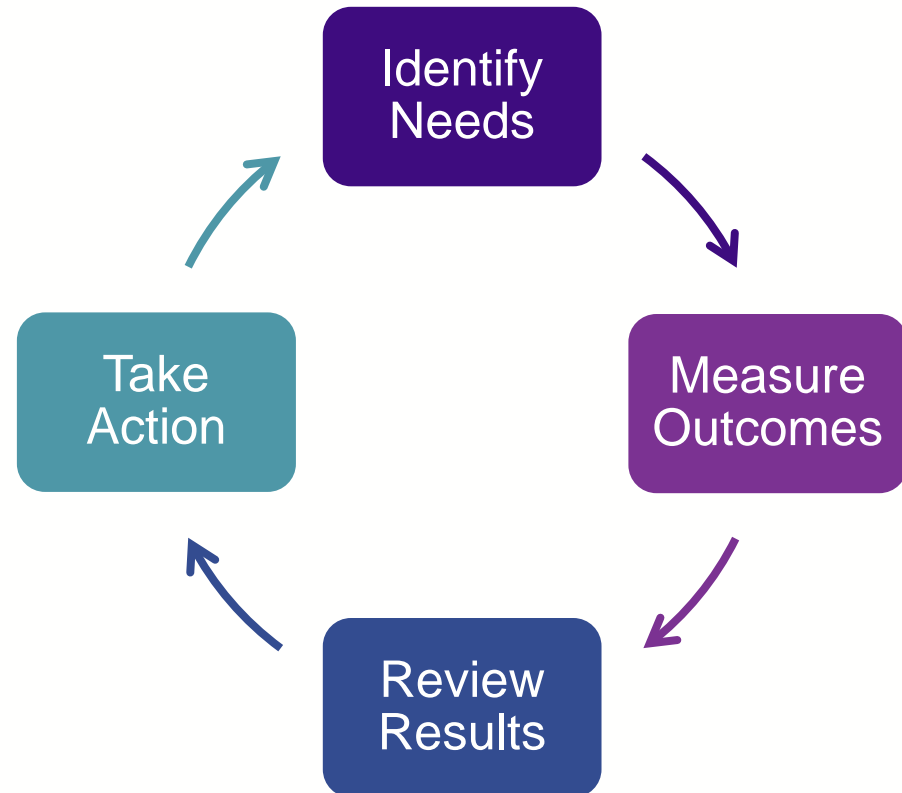


# Measuring Outcomes to Increase Impact in Strategic Priority Areas

## Key Activities:

- Outcome measurement identified is its own strategic goal
- Measurement activity is refined and targeted over time
- Results are more specific
- Programming changes become refined and impactful

**Success Factor:** Continual refining & analysis against goal



# Questions?



**Amy Koester**

Youth & Family Program Supervisor

Skokie Public Library

[akoester@skokielibrary.info](mailto:akoester@skokielibrary.info)



**Emily Plagman**

Project Manager

Public Library Association





**Building Outcomes-based Programming  
Aligned with Strategic Plan**

**Poll:**

**How has outcome measurement changed  
the way you think about programming?**

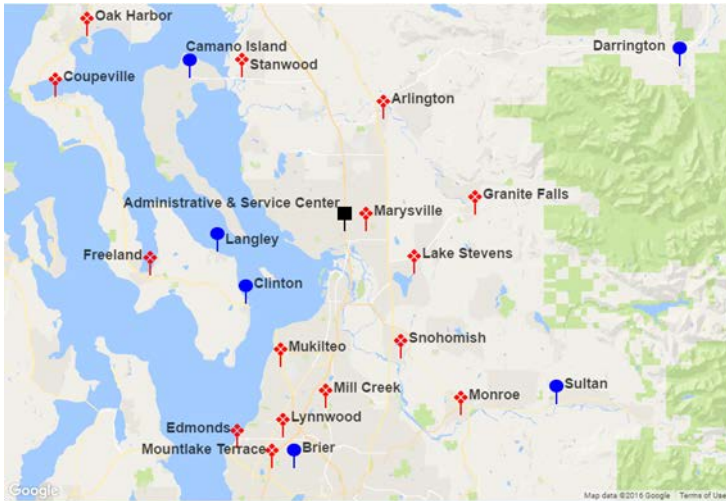
**Share in Chat**





Christa Werle  
Public Services Project Manager  
Sno-Isle Libraries

# Sno-Isle Libraries



## By the numbers

- 2 counties (2,260 square miles)
- 23 community libraries
- 450+ employees
- 743,540 residents
- 1.5 million items
- \$53m budget
- 7.3 million items borrowed in 2016

