Today's Presenters

Rebecca Jones
Director, Branch & Neighborhood Services, Brampton Public Library

Linda Hofschire
Director, Library Research Service, Colorado State Library

Chantal Stevens
Executive Director, Community Indicators Consortium

MEASURES THAT MATTER PART THREE:
MOVING TOWARD MORE MEANINGFUL MEASURES

MEASURES THAT MATTER

INSTITUTE of Museum and Library SERVICES

Chief Officers of COSLA State Library Agencies

MEASURES THAT MATTER – WEBINAR SERIES

Webinar 1

Measures that Matter – who, what, when, where, and why

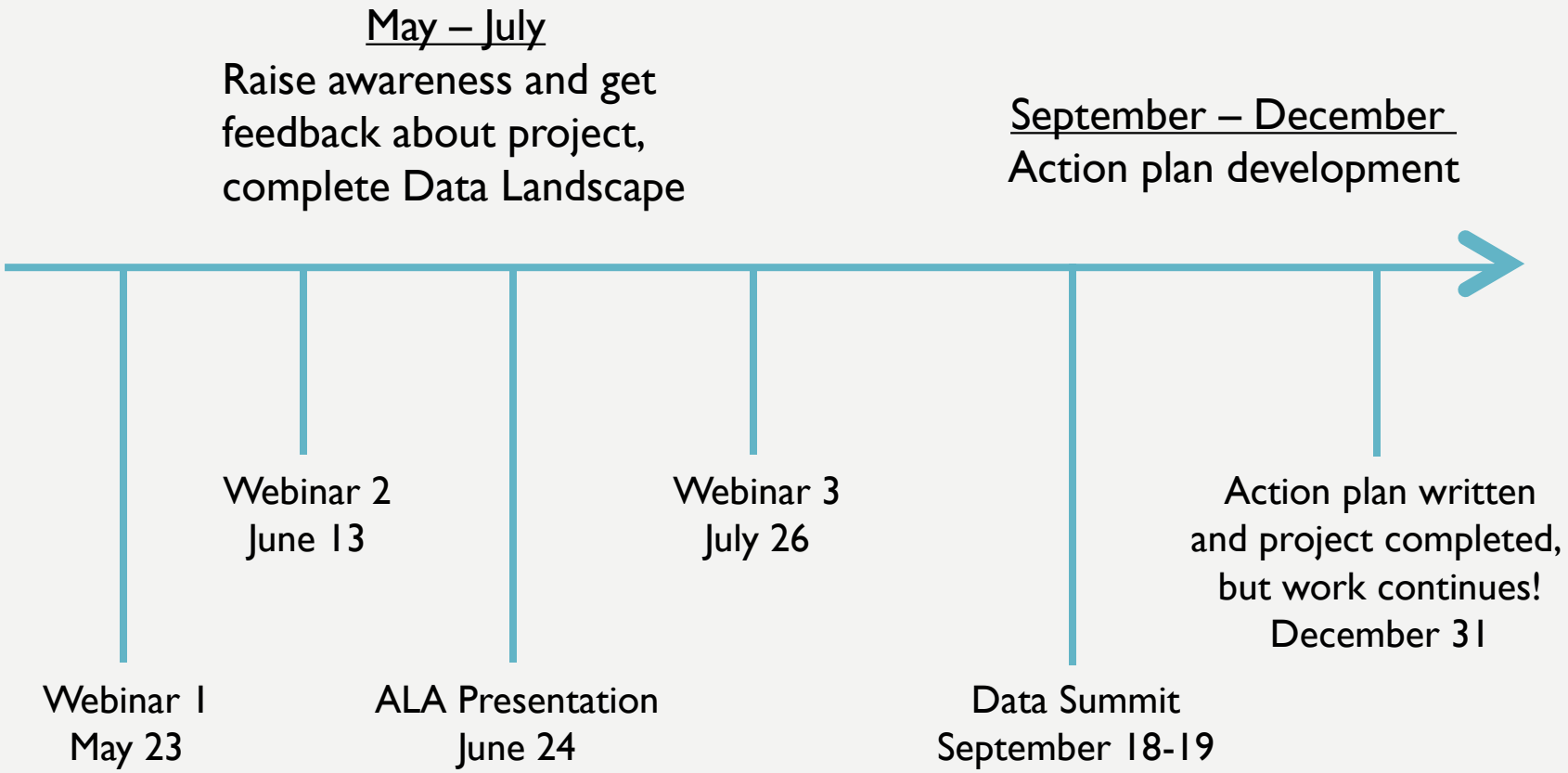
Webinar 2

Sampling, data types, and data management: how do these concepts impact the public library data landscape?

Webinar 3

A conversation about meaningful measures – from perspectives within and outside of the library field

PROJECT ACTIVITIES



Measures that Matter: Moving Toward More Meaningful Measures

Chantal Stevens

Community Indicators Consortium

Community Indicators

Community Indicators

- Community

- Indicator

Community Indicators

Community and experts help identify what matters

Community Indicators

Community and experts help identify what matters

- Arts, Culture and Leisure
- Children and Youth
- Community Engagement
- Economy
- Education
- Financial Self-Sufficiency
- Health
- Housing
- Public Safety

Community Indicators

Community and experts help identify what matters

After-school activities

Daycare Options

- Arts, Culture and Leisure
- Children and Youth
- Community Engagement
- Economy
- Education
- Financial Self-Sufficiency
- Health
- Housing
- Public Safety

Babies with Low Birth Weights
(Percent of Live Births)

Infant Mortality Rate Deaths
(per 1,000 Live Births)

Children with Elevated Blood Lead Levels Under Age 6

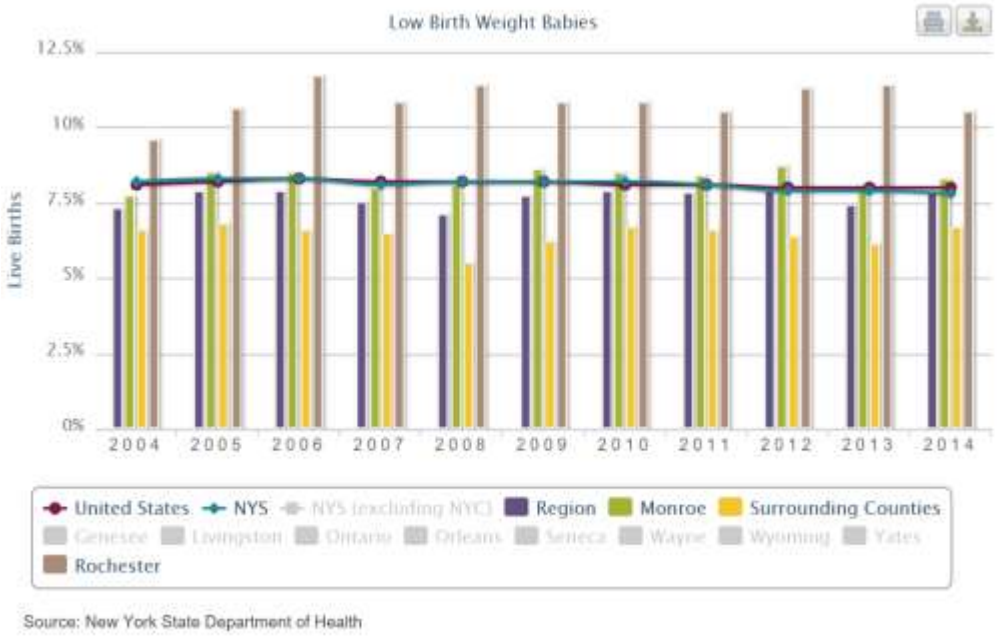
Children in Poverty
(percent)

Single-Parent Families
(percent of total)

Child Abuse and Neglect
(per 1,000 Children)

Foster Care Admissions
(per 1,000 Children)

Teen Pregnancies
(percent of girls 15-19)



Source: New York State Department of Health

Community Indicators

Measures that matter

- Arts, Culture and Leisure
- Children and Youth
- Community Engagement
- Economy
- Education
- Financial Self-Sufficiency
- Health
- Housing
- Public Safety

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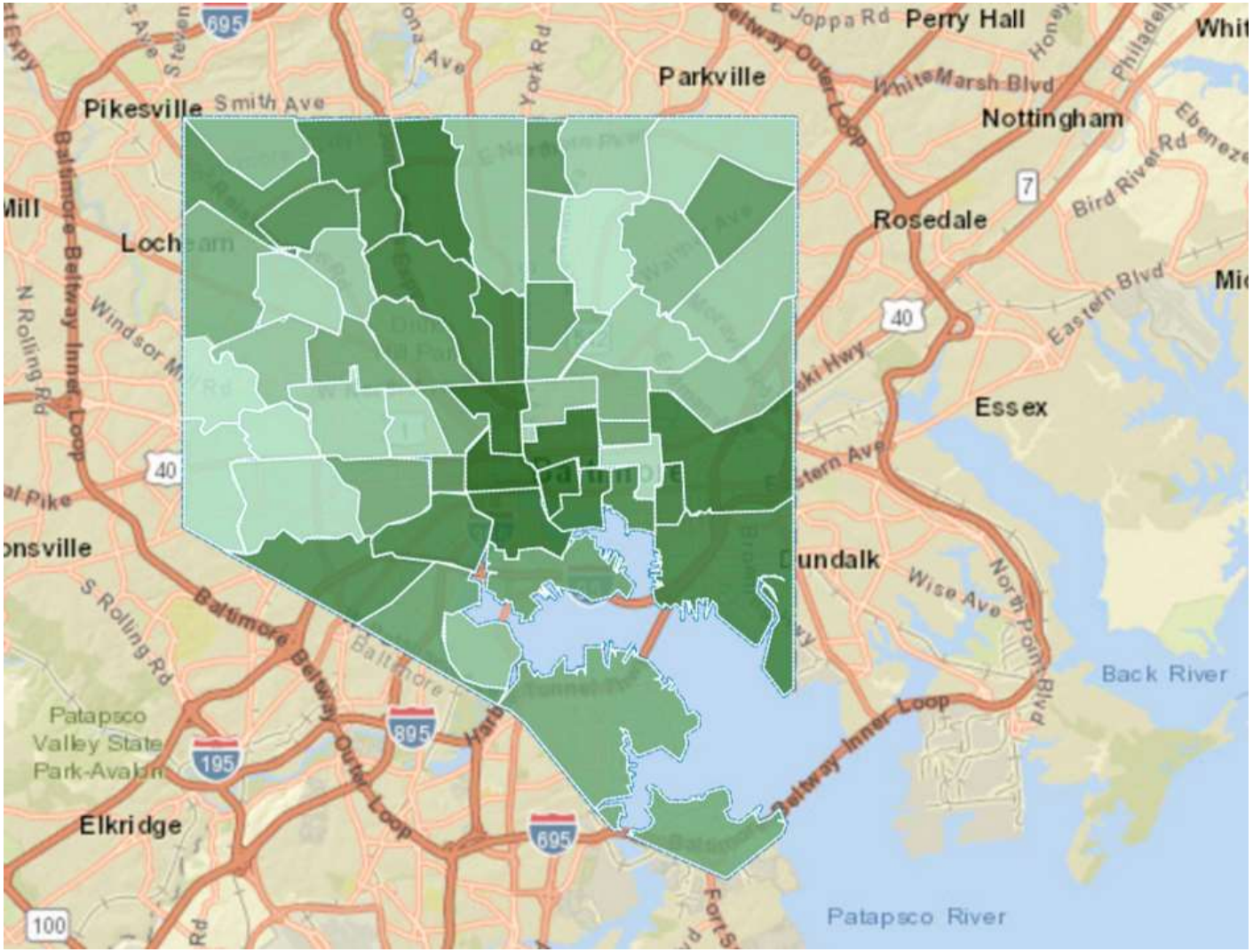
Source: New York State Department of Health

Community Indicators

Setting targets

Community Indicators

Reporting to the Community



http://bniajfi.org/

Community Indicators

Reporting to the Community

https://sustainablecalgary.org/

Community Indicators

Reporting to the Community

http://etindex.org/dashboard/region

Community Indicators

Reporting to the Community

VITAL SIGNS CITIZEN SURVEY SAYS:

C+

LET'S CELEBRATE

- Cycling opportunities and expanding cycling infrastructure
- Good public transit service
- High level of walkability

ROOM FOR IMPROVEMENT

- Investment in light rail/rapid transit
- Regional coordination of new transportation infrastructure
- Service and affordability of buses

Left: Sarah Webb and Lindsay Taylor of the Active & Safe Routes to School project – a national movement dedicated to children's mobility, health and happiness

THE ISSUE

Support for alternative transportation options.

http://victoriafoundation.bc.ca/vital-signs/

REGIONAL DATA

VEHICLE USE & COMMUTING

METHODS OF COMMUTING TO WORK OR SCHOOL, 2015/16

63%

Percentage of Greater Victoria residents who reported that vehicle use was their main mode of non-work/school transportation in 2015/16.

DID YOU KNOW?

Besides the obvious bicycle lanes on roadways, there are many features and services that are helping to make the Capital Region more cycle-friendly. For example, there are currently more than **1,000** sidewalk bicycle parking opportunities in downtown Victoria, plus more than **100** spots within **5** city-owned parkades. And cyclists who use BC Transit to commute from outside the core can use bike lockers available at the McTavish Road Park and Ride near the Airport, at the Western Exchange Park and Ride in Colwood, or at the Langford Exchange on Station Avenue.

2015/16 TRANSIT USE

51% OF TRANSIT RIDERS IN GREATER VICTORIA REPORTED RIDING TRANSIT BY CHOICE, UP FROM **46%** IN 2014/15.

IN 2015/16, THE VICTORIA REGIONAL TRANSIT SYSTEM PROVIDED **809,000** SERVICE HOURS AND **25.8** MILLION PASSENGER TRIPS THROUGH ITS CONVENTIONAL TRANSIT SERVICE.

Greater Victoria's transit system continues to out-perform similar-sized transit systems across Canada with **38.3%** more passengers per capita, **12.4%** more passengers per service hour and **13.5%** lower operating cost per passenger.

DID YOU KNOW?

