MEASURES THAT MATTER

Action Plan

April 2018

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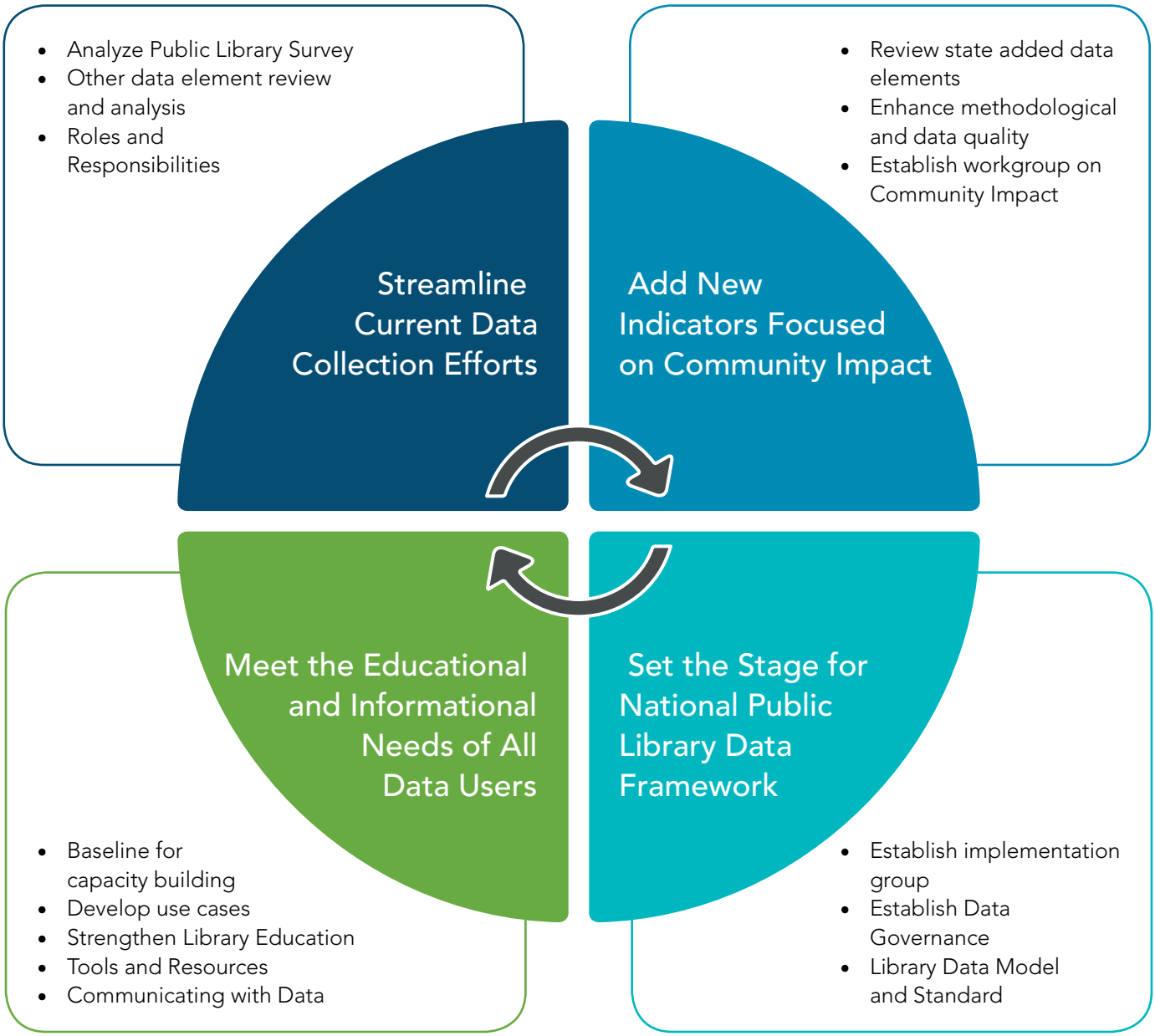
MEASURES THAT MATTER:

Action Plan in Brief

April 2018

Building a foundation for library data collection that addresses current and future needs.



Introduction

Measures that Matter (MtM) was launched through a cooperative agreement between the Institute of Museum and Library Services (IMLS) and Chief Officers of State Library Agencies (COSLA) to address short- and long-term challenges to public library data collection and use. The initiative engaged a wide variety of stakeholders from within the public library field and outside of it. Collectively, stakeholders discussed the need for public library data collection tools to support library operations, programs, resources and services. There was also widespread recognition of the need for data to demonstrate the value of public libraries in the United States.

