



## REGULAR MEETING AGENDA

**Date:** 11/20/2017  
**Time:** 6:30 p.m.  
**Menlo Park Library**  
**Lower Level Meeting Room**  
**800 Alma St., Menlo Park, CA 94025**

### **A. Call To Order**

### **B. Roll Call**

### **C. Public Comment**

Under “Public Comment,” the public may address the Commission on any subject not listed on the agenda. Each speaker may address the Commission once under Public Comment for a limit of three minutes. Please clearly state your name and address or political jurisdiction in which you live. The Commission cannot act on items not listed on the agenda and, therefore, the Commission cannot respond to non-agenda issues brought up under Public Comment other than to provide general information.

### **D. Regular Business**

- D1. Approve 2017-2018 Commission Work Plan and prepare for December 5, 2017, City Council update presentation ([Attachment](#)) – 20 minutes
- D2. Update from Little Free Libraries subcommittee – 10 minutes
- D3. Select Commission representative to serve on the Belle Haven Neighborhood Library Advisory Committee – 10 minutes
- D4. Update on progress toward Committee work plan goals – 5 minutes
- D5. Presentation by Commissioner Bramlett on “Outcome Based Evaluation: an Introduction” ([Attachment](#)) – 15 minutes

### **E. Reports and Announcements**

- E1. Library system improvements project update – 10 minutes
- E2. Informal Commissioner reports – 5 minutes

### **F. Informational Items**

- F1. Informal commissioner sharing of audio/digital/print books currently reading – 10 minutes
- F2. Collect future agenda items – 5 minutes

## H. Adjournment

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At every Regular Meeting of the Commission, in addition to the Public Comment period where the public shall have the right to address the Commission on any matters of public interest not listed on the agenda, members of the public have the right to directly address the Commission on any item listed on the agenda at a time designated by the Chair, either before or during the Commission's consideration of the item.

At every Special Meeting of the Commission, members of the public have the right to directly address the Commission on any item listed on the agenda at a time designated by the Chair, either before or during consideration of the item.

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Persons with disabilities, who require auxiliary aids or services in attending or participating in Commission meetings, may call the City Clerk's Office at 650-330-6620.



## Commission Work Plan Guidelines

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- Step 1** Review purpose of Commission as defined by Menlo Park Council Policy CC-01-0004.
- Step 2** Develop a mission statement that reflects that purpose.
- Step 3** Discuss and outline any priorities established by Council.
- Step 4** Brainstorm goals, projects, or priorities of the Commission and determine the following:
- A. Identify priorities, goals, projects, ideas, etc.
  - B. Determine benefit, if project or item is completed
  - C. Is it mandated by State or local law or by Council direction?
  - D. Would the task or item require a policy change at Council level?
  - E. Resources needed for completion? (Support staff, creation of subcommittees, etc.)
  - F. Completion time? (1-year, 2-year, or longer term?)
  - G. Measurement criteria? (How will you know you are on track? Is it effective? etc.)
- Step 5** Prioritize projects from urgent to low priority.
- Step 6** Prepare final Work Plan for submission to Council for review and approval in the following order:
- Work Plan cover sheet, Listing of Members, Priority List, Work Plan Worksheet – Steps 1 through 8
- Step 7** Use your “approved” work plan throughout the term of the plan as a guide to focus in on the work at hand
- Step 8** Report out on work plan priorities to the City Council, which should include:
- A. List of “approved” priorities or goals
  - B. Status of each item, including any additional resources required in order to complete
  - C. If an item that was on the list is not finished, then indicate why it didn’t occur and list out any additional time and/or resources that will be needed in order to complete



## Library Commission

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### *Mission Statement*

The Commission makes recommendations to the City Council regarding the operation of the Menlo Park libraries, and its programs and services, by keeping in touch with patrons and the general public; promoting the use of the libraries; reporting on library activities and encouraging public as well as legislative support for library services. The Commission also maintains lines of communication with the Friends of the Menlo Park Library, the Menlo Park Library Foundation and the Project Read-Menlo Park Literacy Partners.