Victoria Regional Transit Commission | BCTransit

No matter where you are in Victoria, the familiar glimmer of BC Transit buses is always within view – and we wouldn't have it any other way! BC Transit's mission is to connect people and communities as they continue to work with customers and federal, provincial, and local partners to build a sustainable future.

Last year alone, well over 25 million trips were taken on BC Transit conventional buses in Victoria, while over 350,000 were taken with BC Transit handyDART. This means that Victorians, more than ever before, are choosing sustainable transportation options to explore the beautiful city we call home.

While proud of the past, our transit future is what's truly exciting. Through the Public Transit Infrastructure Fund (PTIF), the federal and provincial governments have secured $26 million for transit improvement projects in Victoria.

Over the next three years, the PTIF investment will fund the extension of bus lanes on Highway 1 from Tolmie Avenue to the McKenzie interchange, an upgraded handyDART maintenance and operations facility, and the installation of CCTV cameras and automated vehicle location technology on conventional vehicles in Victoria. This is designed to make the transit journey safer for operators and customers, as well to improve customer service.

BC Transit is proud to be part of this community, and honoured to be trusted to take Victorians to where they need to be. Whether it is a punctual morning commute to school or work, or a leisurely weekend trip to the ferry terminal or the beach, BC Transit connects you to your community.

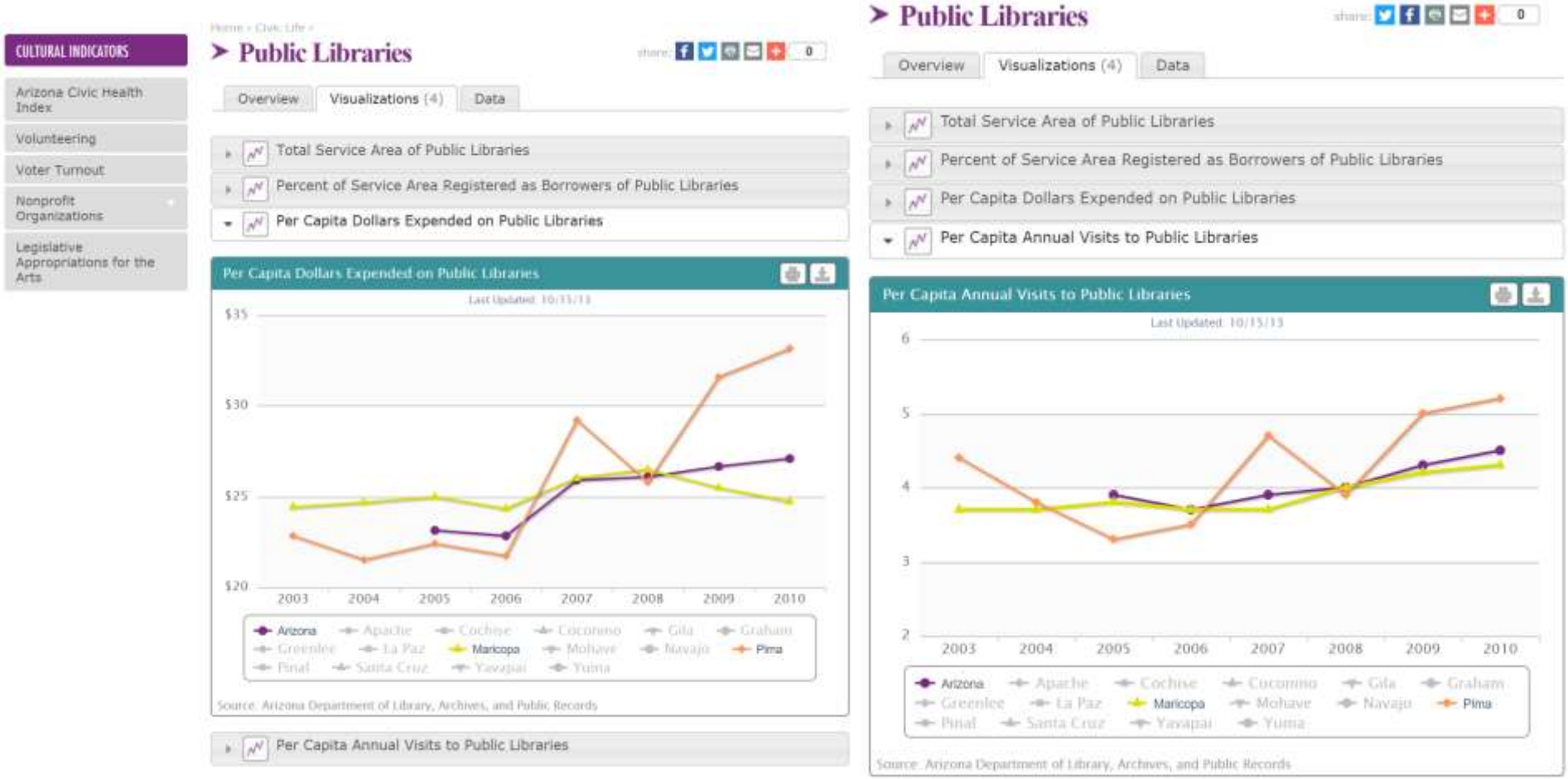
Community Indicators

Community organizes to “move the needle”

http://www.strategicspartanburg.org/

Community Indicators

Library-related Community Indicators



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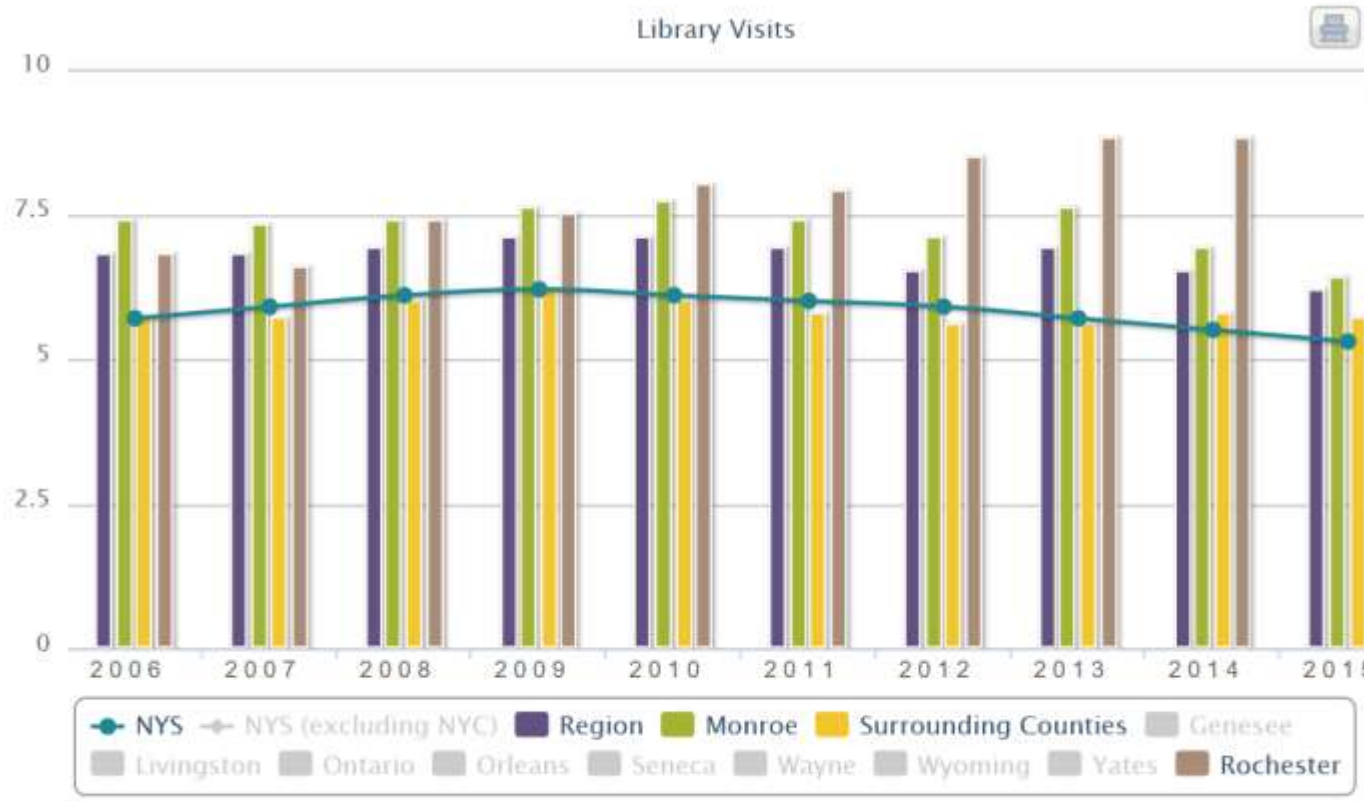


Source: New York State Library

Arts and Culture:
Indicator Definitions and Rankings

Public Library

Number of Persons with Library Cards per 1,000 Residents

Measures the total number of persons having a library card in an area.

Definition: The number of persons per 1,000 residents that possess a valid public library system card. This includes all library card types (first card, juvenile, young adult, adult).

(SOURCE: ENOCH PRATT FREE LIBRARY, 2012, 2013, 2014, 2015; U.S. CENSUS, 2010)

Five Highest:

1. Cherry Hill
2. Oldtown/Middle East
3. The Waverlies
4. Patterson Park North & East
5. Harbor East/Little Italy

Five Lowest:

1. Morrell Park/Violetville
2. Cross-Country/Cheswolde
3. Dickeyville/Franklintown
4. Southeastern
5. Howard Park/West Arlington

Community Indicators

Libraries & Literacy

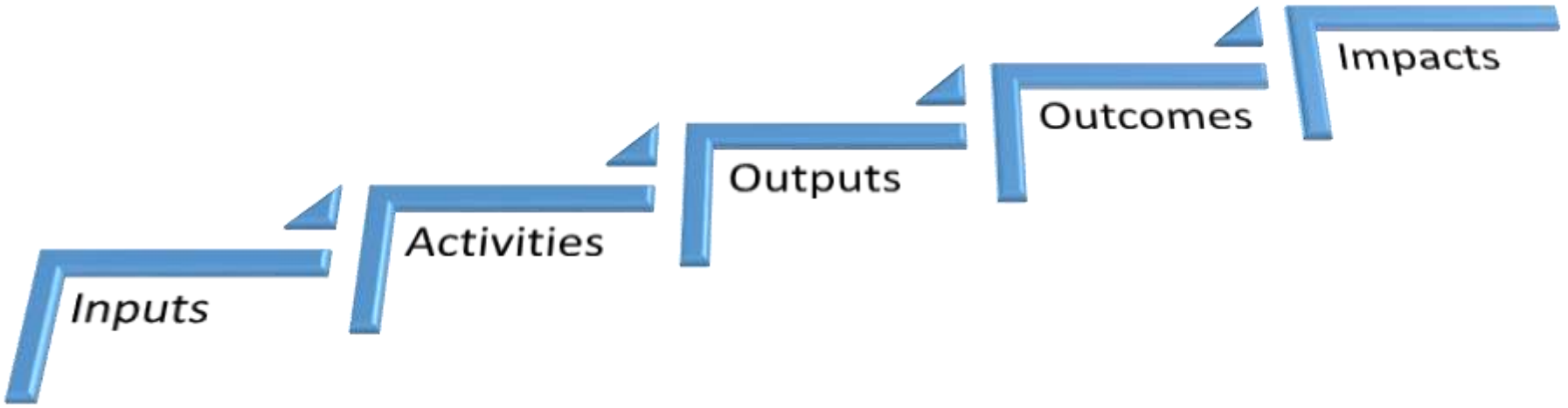
INVOLVED AND ENGAGED CITIZENTRY	DETAILS	STATUS
Voter Turnout		
Community Relations and Race		
Minority Leadership		
Voter Participation		
Philanthropy and Social Capital		

Infrastructure & Amenities

- Households Within Walking Distance to Bus Stops
- Total Daily Bus Arrivals
- Total Nightly Bus Arrivals
- Households Within Walking Distance to Banks
- Households Within Walking Distance to Full Service Grocers
- Households Within Walking Distance to Pharmacies
- Working from Home
- Commuting to Work by Bicycle
- Commuting to Work by Foot
- Sidewalk-to-Roadway Ratio

Measures that Matter

The logic model



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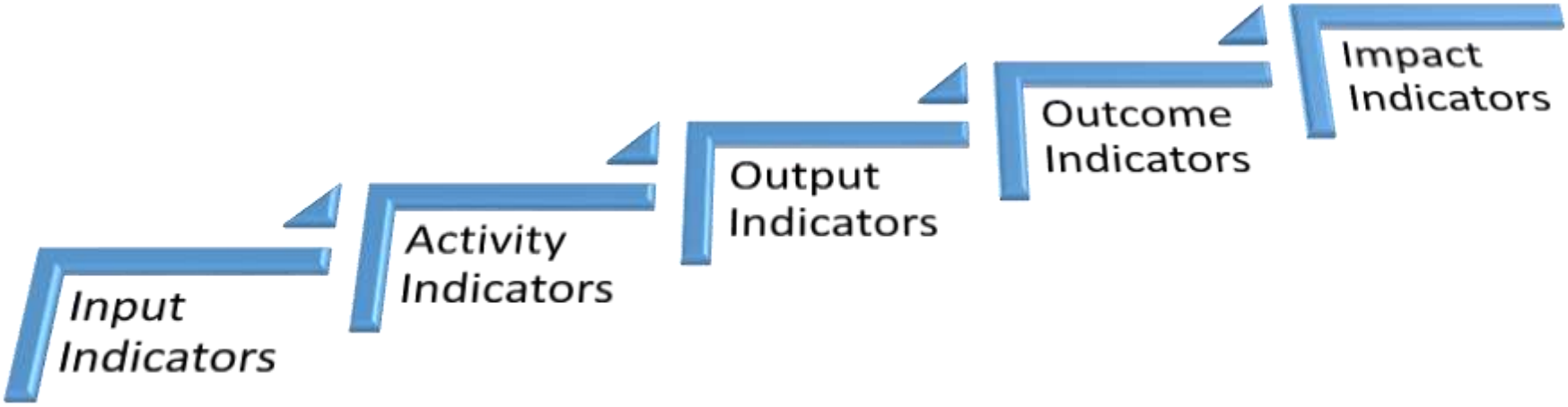