Early on, MtM research revealed that some barriers that were believed to stand in the way of a better data environment — such as the duplication of data indicators in current national collection efforts — were in reality relatively minor issues. Instead, the project uncovered other areas of concern, such as the lack of a coordinated national strategy for integrated data collection, management and use. Another often cited concern is the number of states that add questions to the Public Library Survey (PLS), which creates confusion for libraries between what is federally required and what is state added. There is consensus that the current state creates fatigue and is a barrier to effective use of data to articulate the value of public libraries.

This Action Plan aims to address these problems. To do so will require the commitment and coordinated engagement of library stakeholders. To help sustain engagement, the plan balances the needs of local libraries — who both use and are asked to provide local data — with the priorities of those who fund, collect, and use national data. It is also sensitive to the 'free versus fee' issues that exist in library data collection and dissemination.

By developing a plan that balances various and sometimes conflicting needs, MtM seeks to articulate how data can be used to make the case for the important role of public libraries. Without a sound base of public library data that measures and tracks impact, support for America's public libraries may be at risk. At the same time, library professionals have the opportunity to assess and improve services that are highly responsive to community needs. This plan suggests ways to streamline our current data collection efforts and provides a cross-organizational foundation for telling the public library story, including the diverse communities they serve, the tools and information they put into people's hands, and the ways they improve lives and communities.

Intended for use by public library stakeholders — staff, vendors, researchers and those engaged with the implementation — the Action Plan aligns with the intents articulated in the MtM proposal and complements the project's Data Landscape Document.

Review of Project Activities

Measures that Matter activities resulted in four primary outcomes: a Data Landscape Document, Educational Webinars, a Data Summit and this Action Plan.

The Landscape of Major US Public Library Collection Efforts (Data Landscape Document) reviews ten of the 14 primary data collection efforts that have informed the public library field over the last 20 years. Core to the findings is that the Public Library Survey (PLS) stands as an essential collection: it is vetted, high quality and freely available. At the same time, there is broad consensus that it is not sufficient for today's data needs as a result of its focus on input and output indicators and the processes governing it.

Three ***Educational Webinars*** were held prior to the Data Summit. The first two focused on 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. The third webinar looked toward the future in considering what data public librarians should collect to demonstrate their impact. The webinars featured speakers both within and outside of the library field who provided multiple perspectives on meaningful measures. With several hundred attendees at each, the webinars were well-attended and served to bring a common understanding of data to the library field. Recordings and materials from the webinars[1] remain available for public access through Measures that Matter's website and OCLC Web Junction.

The ***Data Summit*** drew 75 invited attendees from all corners of the public library field — from students in graduate library programs to public library directors and trustees to researchers, representatives from vendors and data experts from fields including education and the arts. At the Summit, several presentations provided context for public library data collection efforts and engaged participants in sessions that drew on their expertise to reflect on themes for the nascent Action Plan.

Together, these project activities uncovered numerous types of data — outputs, indicators and particularly outcomes — that are not sufficiently addressed in current public library data collection efforts. A new area emerged as well: a clear sense that the library field does not make appropriate distinctions between how and when library data is collected. For example, the field tends to conflate a monitoring approach to data (such as the annual Public Library Survey) with evaluation (which may be periodic and incorporate survey or other tools).

A need for thorough training in data driven decision-making and communication was identified. Likewise, there is a need for the library field to understand that data is required for continuous improvement of programs, services and structures — it is a means to an end. There is an overarching need for the library field to develop systems level thinking with respect to the use of data that has yet to be fulfilled.

The ***Action Plan*** is written with the knowledge that an inclusive group of stakeholders and a highly coordinated set of activities is needed to carry the work forward. Likewise, implicit across the recommendations is a need to routinely engage with researchers, practitioners and social scientists outside of the library field, which will allow the field of library data to grow in concert with best practices from other fields and as libraries and their communities change. Feedback garnered from a wide range of stakeholders between January 25 and March 16, 2018 affirmed the direction of the plan while helping to refine priorities. The inclusive process reached out through open conference calls and webinars, an optional online feedback form as well as direct phone calls to Data Summit participants.