# Our Goal: Programming Support & Evaluation

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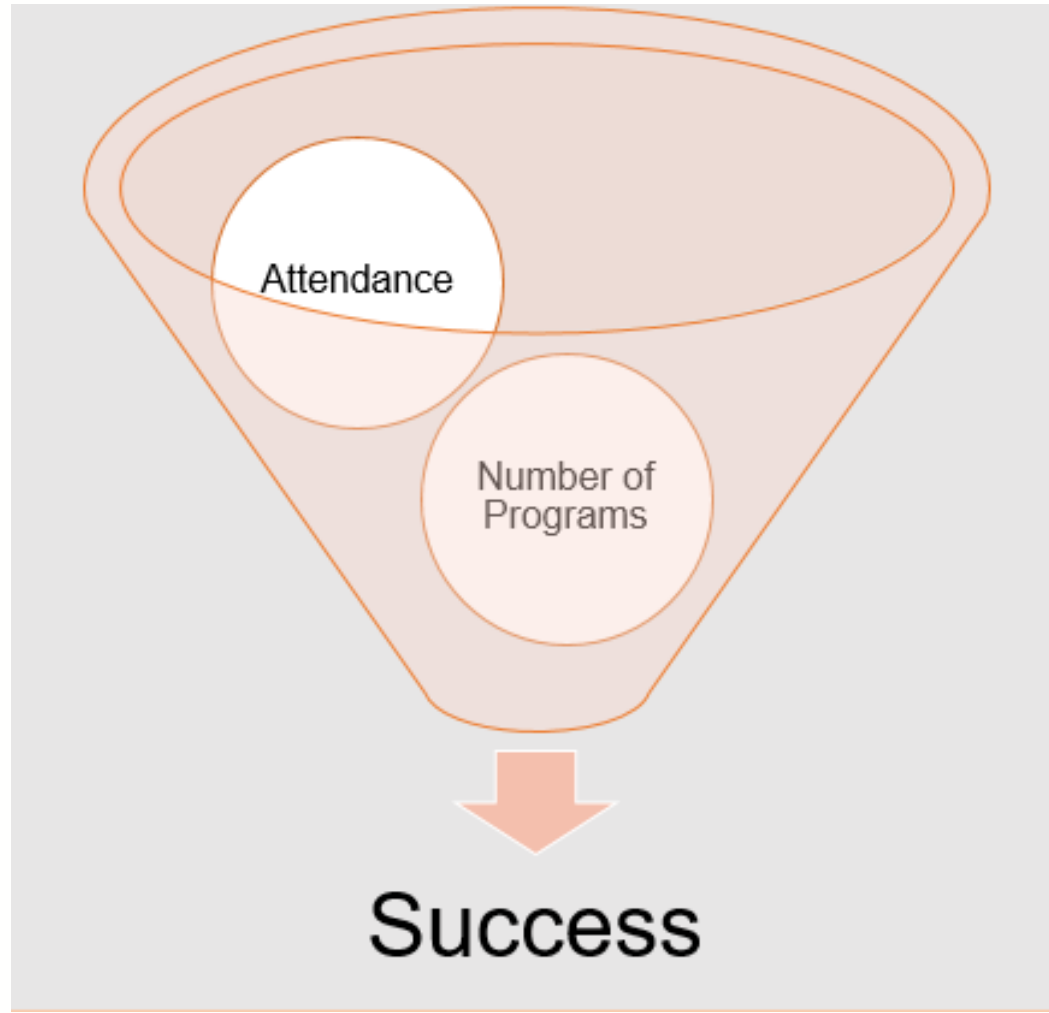
- Understand investment in & value of service
- Understand change for program attendees
- Understand service alignment with strategic plan