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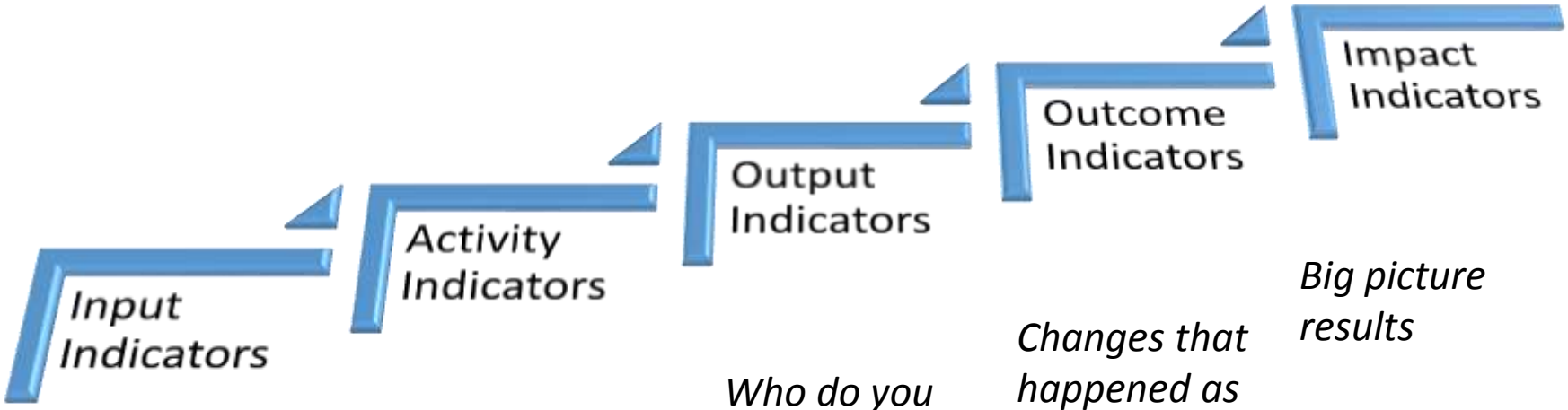


What resources do you offer, e.g., Budget $, # staff, # computers, # widgets

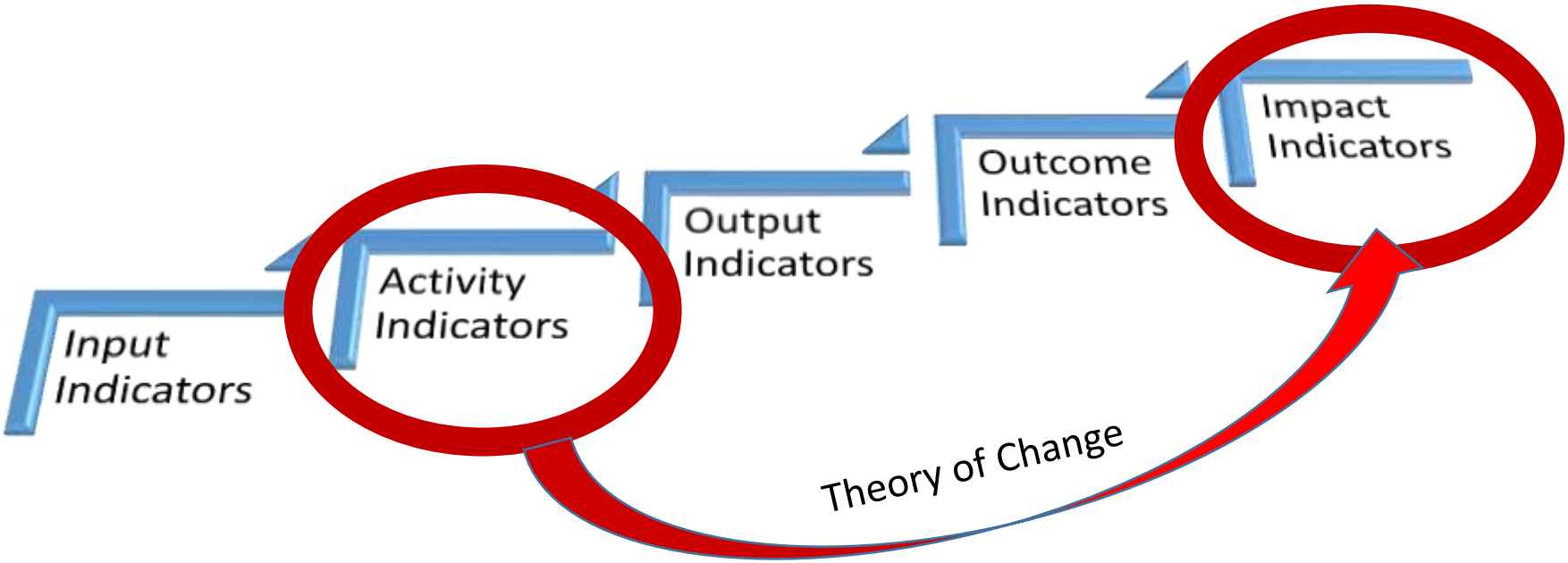
What do you do: Services, training, classes, hours of operation, visits

Who do you reach and what do they do: # of clients, # of classes, partnerships

Changes that happened as a result of activities

Big picture results

The logic model



Facilities Operations

Goal: our city is safe

We provide custodial, maintenance, and repair services

Activity Indicators:
Completion speed, labor time, and quality ratings on preventive and corrective maintenance

so that

We meet established service levels

Output Indicators:
% of buildings meeting specified Service Levels

so that

Our buildings are safe, secure, healthy and well functioning

Outcome Indicators: *Building condition rating*

so that

Our city's infrastructure is safe

Impact Indicators:
Percent of users who consider themselves safe when using city infrastructure

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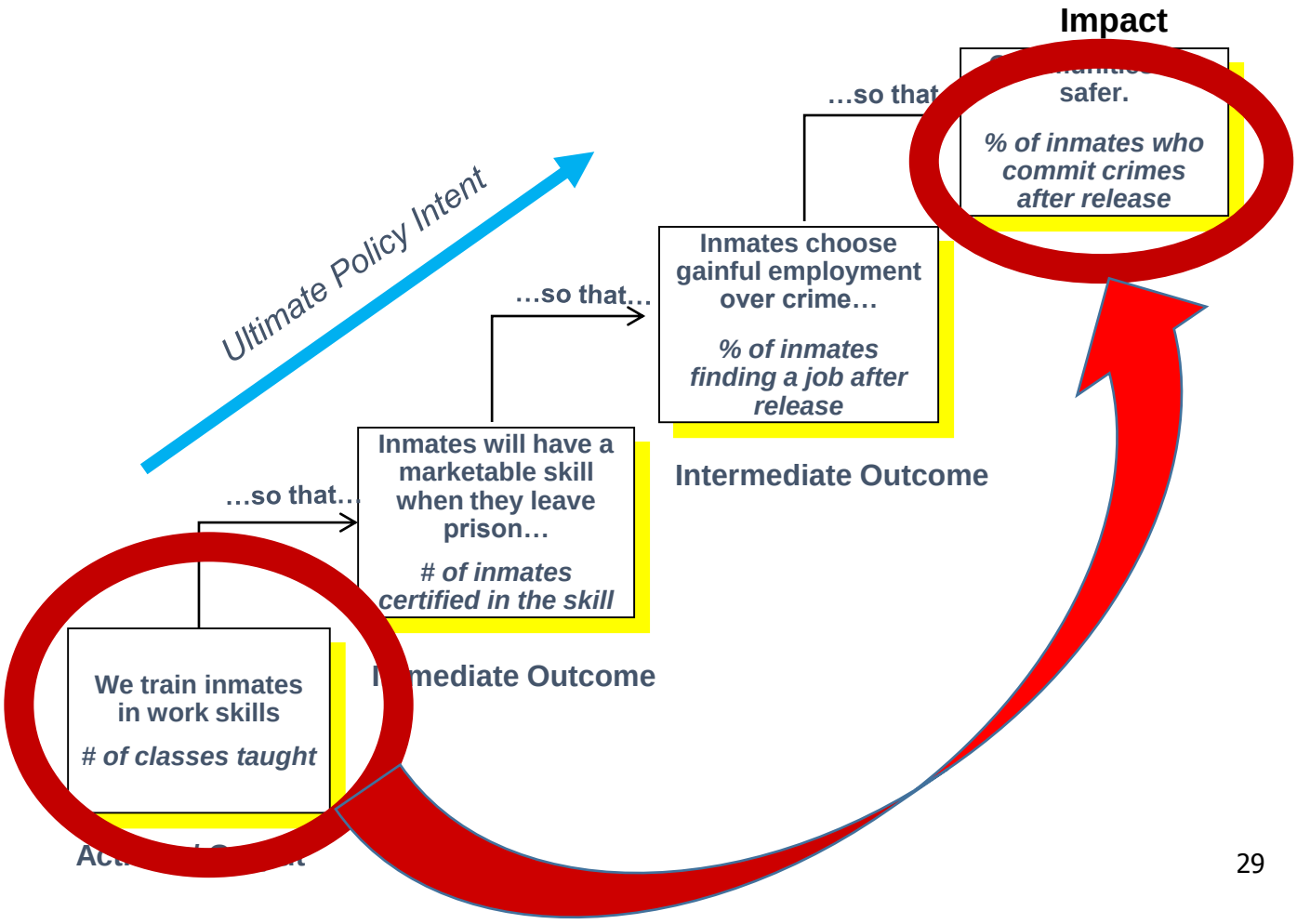
Reducing crime and recidivism



Indicator Mapping

Leading & Lagging Indicators

Lead Measure (activity) **An indicator that predicts future events and tend to change ahead of that event.** **Sometimes used as a predictor**	**Lagging Indicators (results)** **An indicator that follows an event.**
Diet & Exercise	Lose weight
Food desert	Obesity rates
Attendance rate	3rd grade reading
Obesity rate	Diabetes rates
Unemployment rate	Unemployment rate
Hand washing	Infection

Built Environment Indicator Maps

Goal: Livable Neighborhoods and Communities

Why is This Happening? : Upstream Indicators	What is Happening? : Status Indicators	Why is It Important? : Downstream Indicators
Acres of Urban Parks and Open Space	Neighborhood Gathering Places	Neighborhood Social Cohesion
Housing Affordability by City	Land Use Mix	Perceived Neighborhood Safety
Investment in Alternative Transportation Facilities & Integrated Transportation Structure	Walkability Index	Percent of Income Spent on Housing AND Transportation Costs
Neighborhood Involvement in Decision-Making		Prevalence of Overweight & Obese Adults
Net Residential Density		Vehicle Miles Traveled Adjusted for Fuel Efficiency and Fleet Mix
Tree Canopy		

Goal: Responsible Land Use

Why is This Happening? : Upstream Indicators	What is Happening? : Status Indicators	Why is It Important? : Downstream Indicators
Land Use Mix	Acres in Forest and Farm Land	Average Commute Lengths
Planned Density	Acres of Urban Parks and Open Space	Energy Consumption - by sector
Ratio of Land Consumption to Population Growth	Impervious Surface Changes	Freshwater Habitat Index
Resource Land BMPs		Housing Affordability by City
		Prevalence of Overweight & Obese Adults
		Transportation Choices by Mode

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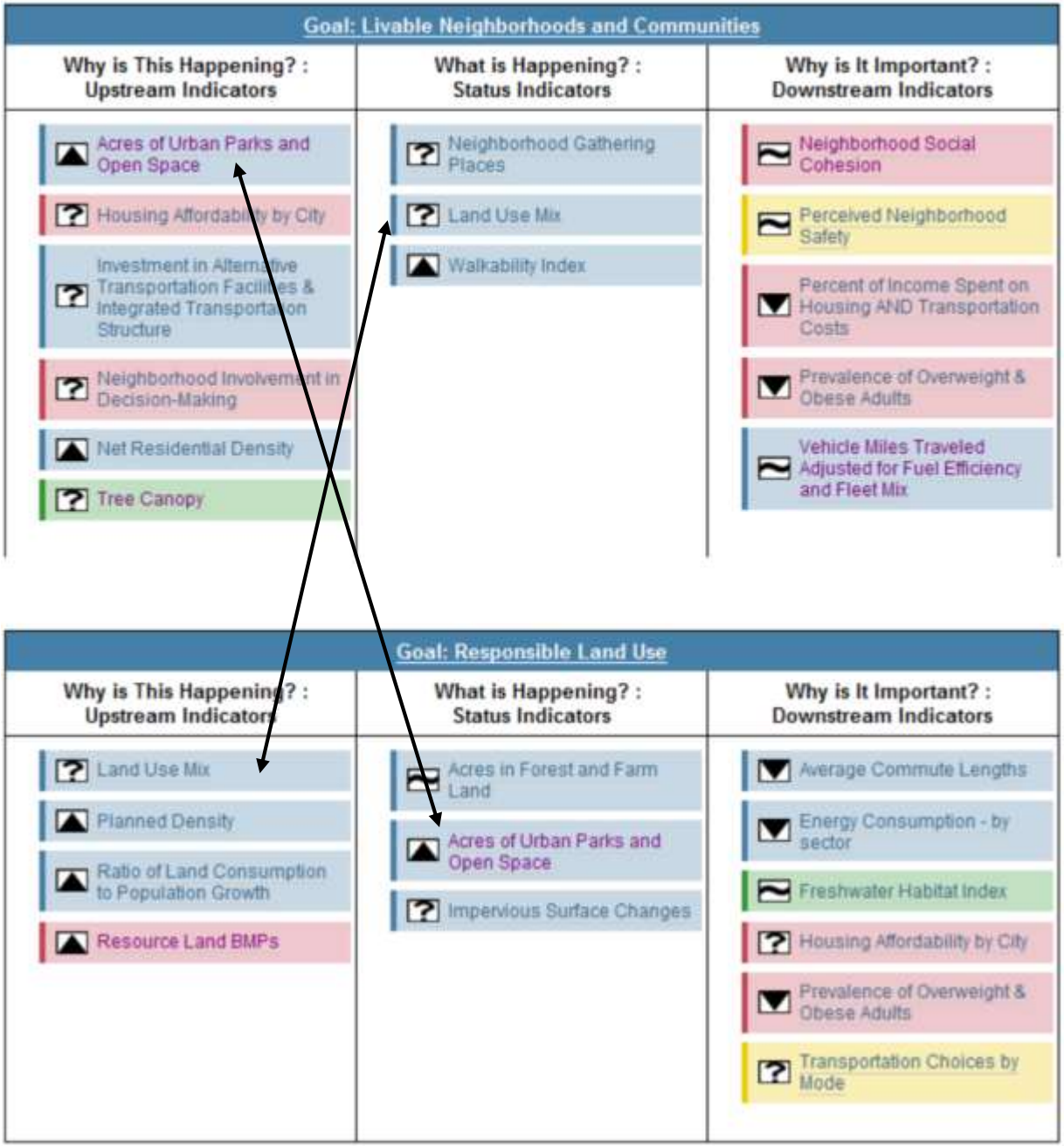