Library Commission Cover Sheet  
Work Plan for 2017-18



## Library Commission 2017-18

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### **Commission Members Listing**

Commissioner	Lynne Bramlett
Commissioner	Grayson Bagdley
Commissioner	Ester Bugna
Commissioner	Jacqui Cebrian
Commissioner	Kristen Leep
Commissioner	Kristina Lemons (Chair)
Commissioner	Margaret Race (Vice Chair)



## Library Commission Priority List

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The **Library Commission** has identified the following priorities to focus on during 2017-2018:

1.	Establishment of a new full-service, modern branch library in Belle Haven to serve the entire community.
2.	Continuation of support of efforts towards updated main library.
3.	<p>Continue existing Library Commission initiatives:</p> <ul style="list-style-type: none"><li>• Increase Branch's collection, programming and open hours as a "bridge" towards Work Plan Priority #1.</li><li>• Little Free Library</li><li>• Film Discussion Group</li><li>• Science Café</li><li>• Regular joint meeting/social activity with key library partners</li><li>• Increase library representation on major City of Menlo Park task forces/planning activities</li><li>• Establish/build relationships with local community organizations to increase their engagement with the library.</li></ul>



## Commission Work Plan Guidelines

### Work Plan Worksheet

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#### Step 1

Review purpose of Commission as defined by Menlo Park Council Policy CC-01-0004	The commission is charged with advising the City Council on matters related to the maintenance and operation of the City's libraries and library systems, including the scope and degree of library activities; maintenance and protection of City libraries; evaluation and improvement of library services; acquisition of library materials; coordination with other library systems and long range planning.
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#### Step 2

Develop or review a Mission Statement that reflects that purpose  <i>Who we are, what we do, who we do it for, and why we do it</i>	The Commission makes recommendations to the City Council regarding the operation and quality of the Menlo Park libraries, and its programs and services, by <i>keeping</i> in touch with patrons and the general public; <i>promoting</i> the use of the libraries; <i>reporting</i> on library activities and <i>encouraging</i> public as well as legislative support for library services. The Commission also maintains lines of communication with the Friends of the Menlo Park Library, the Menlo Park Library Foundation and the Project Read-Menlo Park Literacy Partners.
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See next page for Step 3

**Step 3**

Discuss any priorities already established by Council	The Commission priorities support (or relate to) these <b>2017 City Council Work Plan</b> priorities:			
	<b>Providing high-quality resident enrichment, recreation, and discovery</b>			
	Number	Source	Description	Lead Department
	12	WP	Parks and Recreation Facilities Master Plan Update	Community Services
	16	WP	Library Space Needs Study	Public Works
	18	WP	Burgess Park Snack Shack	Community Services
	<b>Maintaining and enhancing Menlo Park's municipal infrastructure and facilities</b>			
	25	WP	Library landscaping	Public Works
	39	WP	Development of a Citywide Communications Program	City Manager's Office



### Library 2016-20 Strategic Plan Goals:

All commission work plan priorities are aligned with the below goals from the library strategic plan

#### Goal #1: State of the Art Library Space

Number	Description
1.2	Coordinate efforts of library support organizations to develop a plan to secure funding for building renovation or construction of a new state-of-the art main library based upon the results of the space needs analysis.
1.3	Conduct a library service needs assessment for the Belle Haven neighborhood and determine service and facility needs for the Belle Haven Branch Library

#### Goal #2: Community Engagement

Number	Description
2.1	Explore and pursue partnerships with the local business community and develop a variety of informative programs
2.2	Enhance partnerships with and outreach to local schools.
2.5	Build a coalition of the library's support organizations for better communication and the development of mutual goals
2.6	Implement a program of non-place-based learning

#### Goal #3: Programming

Number	Description
3.1	Increase the number of programs at both library facilities by 10% to 20% over fiscal year 2016-17; assess the success of the programs and adjust increase based upon results.
3.1.2	Create and document a plan to increase science programs by 10% for the pre-Kindergarten, Kindergarten-5 <sup>th</sup> Grade and middle school age groups
3.13	Develop and implement a program to increase adult programming by 20%