A literate and informed citizenry supported by educational programs  
addressing community needs and interests

# Programming Services 2015

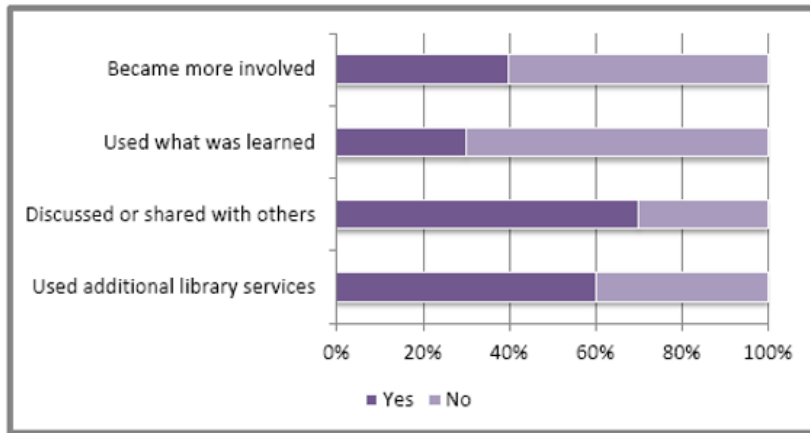
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# Programming Services 2016

## Results

The results of the Civic and Community Engagement Follow-Up Survey are shown in the chart below.



“I would attend other programs involving writers. I had not heard of the 3 authors and started reading books by one of them.”

“Chance to meet other neighbors in the community. Love to meet authors.”

Patrons reported that, as a result of participating in the program/service:

- 40% became more involved in the community
- 30% used what they learned to do something new or different in the community
- 70% discussed or shared with others what they learned or experienced
- 60% used additional library services

11 Responses

# Programming Services 2017-2019

Output/Outcome/Impact	Metric	2016 Baseline	2019 Success Target
Output	Number of programs meeting definition of an outcomes-based program	72%	100%
Output	Number of program attendees	221,080	221,080 (or 100% of previous year, watch measure)
Output	Percent of targeted staff trained in core curriculum	0	100%
Output/Outcome/Impact	Metric	2016 Baseline	2019 Success Target
Outcome	Customers immediately increase their knowledge	4.5	4.5
Outcome	Customers immediately increase their skill/ability	4.3	4.5
Outcome	Customers immediately feel more confident	4.4	4.5
Outcome	Customers immediately increase their knowledge of SIL resources	4.2	4.5
Outcome	Follow-up digital learning, education/lifelong learning, job skills - applied Awareness, applied knowledge, applied new skills, change in behavior and perceived value	83% 93% 92% 89% 84%	90% for all
Outcome	Staff measures of training component learning outcomes	N/A	90%

# Sharing a Common Vocabulary

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## *Definition: Program*

*Civic Engagement*  
*Digital Learning*  
*Early Literacy*  
*Economic Development*  
*Education and Lifelong Learning*  
*Job Skills*  
*Connecting Readers with Books*

An event designed and measured by outcomes in knowledge, awareness, behavior, and skill.

# Sharing a Common Vocabulary

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## *Definition: Community Event*

An event planned and measured by outcomes in awareness, community partnerships, or perception of the library as a community anchor.



# Sharing a Common Vocabulary

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## *Definition: Community Needs*

*Homelessness*  
*Mental Health*  
*Drug Abuse*  
*Living Wages*  
*Affordable Housing*  
*Voter Turnout*  
*Volunteerism*  
*STEM/STEAM*

System-wide  
needs identified by  
the research that  
resulted in our  
current Strategic  
Plan.