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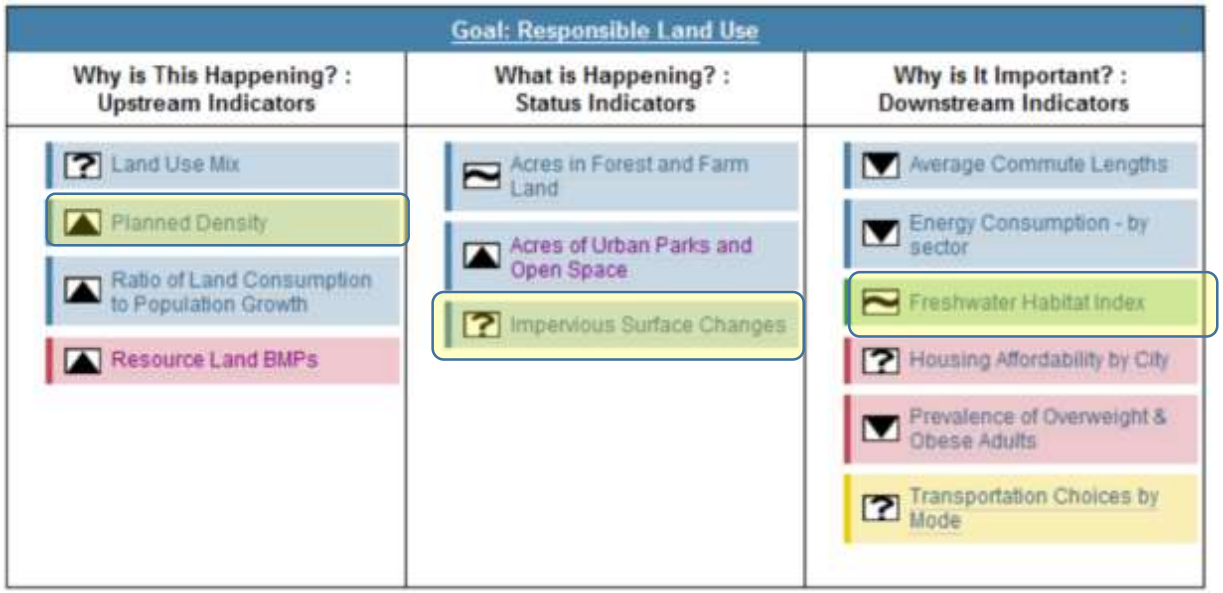
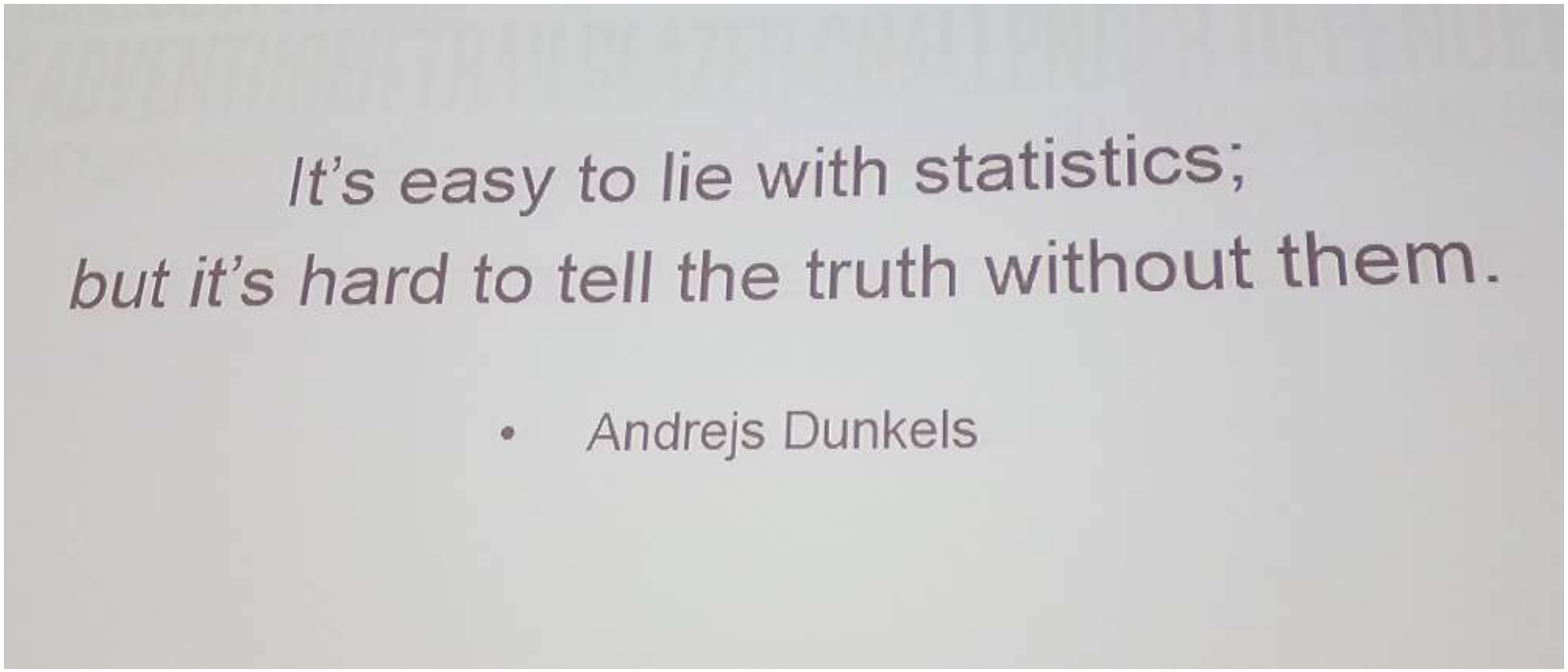
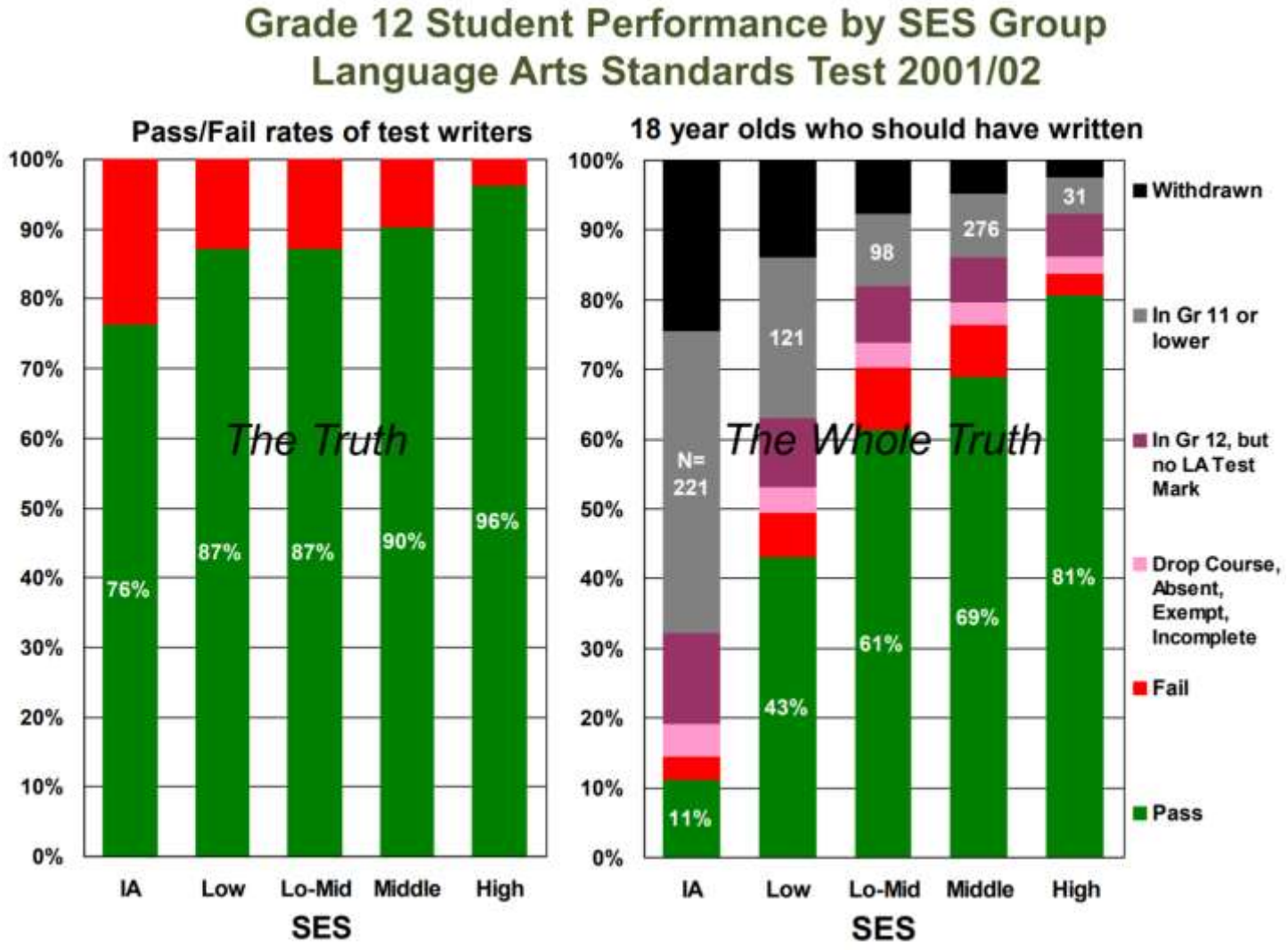