#### Goal #4: Staff

Number	Description
4.12	Develop a program to increase staff exposure to best practices for libraries and implement those [that] can be replicated for the benefit of Menlo Park Library
4.13	Require key staff to visit two other libraries per year and identify at least one procedure to implement

#### Goal #5: New Service Needs

Number	Description
5.1	Develop the vehicle that will provide the best feedback from library users and non-users
5.1.1	Conduct online and in-person surveys annually which target specific as well as general library topics
5.1.2	Use non-place-based service locations to solicit input from non-users

#### Goal #6: Communication

Number	Description
6.1	Establish a Communications Committee focused on marketing the library's value and accomplishments
6.1.1	Market and reach out about library programs and services via social media with no fewer than four posts per week

#### Step 4

Brainstorm goals, projects or priorities of the Commission	Benefit, if completed	Mandated by State/local law or by Council direction?	Required policy change at Council level?	Resources needed for completion? Staff or creation of subcommittees?	Estimated Completion Time	Measurement criteria How will we know how we are doing?
Establishment of a new full service, modern branch library in Belle Haven to serve the entire community.		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		10 years	
Continuation of support of efforts towards updated main library.		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		5 years	
Continue existing Library Commission initiatives:						
Increase Branch's collection, programming and open hours as a "bridge" towards Work Plan Priority #1.						
Little Free Library		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			
Film Discussion Group		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Minor staff time for monthly PR		
Science Café		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			

Brainstorm goals, projects or priorities of the Commission	Benefit, if completed	Mandated by State/local law or by Council direction?	Required policy change at Council level?	Resources needed for completion? Staff or creation of subcommittees?	Estimated Completion Time	Measurement criteria How will we know how we are doing?
Continue existing Library Commission initiatives (continues from prior page)						
Regular joint meeting/social activity with key library partners		Yes <input type="checkbox"/> No X	Yes <input type="checkbox"/> No X			
Increase library representation on major City of Menlo Park task forces/planning activities		Yes <input type="checkbox"/> No X	Yes <input type="checkbox"/> No X			
Establish/build relationships with local community organizations to increase their engagement with the library.		Yes <input type="checkbox"/> No X	Yes <input type="checkbox"/> No X		3 years	

## Step 5

List identified Goals, Priorities and/or Tasks for the Commission		Prioritize Tasks by their significance			
		1 Urgent	2 1-year	3 2-year	4 Long Term
Establishment of a new full service, modern neighborhood library in Belle Haven to serve the entire community.					
Continue support of efforts towards updated main library.					
Continue existing Library Commission initiatives:					
	Improve existing Belle Haven neighborhood library as a “bridge” towards achieving Work Plan Priority #1				
	Little Free Library				
	Film Discussion Group				
	Science Café				
	Regular joint meeting/social activity with key library partners				
	Increase library representation on major City of Menlo Park task forces/planning activities				
	Establish/build relationships with local organizations to increase their engagement with the library.				

**Step 6** Prepare final work plan for submission to the City Council for review, possible direction and approval and attach the Worksheets used to determine priorities, resources and time lines.

**Step 7** Once approved; use this plan as a tool to help guide you in your work as an advisory body.

**Step 8** Report out on status of items completed. Provide any information needed regarding additional resources needed or indicate items that will need additional time in order to complete.