# Sharing a Common Vocabulary

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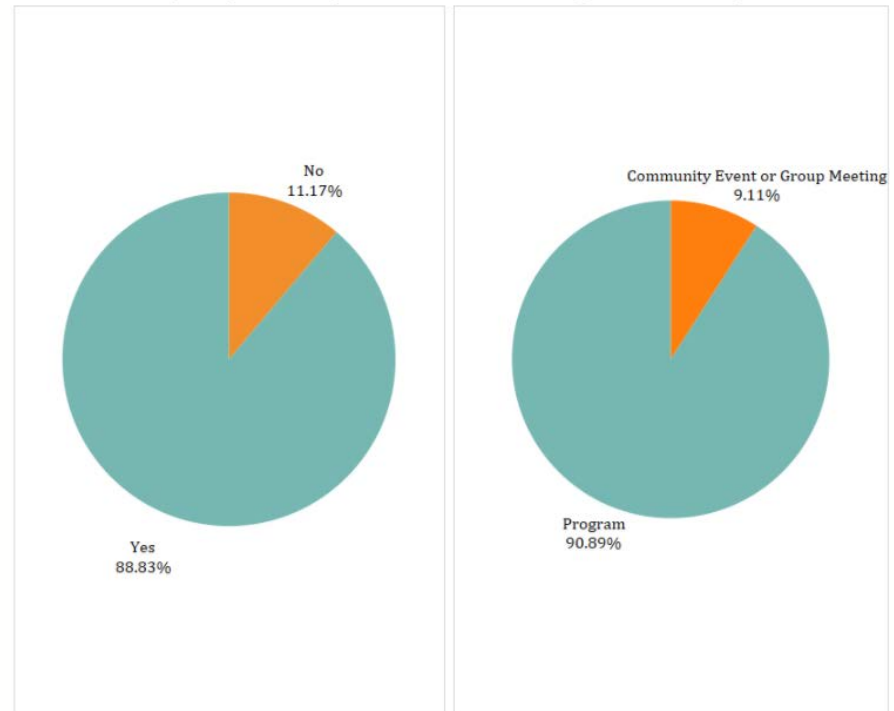


# Shifting to Understanding Outcomes?

Self reported by staff,  