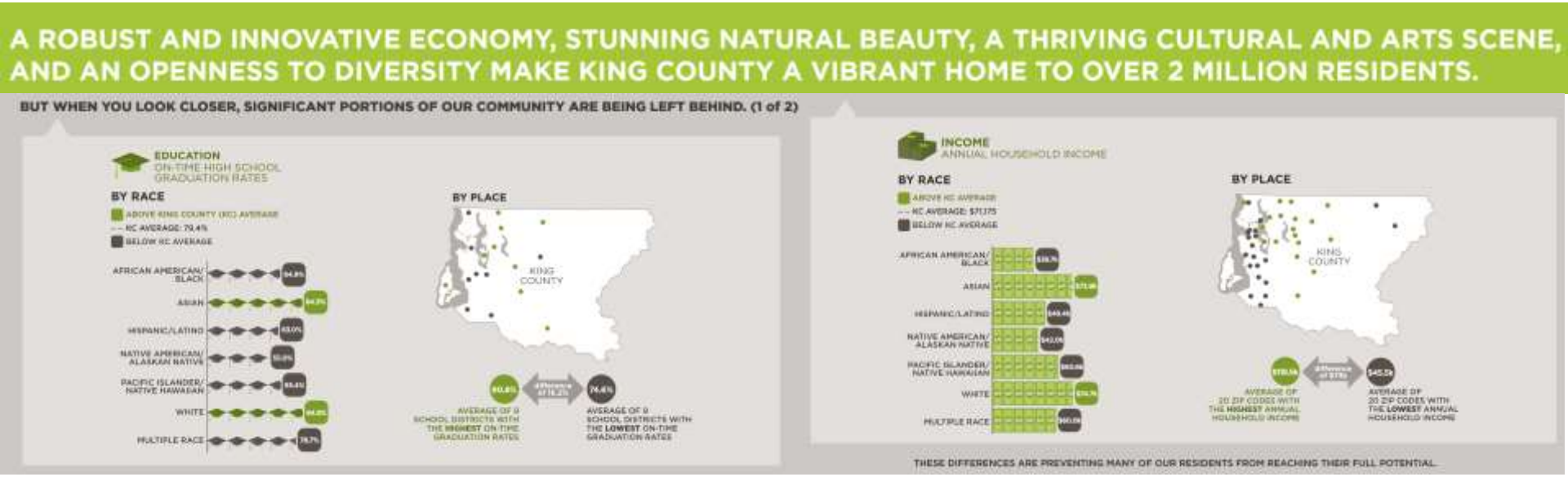
Indicators and Equity



The truth vs. the whole truth



What data disaggregation tells us



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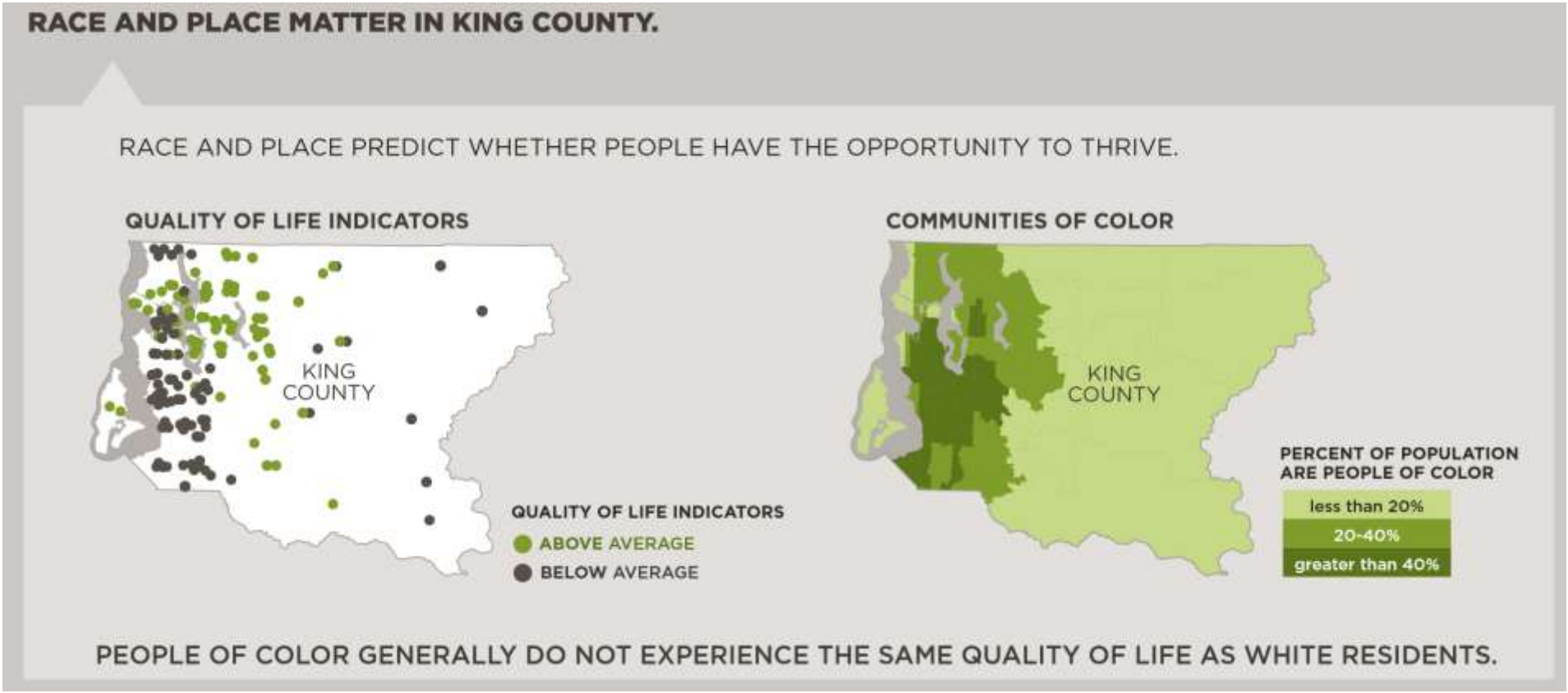

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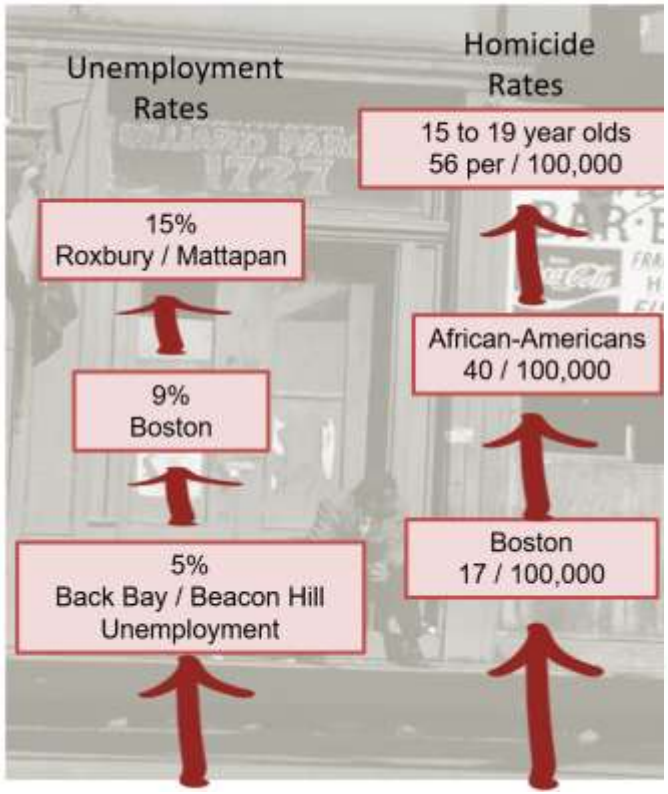
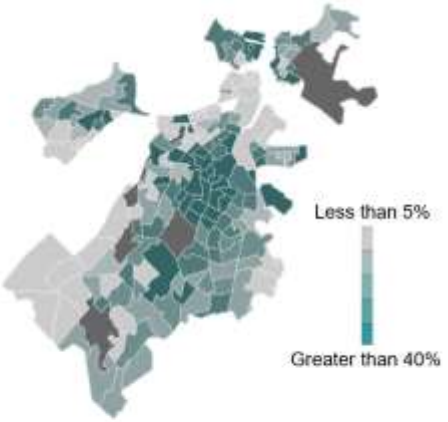
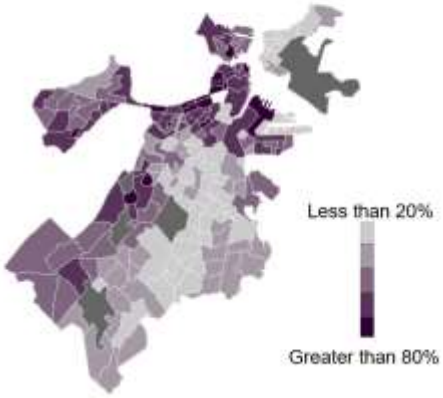


CHILD POVERTY

City-wide roughly 20% of Boston's children live in families in poverty, but the rate jumps as high as 40% or more in neighborhoods of Roxbury, Dorchester, Mattapan, and in small islands throughout all of the city's neighborhoods—the result of where we decided to build subsidized affordable housing.





EDUCATIONAL ATTAINMENT

Though we pride ourselves on having one of the most educated populations in the world, we see the two-tied knowledge economy taking shape – in the light gray areas fewer than 20% of adults have a bachelor's degree or higher.

Measures that Matter

[T]he gross national product includes air pollution and advertising for cigarettes, and ambulances to clear our highways of carnage. It counts special locks for our doors, and jails for the people who break them.

The gross national product includes the destruction of the redwoods and the death of Lake Superior. It grows with the production of napalm and missiles with nuclear warheads....

And if the gross national product includes all this, there is much that it does not comprehend. It does not allow for the health of our families, the quality of their education, or the joy of their play. It is indifferent to the decency of our factories and the safety of streets alike. It does not include the beauty of our poetry or the strength of our marriages, the intelligence of our public debate or the integrity of our public officials....

The gross national product measures neither our wit nor our courage, neither our wisdom nor our learning, neither our compassion nor our devotion to country. It measures everything, in short, except that which makes life worthwhile; and it can tell us everything about America -- except whether we are proud to be Americans.

-- Robert F. Kennedy

Thank you!

Chantal Stevens

Community Indicators Consortium

www.communityindicators.net

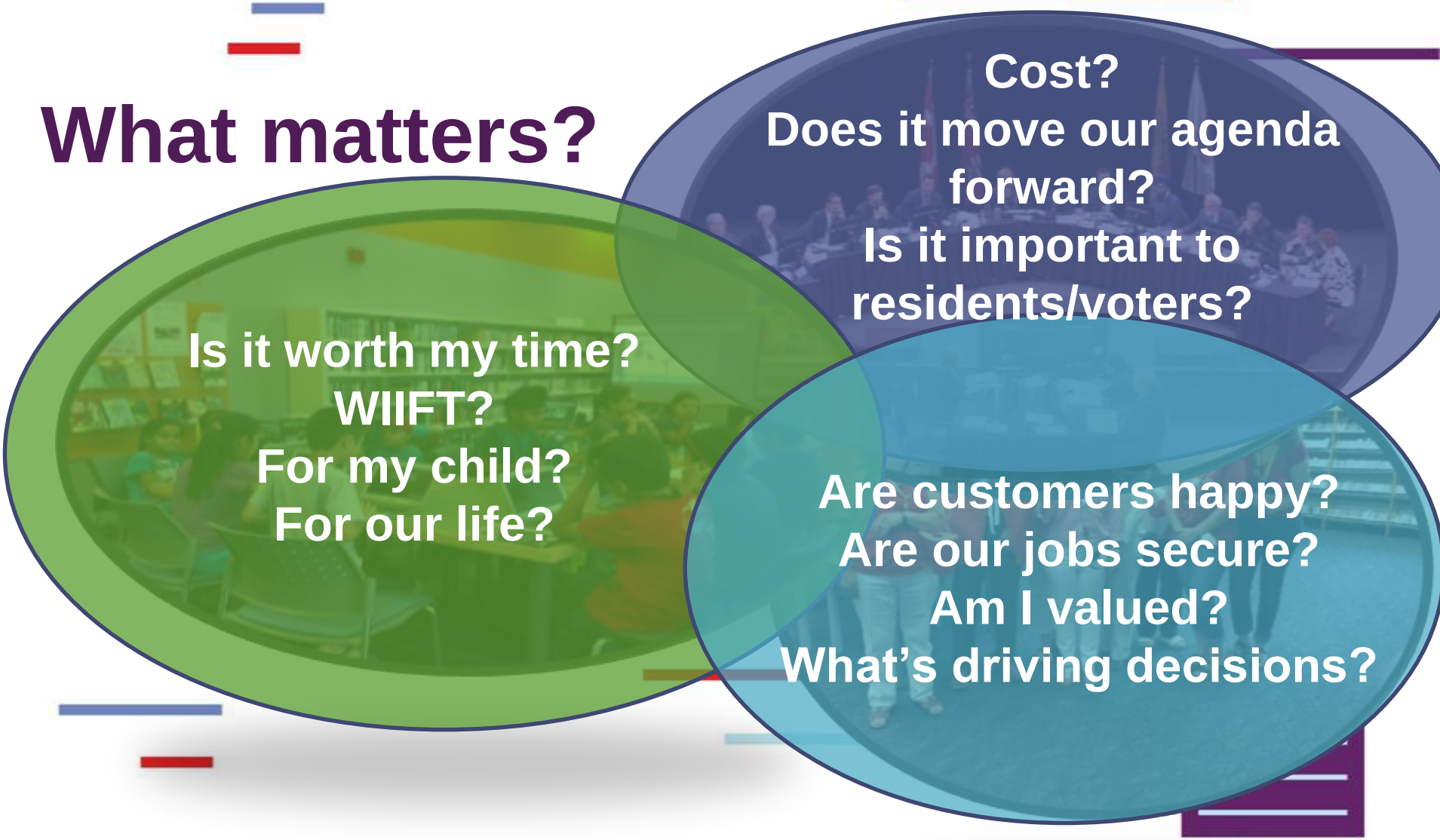
Measures that Matter @ Brampton Library

Rebecca Jones
Director of Branches & Neighbourhood Services

- 9th largest in Canada: 600,000
- 51% not born in North America
- Growing @ 5% each year
- Incredibly young; median 34.7 years
- 6 Library Branches

What matters?

What matters?