# INTRODUCTION TO MEASURING OUTCOMES

Lynne Bramlett, Library Commissioner (Nov 20, 2017)

# TOPICS

- Urban service delivery
- Move to measuring outcomes
- Developing outcome objectives
- Measuring outcomes
- Sources



# GOALS OF PRESENTATION

1. Understand ways to measure urban service delivery
2. Understand trends in library service measurement
3. Understand what is meant by outcome measurement
4. Know where to get more help with outcome measurement







# URBAN SERVICE DELIVERY



## MUNICIPAL EXPERTS WIDELY AGREE ON FOUR ESSENTIAL GOALS FOR URBAN SERVICE DELIVERY:



Goals	Definition
Efficiency	Involves maximizing output from a given amount of input or resources. Efficiency is a process-oriented concept that assesses how inputs are converted into outputs
Effectiveness	Reflects the extent to which goals are being met. Results-oriented concept without regard for the cost involved or resources used.
Equity	Many dimensions. Service goals may include equal opportunity for the same level of service, equality based in how much one pays in taxes for services, or similar results or outcome.
Responsiveness	The goal of meeting citizens' demands and expectations for services provided by the city government.



## CHALLENGES IN MEASURING URBAN SERVICE DELIVERY



- Private industry uses a variety of standard measures of performance: profit, sales, return on investment, etc.
- Few commonly accepted measures of municipal performance that provide *robust* feedback on city services
- Two general reasons given for lack of *robust* municipal performance measures:
  - Reason #1: much of what cities do to improve quality of life is intangible and so it cannot be adequately measured
  - Reason #2: Leaders resist the establishment of measures that residents/constituents might use to hold them accountable.
- Good News! Libraries credited with an “edge” in using performance measurements



## LIBRARIES “EDGE “IN MEASUREMENT



The below *interrelated* developments contributed to libraries leadership in measurement:

- Appearance of library researchers/librarians with interest/skills in quantitative methods
- Increasing size and complexity of libraries causing managers to seek tools to help with decision making
- Discovery of libraries by non-library researchers who found libraries to be underutilized as research sites
- Growing demand for accountability in public sector along with the spread of quantitative methods, program evaluation and evaluation research methods that librarians adopted to remain competitive with other organizations seeking the same funding resources
- Availability of grant funds from sources such as the Library Services and Construction Act. Funders often require that projects include an evaluation component
- An emphasis on formal planning for which objective data are useful.
- Library publications aimed at helping managers use measurement methods
- Professional organizations (PLA and ALA) that focus on developing performance measures. In 1980s, PLA focused on Output measurement. Now PLA focuses on outcomes



# COMMON PERFORMANCE MEASURES USED BY MUNICIPALITIES TO MEASURE SERVICE DELIVERY



Measures	Overview	Examples	Pros	Cons
Input measures	Specify the level of <b>resource</b> committed to a particular activity	Hours library is open.	Helpful if issues of <b>equity</b> arise	May bear little relation to level of performance achieved
Workload or Output measures	Indicate amount of work performed or services provided.	Circulation, gate counts, program attendance	<ul style="list-style-type: none"> <li>Way to compare performance over time.</li> <li>Relatively easy to count and track</li> </ul>	Isolated, abstract numbers tell little. (Adding ratios helps make information more useful.) Aggregate statistics can camouflage service deficiencies. Reported data largely unaudited. Outputs miss capturing what libraries actually do. Outputs do not tell a compelling story
Efficiency Measures	Reflect the <i>relationship</i> between work performed and the resources required to perform it	Number of books shelved per hour	Data allows questions of efficiency relative to a standard.	Says nothing about the degree to which goals are achieved or about citizen reaction to service provided
Bench-marking	Practice of comparing performance with standards or the results achieved by others.		Necessary to place a municipality's service record in context	Difficult to acquire comparative data



# MOVE TO MEASURING OUTCOMES



# OUTCOMES HELP LIBRARIES CAPTURE THEIR IMPACT & DEMONSTRATE THEIR VALUE



- Paths used to demonstrate value:
  - **Needs Assessments:** “What does our community need?”
  - **Patron Satisfaction:** “What should we do better?”
  - **Outputs:** “How much did we do?”
  - **Outcomes:** “What good did we do?”
- Outcomes: specific benefit from a library program
  - Expressed as changes/effects/impacts that individuals perceived (from library programs) on their knowledge, skills, attitudes, opinions, behaviors, actions, status
  - Expressed as problems programs will help solve.
  - Can be quantitative (*knowledge, confidence, behavior change, awareness*) or qualitative (*a child reports feeling more comfortable meeting new people*)
  - Answers the question: What good did we do.
- Outcome measurement can help libraries:
  - Better measure and improve upon their impact in the community
  - Support planning and assessment over time
  - Better manage services and resources
  - Show the real difference the library makes in the lives of the user
  - Provide convincing evidence of the value of libraries (helps communication and advocacy with voters, funders and stakeholders)