programs designed with  
outcomes:

- **2016 – 72%**
- **2017 – 97.7%**

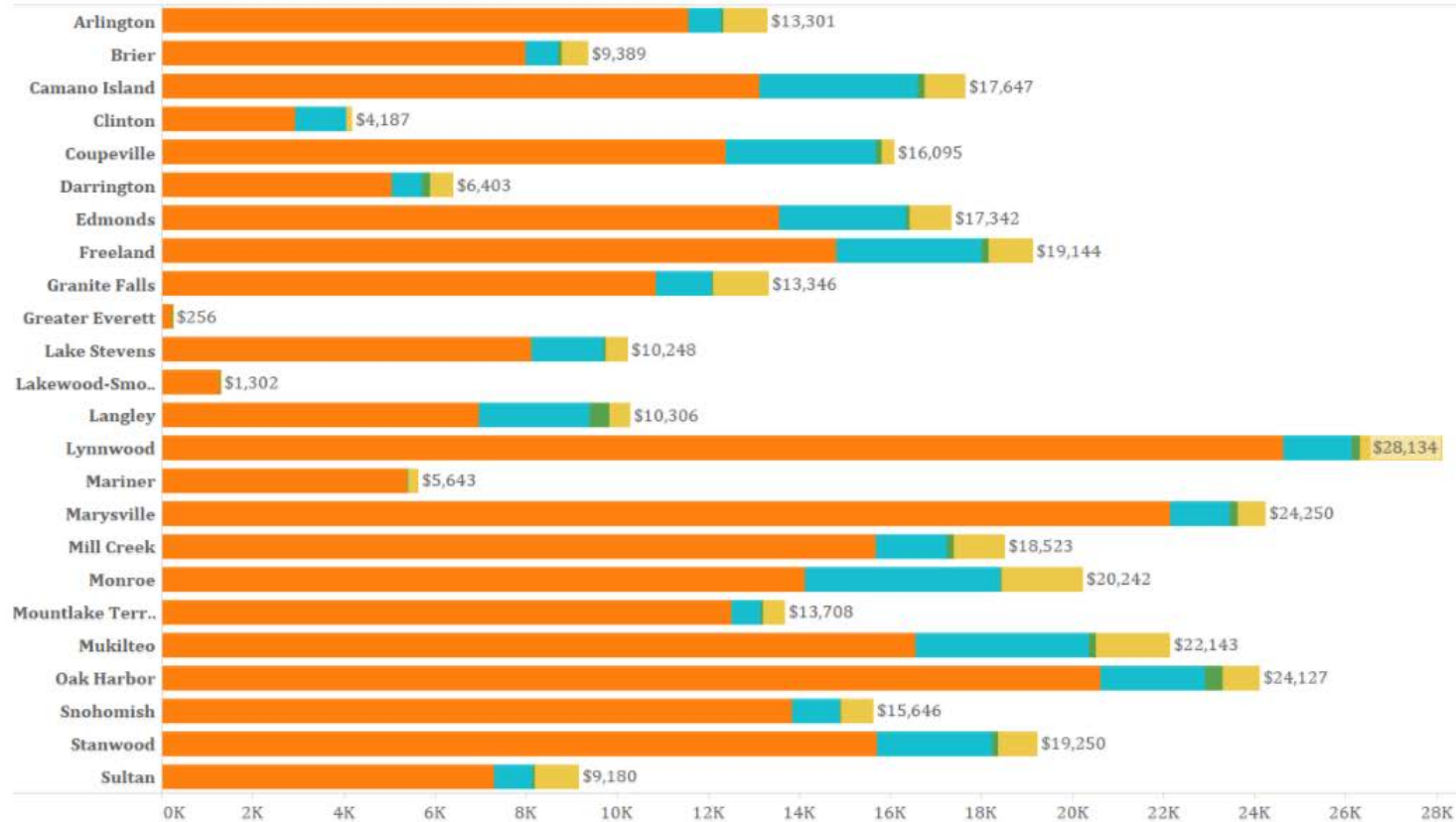
## Program or Community Event?