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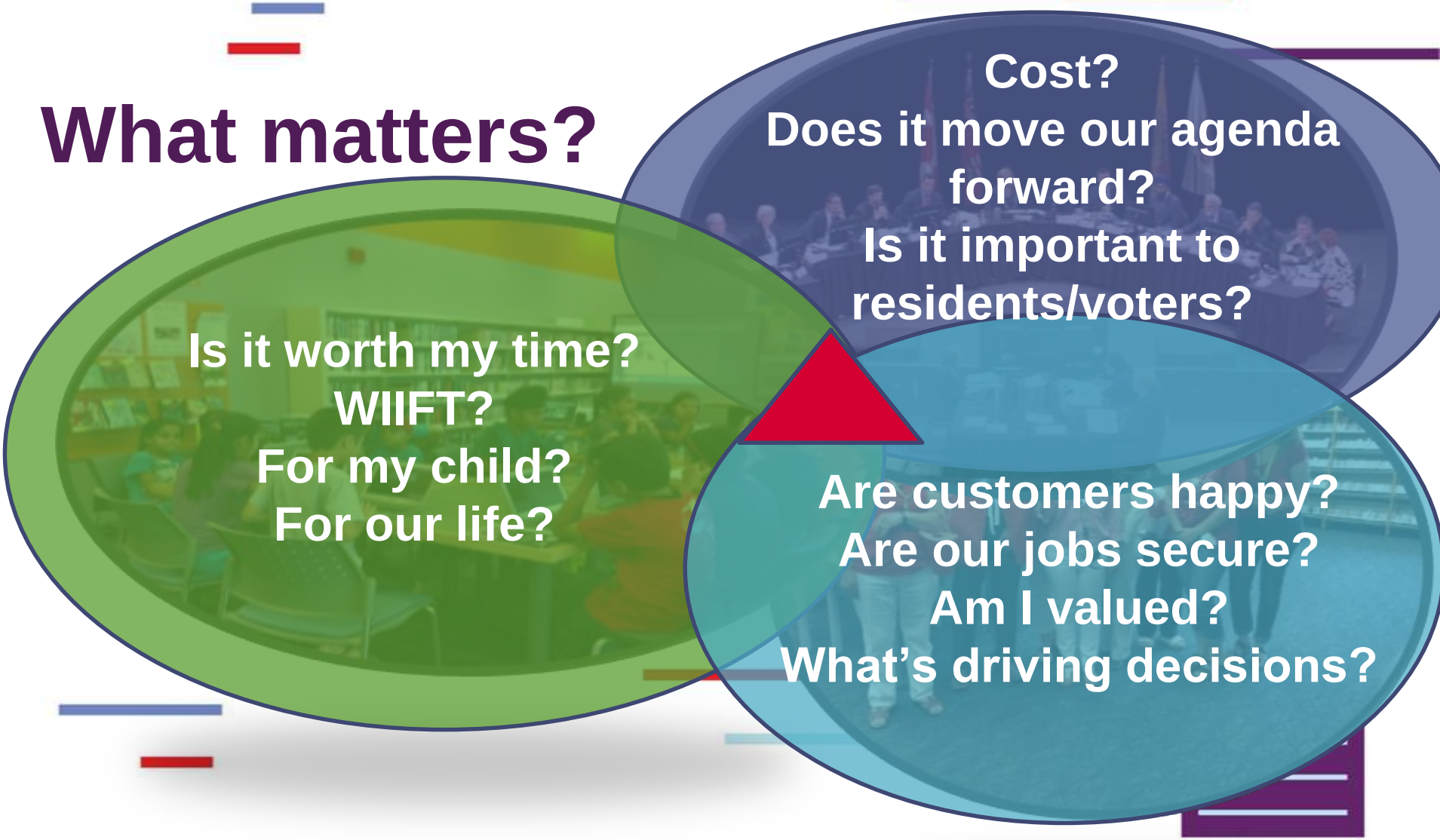
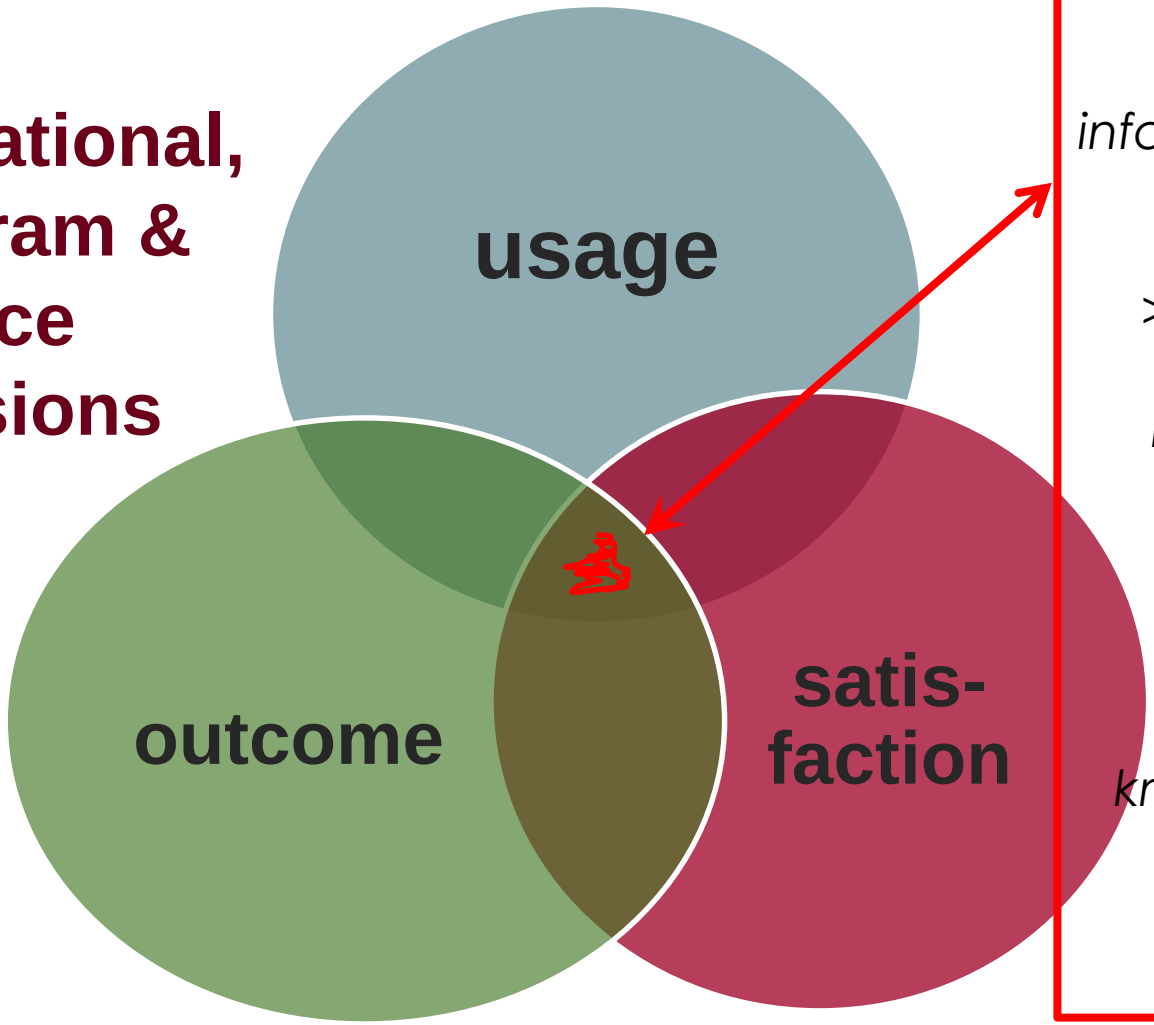


So, what matters?

Operational, Program & Service Decisions



5700 people come to the branches each week;

>85% are seeking information or borrowing products;

>85% are extremely or very happy with our information & lending services;

>85% of those participating in our programs feel more knowledgeable about, confident & able to apply what they've learned

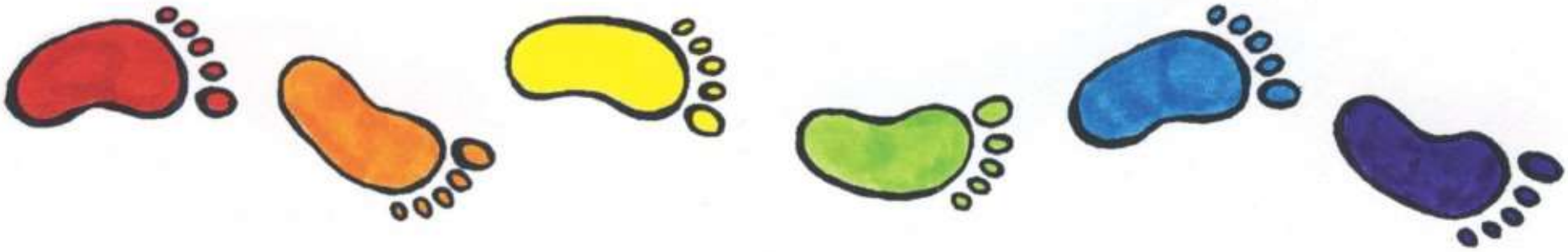
Our approach

Take one small step @ a time:

Step 1

Build staff understanding

(Presented what follows to Library Teams & the Board)



Outcomes say *how*

Shift

The emphasis from transactional to interaction & engagement

The attention from physical to digital

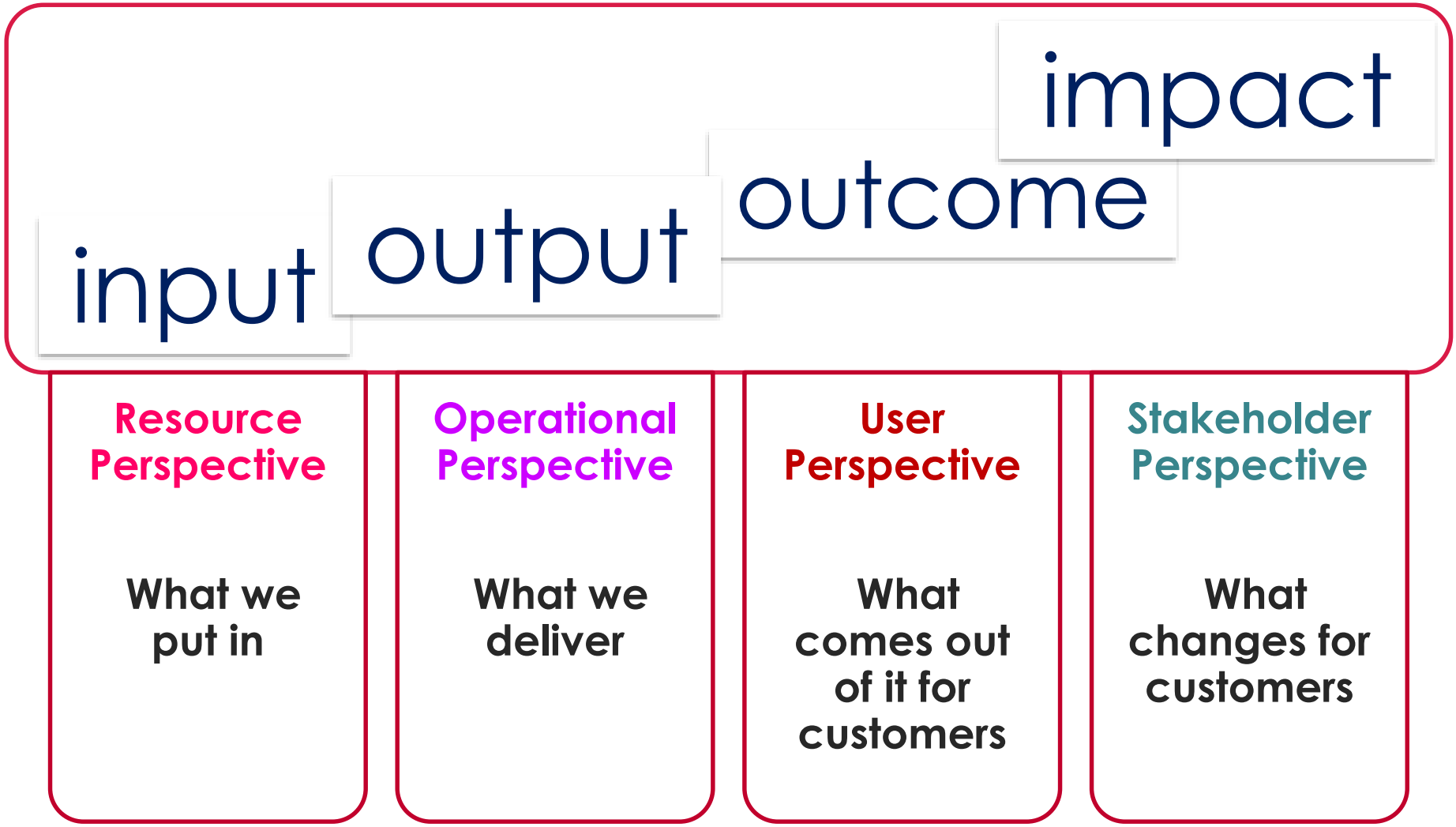
The language from Library to Residents or Community

Transition language about processes

to

language about resident outcomes

From	To
Circulate	Borrow
Reference	Advise & Interact
Gate Counts	People Welcomed
Active Cardholders	Member Engagement
Customers	Members
Numbers & satisfaction	Outcomes


impact
outcome
output
input
Resource Perspective
What we put in
Operational Perspective
What we deliver
User Perspective
What comes out of it for customers
Stakeholder Perspective
What changes for customers

INPUT

OUTPUT

Customer who benefits from outcome

Stakeholders for whom outcomes matter, and who experience the impact

WIIFU?

Data-driven decisions we all see

Staffing roles, competencies, allocation

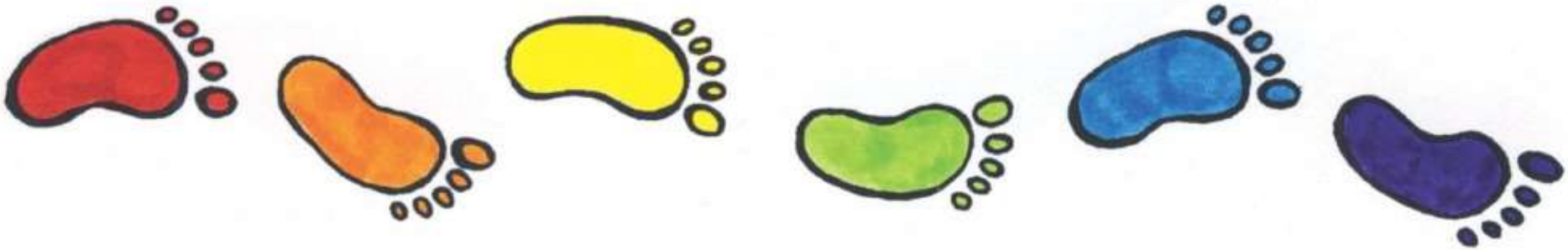
Our approach

Take one small step @ a time:

Step 1

Step 2

Engage staff in measures about their daily work



2017	MOUNT PLEASANT			Q2	STATISTICS			
Activity Level	Mount Pleasant Village	Mount Pleasant Village	% Change	Mount Pleasant Village	System Total	System Total	% Change	System Total
	Q2	Q2		YTD	Q2	Q2		YTD
Number of:	2017	2016		2017	2017	2016		2017
People we welcomed	76731	68849	11.45%	143161	447606	518988	-13.75%	894000
New customers we welcomed	684	763	-10.35%	1,468	5,920	7,158	-17.30%	11,603
Customers' cards we updated	4,437	3,509	26.45%	9,548	32,524	40,503	-19.70%	68,930
HOLDS Processed	8,181	9,055	-9.65%	16,118	72,544	81,292	-10.76%	147,575
HOLDS Shipped	7,389	7,197	2.67%	14,809	70,509	79,665	-11.49%	143,752
Items Borrowed: Print /AV /Other	117,497	120,380	-2.39%	237,710	853,541	1,002,220	-14.83%	1,735,200
Digital books & AV	NA	NA	NA	NA	126,810	91,017	39.33%	251,955
Total product borrowed	117,497	120,380	-2.39%	237,710	980,351	1,093,237	-10.33%	1,987,155
Items Returned: Print / AV / Other	55515	53170	4.41%	111098	392139	448701	-12.61%	785430
TECHNOLOGY	2390	1135	110.57%	5293	21,733	16,233	33.88%	45,133
PC Reservation	0	0		0	11,900	22,484	-47.07%	26,438
Express Stations	6426	4338	48.13%	12064	27,871	32,930	-15.36%	51,896
Total Computer Usage	8816	5473	61.08%	17,357	61,504	71,647	-14.16%	123,467
Outreach programs we did	6	1	500.00%	6	94	107	-12.15%	255
Branch programs we held	144	93	54.84%	265	996	947	5.17%	3709
Total programs for people	150	94	59.57%	271	1090	1054	3.42%	3964
People @ outreaches	585	50	1070.00%	585	11098	12736	-12.86%	25159
People @ branch programs	2649	2683	-1.27%	5517	19710	23205	-15.06%	**85809**
Total people @ programs	3234	2733	18.33%	6102	30808	35941	-14.28%	110968

