Got a Strategic Plan!
Now What?

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Who’s here?
By the numbers

- 2 counties (2,260 square miles)
- 22 community libraries plus online services and Library on Wheels
- 450+ full- and part-time employees
- 743,540 district residents
- 1.5 million books, CDs, DVDs, and eBooks available
- $53m budget in 2017
- 7.3 million items borrowed in 2016
Project & Data Management “Department”

Public Services Project Manager

Data Analysis Librarian
Roles

Assist and support planning, evaluation, and decision-making by providing data and processes that align with our strategic plan:

- Following a logic model for evaluation planning
- Creating meaningful reporting
- Consulting on the decision-making process
- Being accessible
Ideas-first vs. Needs-first
“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.”

Project Process Groups

Initiating
Planning
Executing
Monitoring & Controlling
Closing
Mental health needs 24%
Drug Addiction 18%
Lack of affordable housing 16%
Homelessness 13%
Lack of mid-range, living wage jobs 13%
Low literacy rates among children 9%
Poverty 7%
2017-2019 Strategic Priorities

- Increasing kindergarten readiness in language and literacy
- Building civic engagement to address community issues
- Strengthening our economy by supporting entrepreneurs and small business owners

Core Services

In keeping with our values and purpose, we:
- Sustain a diverse collection of materials in various formats
- Lend library materials
- Connect readers with books
- Provide access to computers and connectivity
- Deliver expert information and research assistance
- Present programs addressing community needs and interests
- Maintain safe, welcoming spaces

Values

We believe in:
- Each individual's right to free and equal access to information and ideas
- The worth and appreciation of diverse points of view
- The value of individuals, community, and culture
- The importance of innovation in meeting evolving customer needs and expectations
- Accountability for the public's resources

Purpose

We foster a literate and informed citizenry by:
- Providing equal access to the library and its resources for all
- Championing early literacy
- Supporting lifelong learning
- Providing space to think, meet, work, and create
- Convening people for public discourse

Our mission is to be a community doorway to reading, resources, and lifelong learning, and a center for people, ideas, and culture.
Decision-making

1. Identify the problem
2. Establish decision criteria
3. Weigh decision criteria
4. Generate alternatives
5. Evaluate the alternatives
6. Choose the best alternatives
7. Implement the decision
8. Evaluate the decision
Data Guides Our Work

Strategic Plan
Baselines and Success Targets
Do good work* & measure it
Data viz to stay on track

*intentionally planned work with evidence of success or has such potential for success to warrant a trial/pilot
Service Plan Example

**Strategic Plan Impact:**
Strengthening our economy by supporting entrepreneurs and small business owners

**Target Audience:**
- People considering starting a new business
- Small business owners who want to grow their business
<table>
<thead>
<tr>
<th>Output/Outcome/Impact</th>
<th>Metric</th>
<th>2016 Baseline</th>
<th>2019 Success Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>Number of people served through Book A Librarian</td>
<td>49</td>
<td>100</td>
</tr>
<tr>
<td>Output</td>
<td>Number of people served through programs</td>
<td>1312</td>
<td>1800</td>
</tr>
<tr>
<td>Output</td>
<td>Number of new business licenses reported</td>
<td>N/A</td>
<td>20/year</td>
</tr>
<tr>
<td>Output</td>
<td>Number of businesses that report benefit from SIL services</td>
<td>N/A</td>
<td>100%</td>
</tr>
<tr>
<td>Output</td>
<td>Business eResources monthly usage average - DemographicsNow</td>
<td>526</td>
<td>600</td>
</tr>
<tr>
<td>Output</td>
<td>Business eResources monthly usage average - ABI/INFORM Trade &amp; Industry</td>
<td>164</td>
<td>250</td>
</tr>
<tr>
<td>Output</td>
<td>Business eResources monthly usage average - AtoZdatabases</td>
<td>2304</td>
<td>2500</td>
</tr>
<tr>
<td>Output</td>
<td>Business eResources monthly usage average - Lynda.com</td>
<td>8975</td>
<td>8975</td>
</tr>
</tbody>
</table>
## Service Plan Example

<table>
<thead>
<tr>
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<tr>
<td>Outcome</td>
<td>Entrepreneurs utilizing SIL services will start new businesses that generate enough revenue for an owner’s salary within two years</td>
<td>N/A</td>
<td>70%</td>
</tr>
<tr>
<td>Outcome</td>
<td>Current business owners utilizing SIL services will grow their revenue</td>
<td>N/A</td>
<td>85%</td>
</tr>
<tr>
<td>Outcome</td>
<td>Small businesses with less than 100 employees in our region will have utilized SIL business services</td>
<td>N/A</td>
<td>20%</td>
</tr>
<tr>
<td>Outcome</td>
<td>Businesses utilizing SIL services will report generating revenue as a result of this contact</td>
<td>N/A</td>
<td>90%</td>
</tr>
</tbody>
</table>
### Service Plan Example

<table>
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<tr>
<td>Impact</td>
<td>Average taxable retail sales in our service area will continue to increase annually at 5% for Island County and 7% for Snohomish County</td>
<td>2014 Island Co. baseline - $789,563,406</td>
<td>Island Co. - $1,007,705,218</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2016 Snohomish Co. baseline - $2,394,676,951</td>
<td>Snohomish Co. - $2,933,582,236</td>
</tr>
</tbody>
</table>
| Impact                | Unemployment rates remain below 5% in Snohomish County and 6.5% in Island County | Island Co. - 3.9%                                 | Unemployment rates remain below 5% in Snohomish County and 6.5% in Island County | Snohomish Co. - 5.8%
Programming Support & Evaluation:

• Nationally, investment in and attendance at public library programs is trending upward.