# Inputs & Outputs are STILL Important!

## Total Program Costs

July 2016 - \$87,306 for 413 programs (78% is staff time)  
 October 2016 - \$89,711 for 757 programs (83% is staff time)  
 April 2017 - \$77,957 for 589 programs (87% is staff time)  
 July 2017 - \$84,823 for 582 programs (79% is staff time)



Position

- (All)
- Assistant Managing Libr...
- Branch Circulation Supe...
- Branch Manager
- District Manager
- Early Learning Coordina...
- Information Assistant

Staff Name

- (All)
- Abby Bormann
- Alisa Erickson-Chongrak
- Almira Jones
- Alyssa Sampson
- Amanda Albert
- Andie Boyle

Programming Service Area

- (All)
- Civic Engagement
- Community Event
- Connecting with Books
- Digital Learning
- Early Literacy
- Education & Lifelong Le...

Input Review Date

- (All)
- July 2016
- October 2016
- April 2017
- July 2017

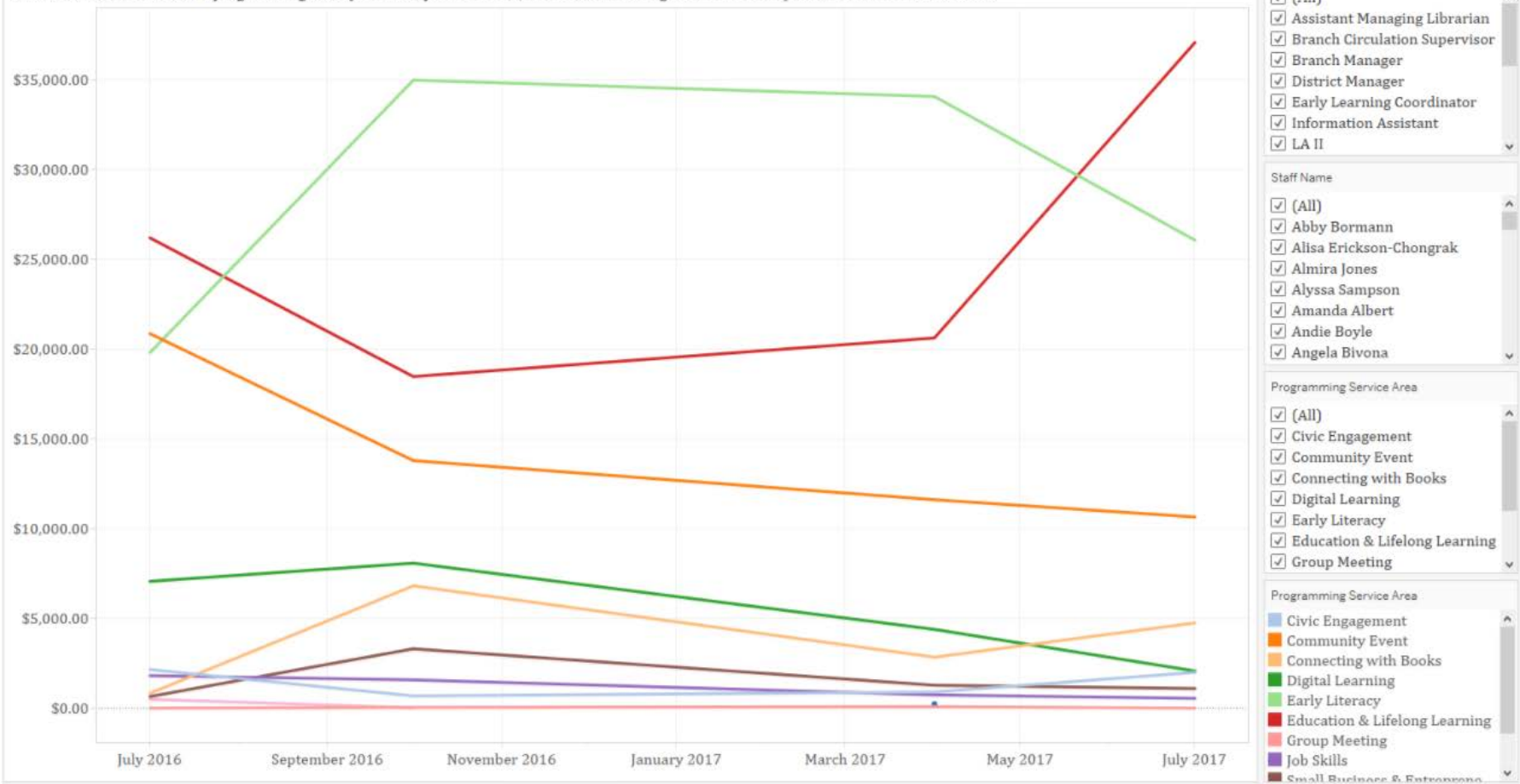
Programming Costs

- Materials
- Mileage
- Presenter(s)
- Staff Time

# Inputs & Outputs are STILL Important!

## Cost of Programs in Each Service Area

This visualization shows total programming costs (staff time, presenter fees, materials and mileage reimbursement) in each service area over time.



# Follow-up Beyond Project Outcome

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## Business Services:

Metric	2016 Baseline	2019 Success Target
Entrepreneurs utilizing SIL services will start new businesses that generate enough revenue for an owner's salary within two years	N/A	70%
Current business owners utilizing SIL services will grow their revenue	N/A	85%
Small businesses with less than 100 employees in our region will have utilized SIL business services	N/A	20%
Businesses utilizing SIL services will report generating revenue as a result of this contact	N/A	90%

# Lessons Learned

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“outcomes that really matter, such as better consumer health or greater financial well-being, cannot be achieved by single actions. Instead, they require a constellation of virtuous behaviors, sustained over lengthy periods of time.”

~HBR, Dholakia, Utpal, 2016/4/15, “Why Nudging Your Customers Can Backfire”.