Our approach

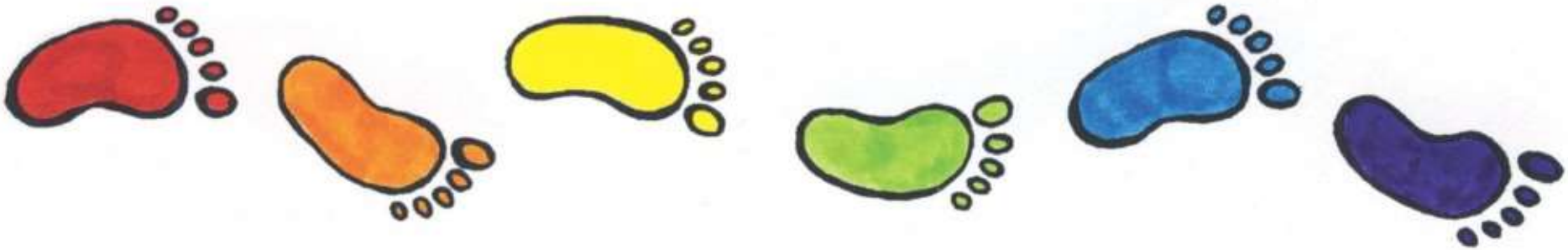
Take one small step @ a time:

Step 1

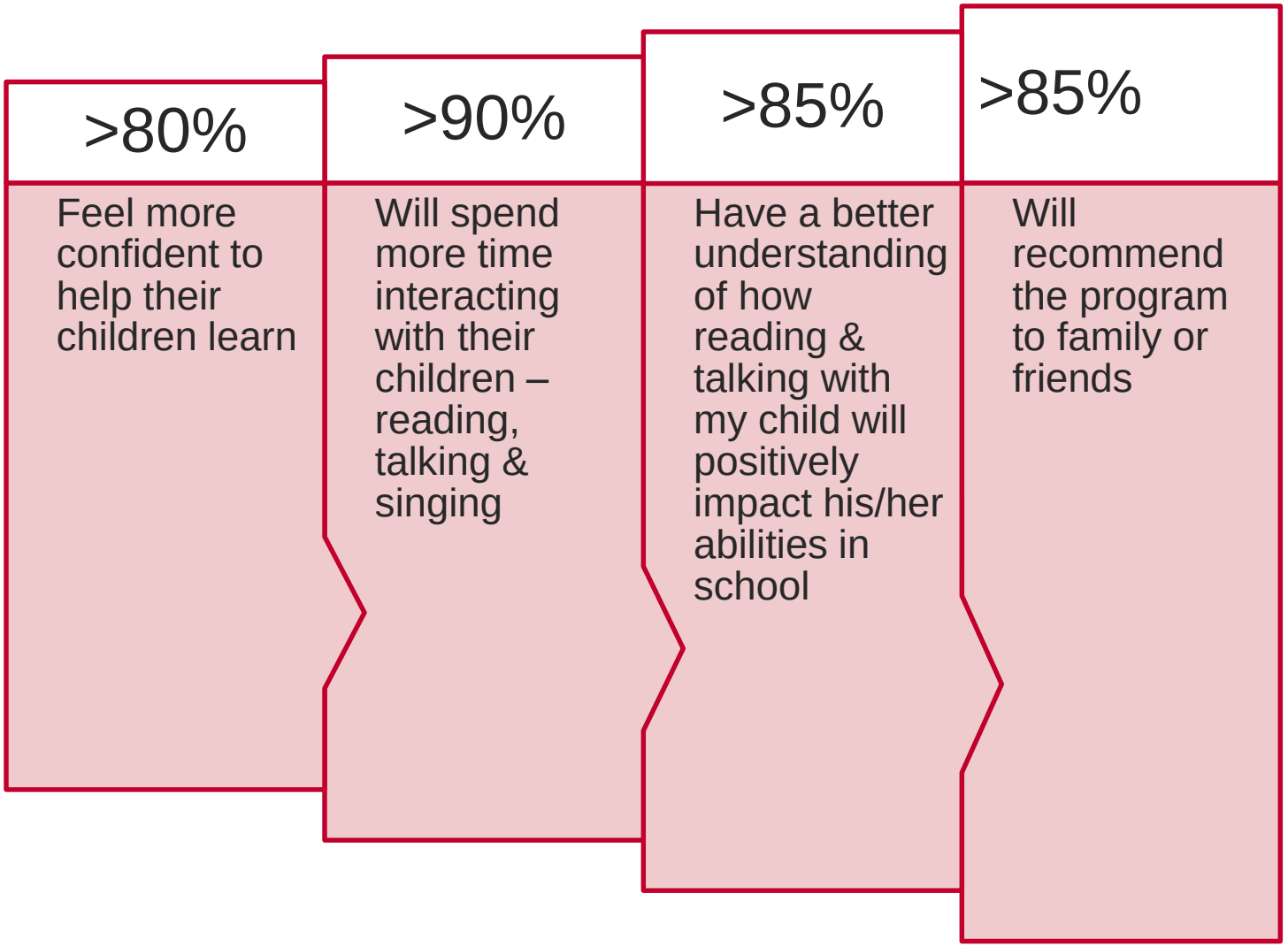
Step 2

Step 3

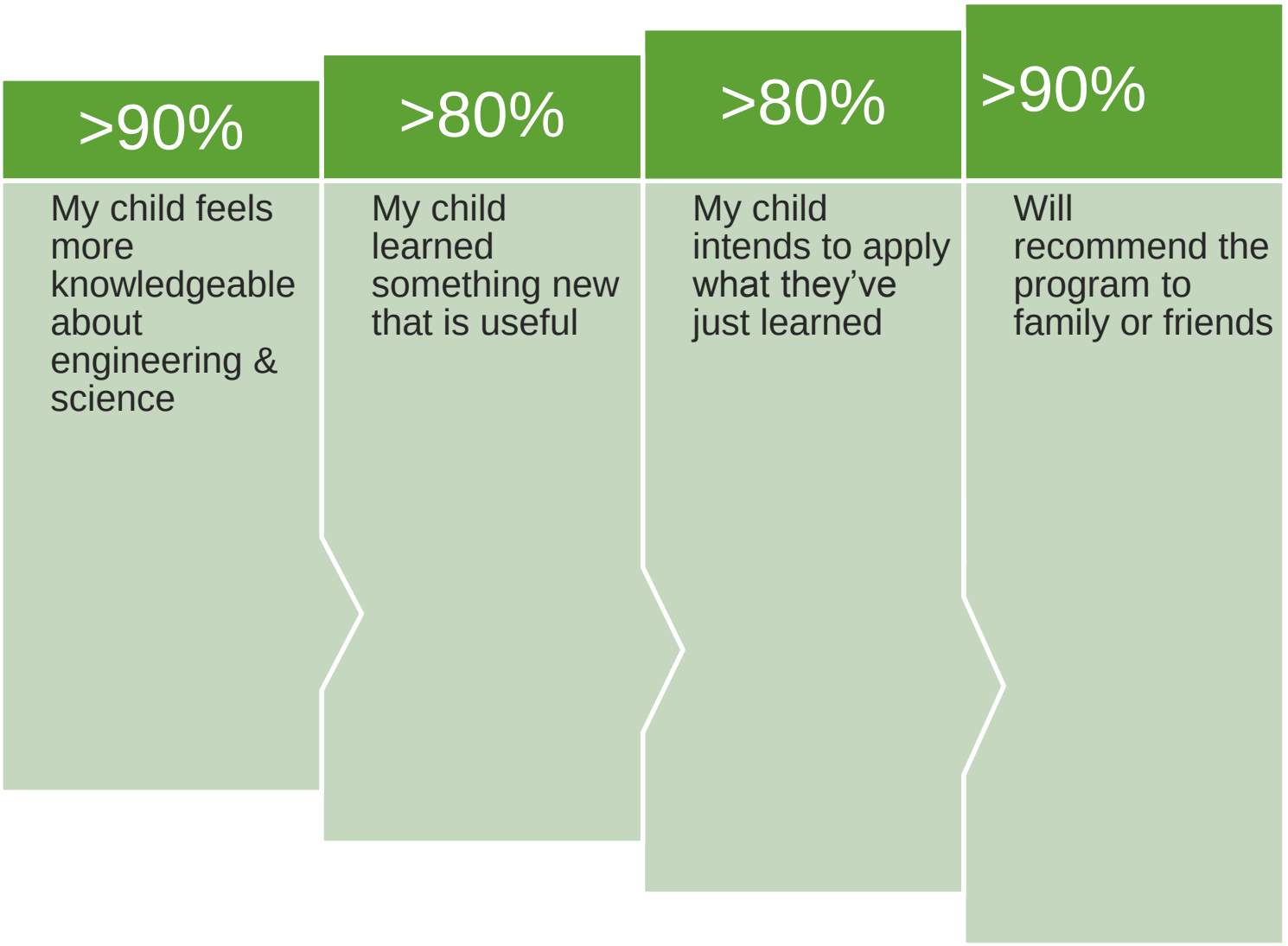
Involve staff in redesigning core programs around outcomes



As a result of participating in Family Story Time:

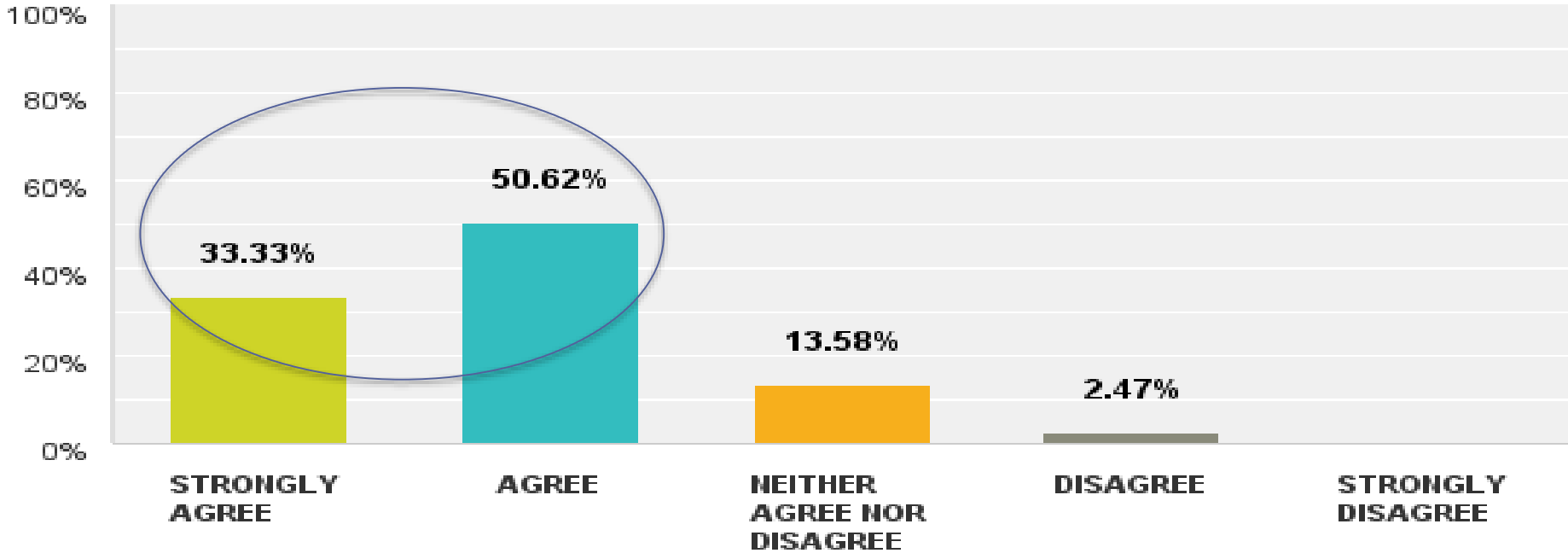


As a result of participating in Maker Programs:

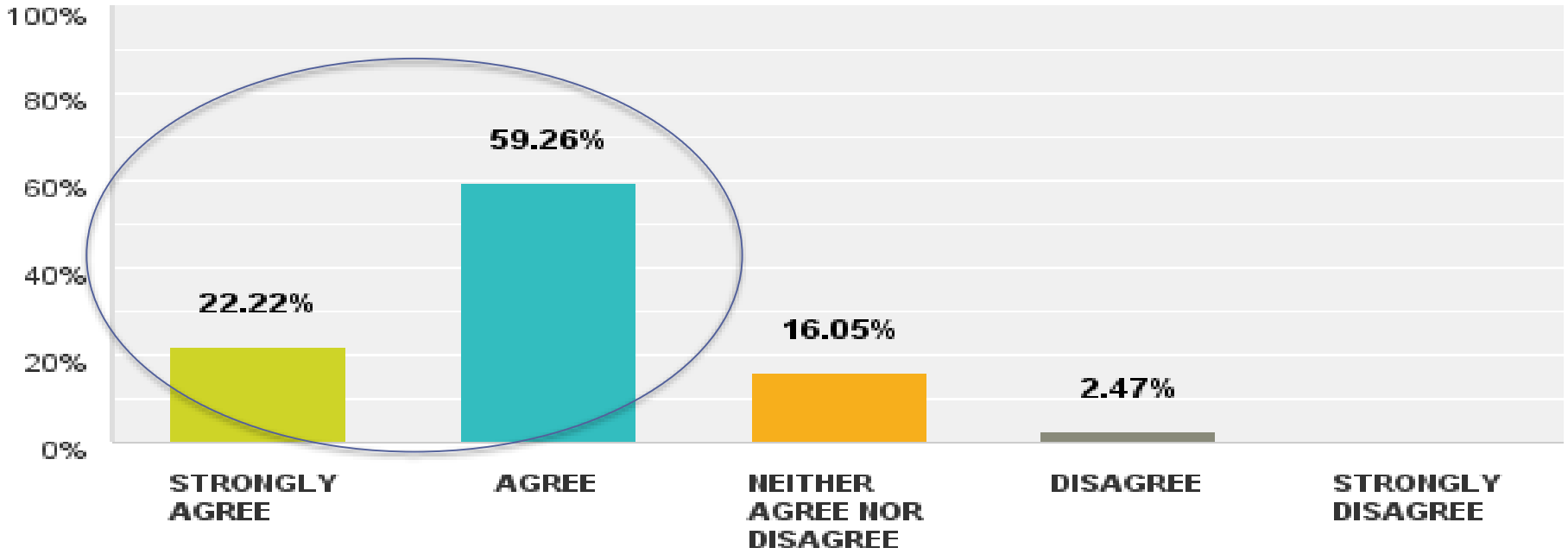


As a result of participating in the Summer Reading Program:

84% say their child maintained or increased their reading skills



81% say their child is a more confident reader

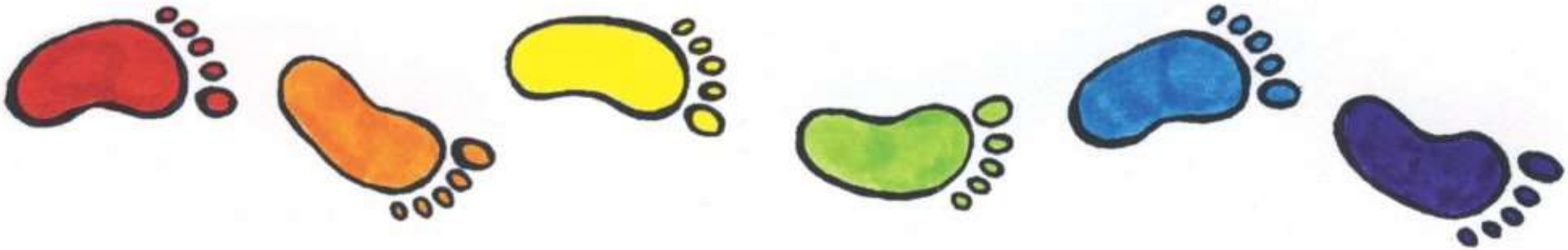


Our approach

Take one small step @ a time:

- Step 1
- Step 2
- Step 3
- Step 4

Bring it together, simply



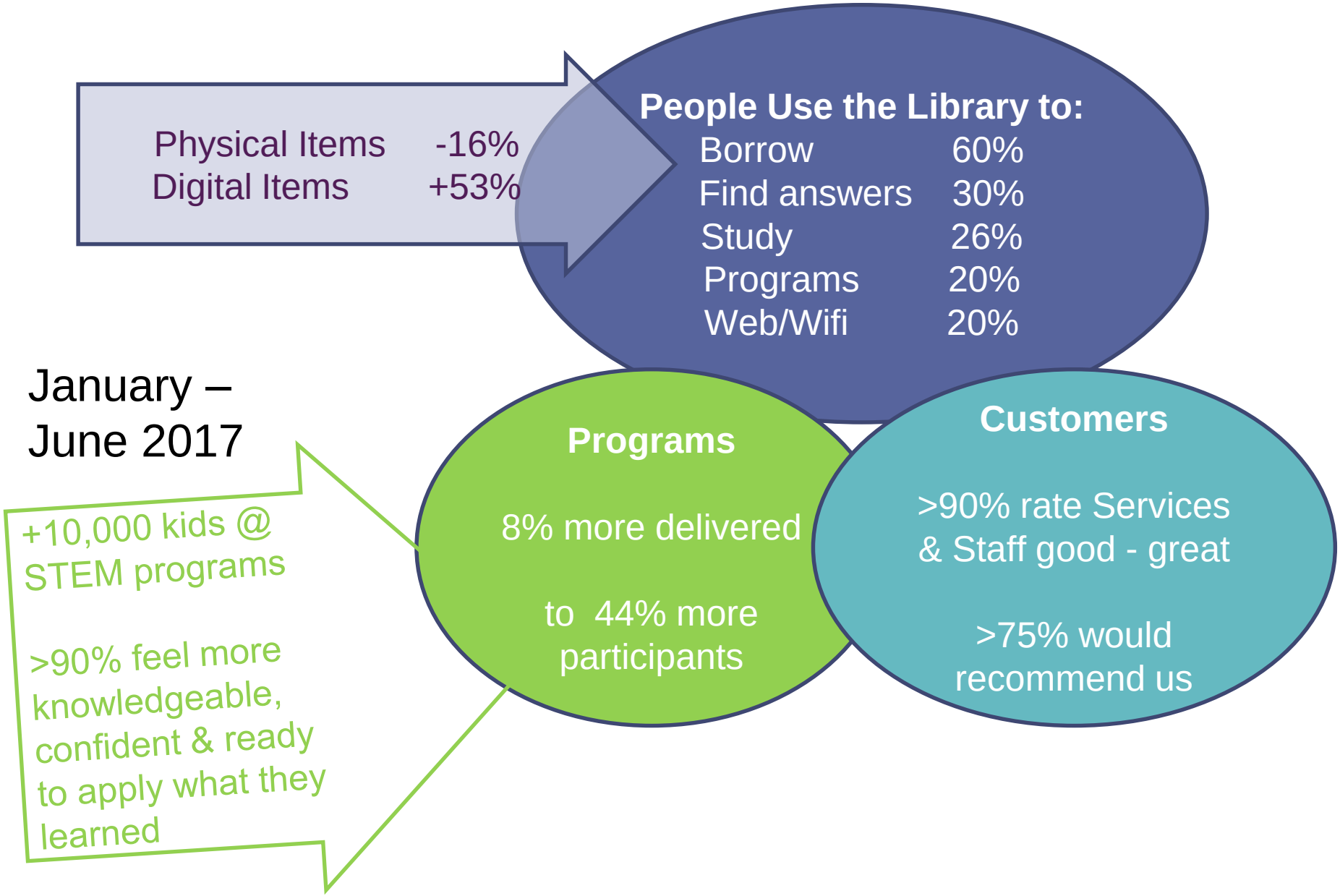
Progress to date:

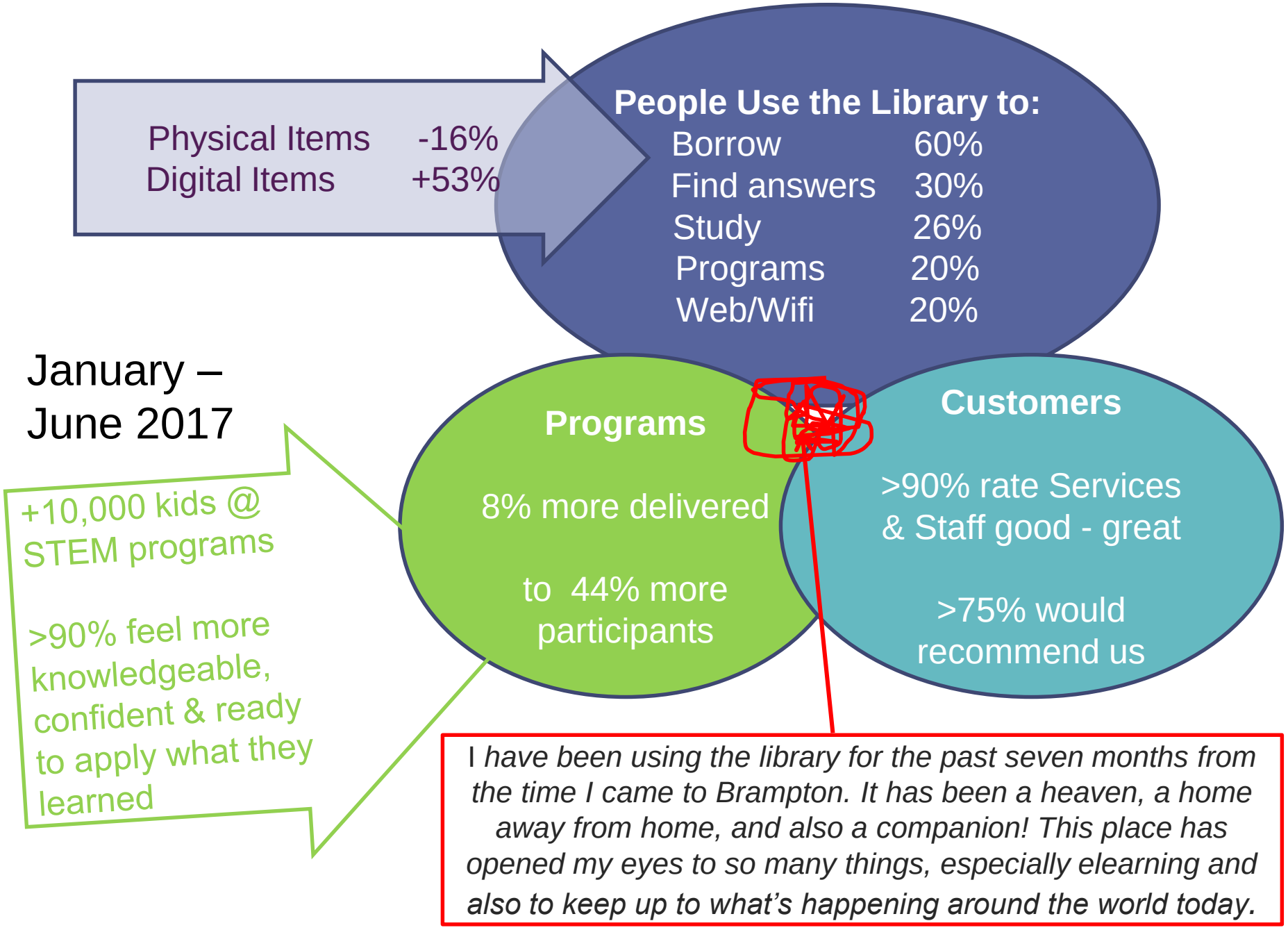
- Gathering the **WHAT**
- Asking **SO WHAT**
- Readying to decide **NOW WHAT**

We have been:

1. Contributing to Project Outcomes
2. Implementing Outcome Measures for select Programs
3. Conducting & Analyzing Customer Satisfaction Surveys
4. Surfacing & Analyzing Activity Levels with All Staff

Most importantly, we have been readying all staff in understanding, debating, & using the findings to make decisions


Physical Items -16%
Digital Items +53%
People Use the Library to:
Borrow 60%
Find answers 30%
Study 26%
Programs 20%
Web/Wifi 20%
January – June 2017
+10,000 kids @ STEM programs
>90% feel more knowledgeable, confident & ready to apply what they learned
Programs
8% more delivered
to 44% more participants
Customers
>90% rate Services & Staff good - great
>75% would recommend us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>75% would recommend us
+10,000 kids @ STEM programs
>90% feel more knowledgeable, confident & ready to apply what they learned
I have been using the library for the past seven months from the time I came to Brampton. It has been a heaven, a home away from home, and also a companion! This place has opened my eyes to so many things, especially elearning and also to keep up to what's happening around the world today.

Brampton Library

a typical day

every day, 7 days a week

6
locations

9,600
website visitors

670
questions addressed

5,740
people thru our doors

935
computers used

2,080
WiFi log-ons

12,500
digital & physical items borrowed

1 in 4
Bramptonians are active members

317
people @ programs and events

Brampton Library

inspiring connections

65 Queen Street East, Brampton, ON L6W 2A8
905.793.4636
bramptonlibrary.ca

Brampton Library

QUESTIONS?

LEARNER GUIDE

Measures that Matter Part Three: Moving Toward More Meaningful Measures

http://www.webjunction.org/events/webjunction/measures-that-matter-3.html

Event Description: Circulation, visits, program attendance, pat
many measures commonly collected by public librarians. But h
measures tell the most meaningful stories of today's libraries?
series, we discussed the current state of the public library data
exist at the national level and how they impact what we know
third webinar, we will look toward the future, considering wha
demonstrate their impact. To do this, we will hear from speak
field who will provide multiple perspectives on meaningful me

This webinar is the third in a three-part series about the Institu
the Chief Officers of State Library Agencies' Measures that Ma
the current state of public library data.

Presented by: Chantal Stevens, Rebecca Jones and Linda Hofs

What are your goals for viewing this webinar?	
Personal Goals	
Team Goals	

Community Indicators

Two examples of Community Indicators projects that were m
Rochester and SA2020. Check out the various indicators for t
youth, education, financial self-sufficiency, and arts and cultu
measures you could track in your library? If so, list them belo

Indicator Projects

Check to see if there any indicator projects in your area by searching the Community Indicators Consortium projects database (enter state or county in search box). If you find a project in your area, consider/discuss how your library contributes to the various indicators.

Focus on User Outcomes

During the webinar, some examples were provided for shifting language
outcome focus (for example, using the phrase "advise and interact" inst
three terms used in your library and how you could rephrase them to fo

Term 1:

Rephrasing option:

Term 2:

Rephrasing option:

Term 3:

Rephrasing option:

Measures that Matter Part Three: Moving Toward More Meaningful Measures

http://www.webjunction.org/events/webjunction/measures-that-matter-3.html

Event Description: Circulation, visits, program attendance, patron satisfaction…these are some of the many measures commonly collected by public librarians. But how well do we understand what measures tell the most meaningful stories of today's libraries? During the first two webinars in this series, we discussed the current state of the public library data landscape – what data collection efforts exist at the national level and how they impact what we know about libraries and their patrons. In this third webinar, we will look toward the future, considering what data public librarians should collect to demonstrate their impact. To do this, we will hear from speakers both within and outside of the library field who will provide multiple perspectives on meaningful measures.

This webinar is the third in a three-part series about the Institute of Museum and Library Services' and the Chief Officers of State Library Agencies' Measures that Matter initiative, a field-wide discussion of the current state of public library data.

Presented by: Chantal Stevens, Rebecca Jones and Linda Hofschire

What are your goals for viewing this webinar?	
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Community Indicators

Two examples of Community Indicators projects that were mentioned during the webinar are ACT Rochester and SA2020. Check out the various indicators for these projects – for example, children and youth, education, financial self-sufficiency, and arts and culture. Do these give you any new ideas for measures you could track in your library? If so, list them below.

THANK YOU!

- Questions? Feedback? Please contact info@cosla.org or Tim Cherubini, COSLA Executive Director, at tcherubini@cosla.org

- Follow Measures that Matter on Twitter: @libmeasuresmtr

- Sign up for the email distribution list at https://www.surveymonkey.com/r/MtMEmailList