• In 2016, Sno-Isle Libraries invested approximately $1,130,000 of staff time and financial resources in our programming services.

• Programming in community needs and interests targeted in our strategic priorities is an opportunity to make a difference through core library services.
Service Plan - Programming

Strategic Plan Impact:
A literate and informed citizenry supported by educational programs addressing community needs and interests

Target Audience:
- Residents of Snohomish and Island Counties with needs and interests in lifelong learning, early literacy, STEM/STEAM education and public discourse
- Sno-Isle Libraries programming staff
## Service Plan - Programming

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<th>2019 Success Target</th>
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<tr>
<td>Output</td>
<td>Number of programs meeting definition of an outcomes-based program</td>
<td>72%</td>
<td>100%</td>
</tr>
<tr>
<td>Output</td>
<td>Number of program attendees</td>
<td>221,080</td>
<td>221,080 (or 100% of previous year, watch measure)</td>
</tr>
<tr>
<td>Output</td>
<td>Percent of targeted staff trained in core curriculum</td>
<td>0</td>
<td>100%</td>
</tr>
</tbody>
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## Service Plan - Programming

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<th>2019 Success Target</th>
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</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>Customers immediately increase their knowledge</td>
<td>4.5</td>
<td>4.5</td>
</tr>
<tr>
<td>Outcome</td>
<td>Customers immediately increase their skill/ability</td>
<td>4.3</td>
<td>4.5</td>
</tr>
<tr>
<td>Outcome</td>
<td>Customers immediately feel more confident</td>
<td>4.4</td>
<td>4.5</td>
</tr>
<tr>
<td>Outcome</td>
<td>Customers immediately increase their knowledge of SIL resources</td>
<td>4.2</td>
<td>4.5</td>
</tr>
<tr>
<td>Outcome</td>
<td>Follow-up digital learning, education/lifelong learning, job skills</td>
<td>83%</td>
<td>90% for all</td>
</tr>
<tr>
<td></td>
<td>- applied Awareness, applied knowledge, applied new skills, change in</td>
<td>93%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>behavior and perceived value</td>
<td>92%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>89%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>84%</td>
<td></td>
</tr>
<tr>
<td>Outcome</td>
<td>Staff measures of training component learning outcomes</td>
<td>N/A</td>
<td>90%</td>
</tr>
</tbody>
</table>
Program or Event?

A program is defined as a library hosted event that is designed with measurable customer outcomes in knowledge, awareness, behavior and skill [https://intranet.sno-isle.org/?ID=12963](https://intranet.sno-isle.org/?ID=12963). All other library events are considered to be "Community Events" or "Group Meetings". Data for these visualizations are only available starting in July 2017.

- Community Library Staff Self-Report
  - No: 11.17%
  - Yes: 88.83%

- Program Service Area Alignment
  - Program: 90.89%
  - Community Event or Group Meeting: 9.11%
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.
project OUTCOME
MEASURING THE TRUE IMPACT OF PUBLIC LIBRARIES
The number of responses in each Likert category are displayed below for each specific survey question. Use the controls below to filter, order and group responses by available options. Click questions to see the open response answers corresponding with the corresponding surveys.

*N/A responses are not included in charts or percentage calculations.

### RESPONSES BY SERVICE OR PROGRAM TYPE AND DOMAIN

#### Education/Lifelong Learning

<table>
<thead>
<tr>
<th>Question</th>
<th>Score</th>
<th>Less Agreeable</th>
<th>More Agreeable</th>
<th>Topic/Outcome Averages</th>
</tr>
</thead>
<tbody>
<tr>
<td>You learned something that is helpful</td>
<td>4.5</td>
<td>9%</td>
<td>39%</td>
<td>Library: 4.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>State: 4.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>National: 4.8</td>
</tr>
<tr>
<td>You feel more confident about what you just learned</td>
<td>4.5</td>
<td>11%</td>
<td>22%</td>
<td>Library: 4.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>State: 4.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>National: 4.5</td>
</tr>
<tr>
<td>You intend to apply what you just learned</td>
<td>4.4</td>
<td>14%</td>
<td>25%</td>
<td>Library: 4.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>State: 4.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>National: 4.5</td>
</tr>
<tr>
<td>You are more aware of applicable resources and ...</td>
<td>4.3</td>
<td>14%</td>
<td>23%</td>
<td>Library: 4.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>State: 4.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>National: 4.4</td>
</tr>
</tbody>
</table>
Changes as a result of data

Critical Thinking

Issues that Matter: Homelessness Here
What’s next

DATA CULTURE

COST
“Bang for your Buck”

PER
ATTENDEE
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
Begin with the end in mind.

~Stephen Covey
Q & A

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