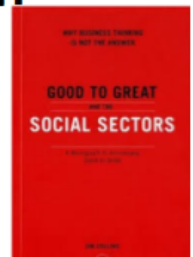
# Lessons Learned

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## All measurements are flawed

“To throw our hands up and say, ‘But we cannot measure performance in the social sectors the way you can in business’ is simply lack of discipline. All indicators are flawed, whether qualitative or quantitative. Test scores are flawed, mammograms are flawed, crime data are flawed, customer service data are flawed, patient-outcome data are flawed. **What matters is not finding the perfect indicator, but settling on a consistent and intelligent method of assessing your output results and then tracking your trajectory with rigor.**”

Jim Collins, *Good to Great and the Social Sector*, 2005



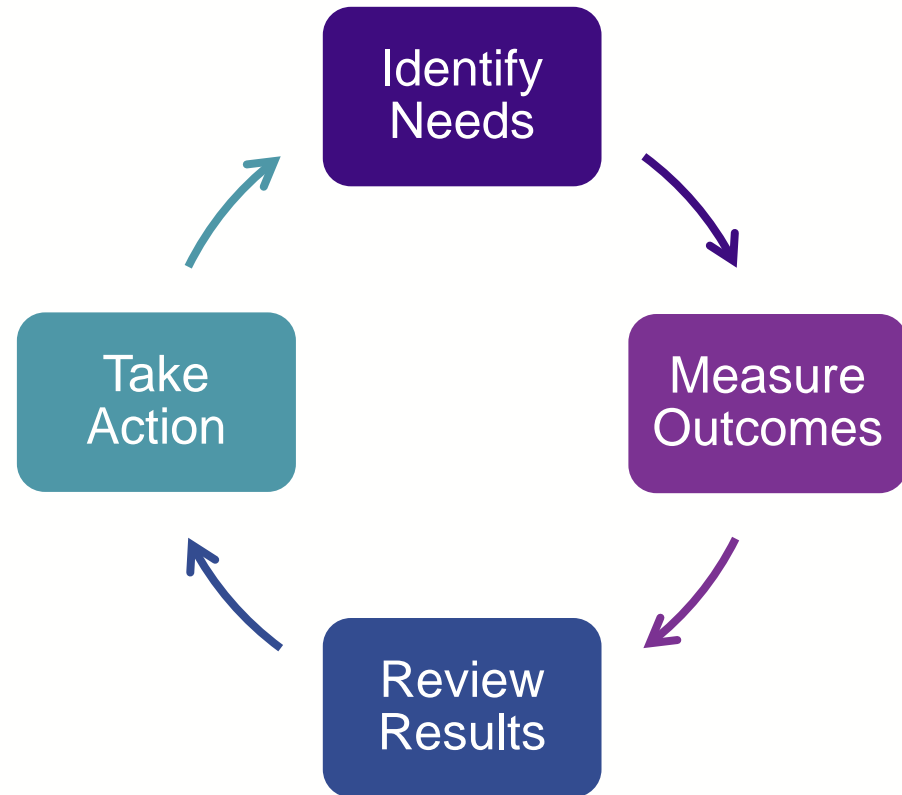


# Building Outcomes-based Programming Aligned with Strategic Plan

## Key Activities:

- Needs are identified with outcomes in mind
- Programmatic outcomes align with strategic plan outcomes
- Results lead to identification of new programming priorities and opportunities
- Action is determined by strategic plan outcomes

**Success Factor:** Process is driven by library leadership and fully integrated into operations



# Questions?



**Christa Werle**

Public Services Project Manager

Sno-Isle Libraries

[cwerle@sno-isle.org](mailto:cwerle@sno-isle.org)