# WRITE OUTCOME OBJECTIVES



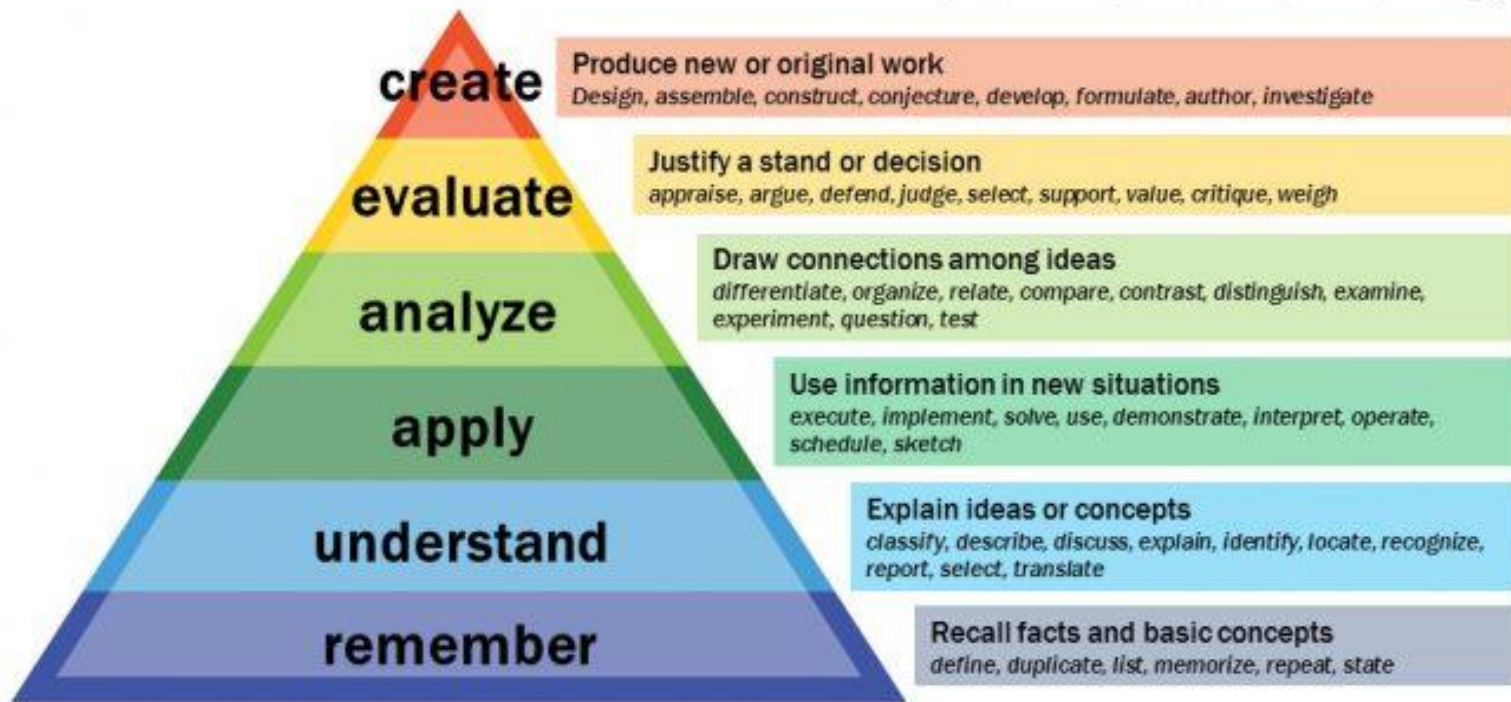
## DEVELOP OUTCOME OBJECTIVES

- Think about impact you are trying to achieve
  - What will participants learn?
  - How will the service make a difference in their lives?
- Write strong objectives, using active verbs
  - Borrow language from Bloom's Taxonomy and Webb's Depth of Knowledge – tools educators use to develop strong objectives and to measure impact
  - Maslow's hierarchy also useful in writing objectives
- *Improve* on ideas from others:
  - California Summer Reading Program (examples)
    - Children belong to a community of readers and library users
    - Underserved community members participate in the summer reading program
  - Institute of Museum and Library Services (examples)
    - Adults will read to children more often
    - Program increases the reading time caretakers spend with children

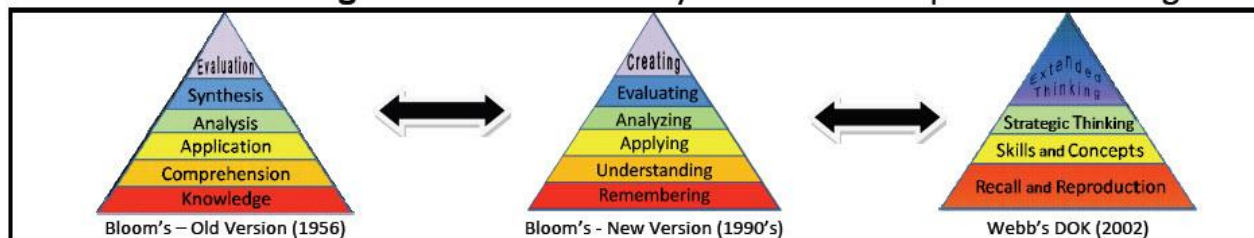
# BLOOM'S TAXONOMY



## Bloom's Taxonomy



## Levels of Thinking in Bloom's Taxonomy and Webb's Depth of Knowledge



Bloom's six major categories were changed from noun to verb forms in the new version which was developed in the 1990's and released in 2001. The knowledge level was renamed as remembering. Comprehension was retitled understanding, and synthesis was renamed as creating. In addition, the top two levels of Bloom's changed position in the revised version.

Bloom's Taxonomy	Revised Bloom's Taxonomy
<b>Knowledge</b>	<b>Remembering</b>
	<i>Recall appropriate information.</i>
<b>Comprehension</b>	<b>Understanding</b>
	<i>Grasp the meaning of material.</i>
<b>Application</b>	<b>Applying</b>
	<i>Use learned material in new and concrete situations.</i>
<b>Analysis</b>	<b>Analyzing</b>
	<i>Break down material into component parts so that its organizational structure may be understood.</i>
<b>Synthesis</b>	<b>Evaluating</b>
<i>Put parts together to form a new whole.</i>	<i>Make judgments based on criteria and standards.</i>
<b>Evaluation</b>	<b>Creating</b> (Previously Synthesis)
<i>Judge value of material for a given purpose.</i>	<i>Put elements together to form a coherent or functional whole; reorganizing elements into a new pattern or structure through generating, planning, or producing.</i>

Norman L. Webb of Wisconsin Center for Educational Research generated DOK levels to aid in alignment analysis of curriculum, objectives, standards, and assessments.