**Emily Plagman**

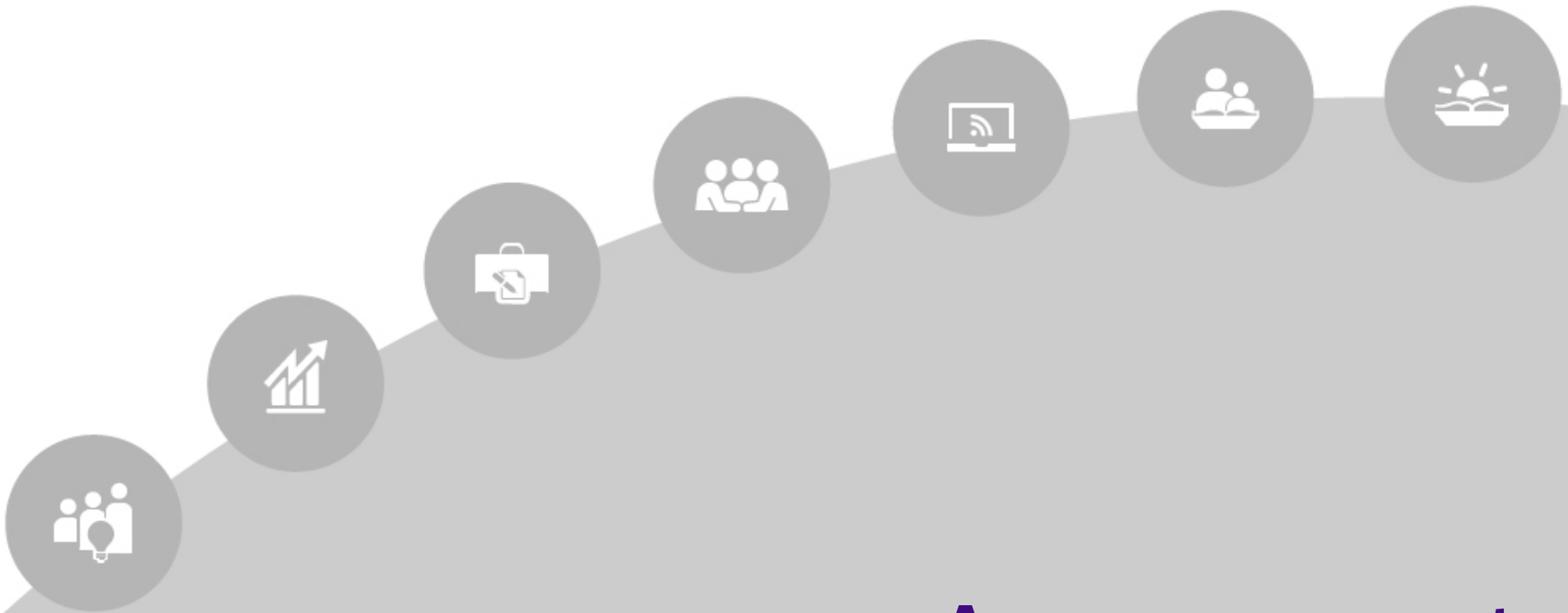
Project Manager

Public Library Association





**Emily Plagman**  
Project Manager  
Public Library Association



# Announcements Q&A



# Project Outcome @ PLA 2018

## Preconference:

### **Project Outcome Training Workshop: Tools for Measuring Patron Outcomes**

*Tuesday, March 20, 2018, 9:00 AM - 5:00 PM*

## Programs:

### **Utilizing Project Outcome and Dashboard Software to Facilitate Data-Driven Programming Decisions**

Richland (SC) Public Library

*Friday, March 23, 2018, 4:00 PM - 5:00 PM*

### **Project Outcome in Practice: Using Outcome Data to Measure & Improve Impact**

Boone County (KY) Public Library | Brooklyn (NY) Public Library | Plano (TX) Public Library

*Saturday, March 24, 2018, 10:45 AM - 11:45 AM*

Visit [www.placonference.org](http://www.placonference.org) for details.

# Book a Regional Training

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Training purchase (\$7,000) includes:

- Full-day, in-person workshop (60 participants max)
- Expert trainer
- Workshop materials
- Access to quarterly online forums exclusively for regional training participants

# Questions?



**Julianne Rist**

Director of Public Services  
Jefferson County (Colo.) Public Library



**Amy Koester**

Youth & Family Program Supervisor  
Skokie (Ill.) Public Library



**Christa Werle**

Public Services Project Manager  
Sno-Isle Libraries (Wash.)



**Emily Plagman**

Project Manager  
Public Library Association



**Samantha Lopez**

Project Coordinator  
Public Library Association