### Webb's Depth of Knowledge & Corresponding Verbs

*\*Some verbs could be classified at different levels depending on application.*

<b>Recall and Reproduction</b> <i>Correlates to Bloom's 2 Lowest Levels</i>
<i>Recall a fact, information, or procedure.</i>
arrange, calculate, define, draw, identify, list, label, illustrate, match, measure, memorize, quote, recognize, repeat, recall, recite, state, tabulate, use, tell who- what- when- where- why
<b>Skill/Concept</b>
<i>Engages mental process beyond habitual response using information or conceptual knowledge. Requires two or more steps.</i>
apply, categorize, determine cause and effect, classify, collect and display, compare, distinguish, estimate, graph, identify patterns, infer, interpret, make observations, modify, organize, predict, relate, sketch, show, solve, summarize, use context clues
<b>Strategic Thinking</b>
<i>Requires reasoning, developing plan or a sequence of steps, some complexity, more than one possible answer, higher level of thinking than previous 2 levels.</i>
apprise, assess, cite evidence, critique, develop a logical argument, differentiate, draw conclusions, explain phenomena in terms of concepts, formulate, hypothesize, investigate, revise, use concepts to solve non-routine problems
<b>Extended Thinking</b> <i>Correlates to Bloom's 2 Highest Levels</i>
<i>Requires investigation, complex reasoning, planning, developing, and thinking-probably over an extended period of time. *Longer time period is not an applicable factor if work is simply repetitive and/or does not require higher-order thinking.</i>
analyze, apply concepts, compose, connect, create, critique, defend, design, evaluate, judge, propose, prove, support, synthesize



# MASLOW'S HIERARCHY OF HUMAN NEEDS





## SAMPLE OUTCOME STATEMENTS

Service Areas	MP Library Program	Sample Outcome Statements
Civic/community engagement		
Digital Inclusion & Learning	Computer Lab	
Early Childhood literacy	Storytelling festivals	Children increase verbal skills as they create and tell their own stories
Economic development		
Education and Lifelong Learning	Film Discussion group	Participants gain deeper ability to analyze films while building a community of Guild film lovers
	Sugar Skull Decorating	Children increase knowledge of a key Latino tradition while having fun with their families
	Little Free libraries	Residents increase amount of independent reading
Job skills	Science Café	
Summer Reading		



# MEASURE OUTCOMES

## WAYS TO MEASURE OUTCOMES

- Common ways to measure outcomes:
  - Surveys to compare participant knowledge at the beginning and end of a program
  - Focus groups to gather direct input from participants
- Join PLA Sponsored -- Project Outcome
  - Free for public and state libraries toolkit with outcome surveys easily distributed after a program or as a follow-up
  - Paper or online. Most questions use a rating scale and concluding two open-ended questions a “gold mine” for feedback. Surveys in below library service areas:
    - ✓ civic/community engagement
    - ✓ digital learning & inclusion
    - ✓ early childhood literacy
    - ✓ economic development
    - ✓ Education/lifelong learning
    - ✓ job skills
    - ✓ summer reading



# OUTCOME MEASUREMENT CONTINUUM

## 1. Immediate survey (patron reported learning)

- Open-ended feedback
- Immediate impact
- Given at end of program
- Less staff time
- **Example Survey outcomes:** “I feel more confident about the job search process...” or “I will use what I learned today in the job search process...”

## 2. Follow-up survey (patron reported adoption)

- Open-ended feedback
- Change of behavior
- 4-8 weeks later
- More staff time
- **Example Survey outcomes:** “I used what I learned to search for a job in this new way...” or “I received an interview or offer for a new job...”

## 3. Longer term (deeper analysis & long-term benefits)

- Implement data collection methods other than existing standardized surveys
- Measure data over time
- Develop strategies for working with partners on measurement projects



## SOME GETTING STARTED TIPS FROM OTHERS

- Register at Project Outcome – free service
- Write an outcome objective
- Identify an existing survey that measures outcome objective and implement it with users
- Think about timing of surveys
  - Survey before an upcoming opportunity to seek funding to grow or add an existing service
  - When a library is beginning a new service and wants to set a baseline to compare outcomes
  - In order to show progress in a priority service area that aligns with a strategic plan, goal or need
  - The library is planning to make service additions/changes or reductions and staff wants to understand which services have the greatest impact on the community
  - Library staff are required to report their performance and want to use outcomes evidence to demonstrate value
- But don't over survey patrons!



## REVIEW RESULTS AND TAKE ACTION

- Review Results
  - Access ready-made reports and view data on an interactive online dashboard
- Take Action
  - Communicate findings
  - Work on next steps related to findings

## SOURCES

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