1 Webinar #1: A View into the Current Public Library Data Landscape; Webinar #2: Detailing the Data-based Story of Public Libraries; Webinar #3: Moving Toward More Meaningful Measures

Action Plan

The Action Plan sets out activities within a framework that supports the public library field in its efforts to:

- Streamline current data collection efforts
- Add new indicators and data focused on community impacts
- Meet the educational and informational needs of data users inside and outside public libraries
- Set the stage for a national public library data framework

Subsumed in these primary themes are numerous related issues, not all of which have recommended actions associated. Likewise, underlying the plan is a recognition of concerns related to data and patron privacy, and the need for both to be addressed in any actions moving forward. The Action Plan is sensitive to the need to involve the larger library community — researchers, practitioners, etc. — in fleshing out details of who needs to be involved in each action, when actions should take place and how a specific action may unfold. Engaging the vendor community early and often will ensure that product development follows the path being laid down by Measures that Matter. For those interested in the thoughts of the Advisory Group, Appendix 2 lays out more detailed possible actions.

What remains clear is that there are several actions that, taken together, can move the library field forward in its understanding, collection and use of data. Of particular importance is the involvement of data and evaluation experts from peer fields (education, workforce, etc.) that can bring decades of best practices and approaches forward to the library field.

1. Streamline Current Data Collection Efforts

The core federal data collection that public libraries participate in annually is the Public Library Survey (PLS). The PLS is overseen by the collaborative Library Statistics Working Group (LSWG), which is comprised of representatives from IMLS, chief officers, state data coordinators and researchers. The PLS collects data and establishes benchmarks for a variety of library outputs. Completed by close to 100% of public libraries in the United States and the federal core data collection effort, the PLS is a primary focus of attention in the effort to streamline.

Action Step 1.1: **Analyze the Public Library Survey**

In-depth systematic review of the Public Library Survey, recently begun by the Library Statistics Working Group (LSWG), offers the potential to modify its questions and its methods to assure continued relevance and validity. The analysis is also intended to reform the process by which data elements can be added and/or deleted and/or modified. The review process will address questions of relevance and accuracy of data collection as cornerstones to maintaining the high quality of PLS and its integrity as a longitudinal data set stretching three decades. A facilitated conversation will assess the value of each currently collected data element and review the cost-benefits of making a 'wrong' decision related to an element.

Among the proposed activities are to:

- Evaluate gaps where public library value (e.g. community engagement) is not yet addressed by data elements.
- Identify elements that are either inaccurate or no longer relevant.
- Ensure consistent application of definitions and no unnecessary burden for public libraries.
- Conform to and inform national standards.
- Ensure PLS alignment to purposes, input/output/outcome framework.

The goal of the data element review and refinement process is to communicate a shared understanding of ***what*** public library data is currently collected and ***why*** it is collected at state and national levels. This recommendation was endorsed by 95% of the people who completed the voluntary feedback form; and again, acknowledges the central role that the Public Library Survey plays in the library data landscape. *(See "Figure 1: Action Plan Area 1" below. Subsequent figures demonstrate endorsement levels for all action plan areas.)*

Action Step 1.2: **Identify Next Steps in Data Element Review and Analysis**

Moving beyond the PLS, later work in this area involves bringing together stakeholders to look at gaps, overlaps and redundancies. Areas of future action may include reviewing the relationship of PLS to the Public Library Association's Public Library Data Service (PLDS). Actions will seek to harmonize efforts with the goal of improving respondent convenience, accuracy of data, timeliness of release and ability of public library stakeholders to use both data sets. Activities may coordinate PLS and PLDS questions and timing and look to leveraging PLDS to pilot new questions for inclusion in PLS. An additional intent is to identify alternative ways to gather data beyond surveys. Similarly, MtM recommends an exploration of how PLS data can be used with already available administrative data and data from the IMLS State Program Report and the State Library Administrative Agency biennial survey to communicate about impact.

Public libraries, their services and role(s) in the local community are always evolving, yet core functions — such as book circulation — have remained constant. Collections must balance the need for robust longitudinal data that allows the opportunity to track long-term trends with short-term data needs to highlight emergent areas of more immediate interest.

Activities may also explore the relationship between other high value library data collection efforts. These may include exploration of how to dovetail data elements from the Impact Survey into Project Outcome, for example, or how the Edge benchmarks relate to other tools. Activities will explore challenges to public library participation in outcome-based measurement as well as ways to assess without the need to survey patrons. At the same time, actions will ensure instruments and tools that are already being used can integrate with other emerging standards and schema. Exploration of how to leverage pre- and post-measures of outcomes across datasets will be a secondary focus of the work as will exploration of opportunities for other systematic evaluation approaches.

Action Step 1.3: **Delineate Roles and Responsibilities**

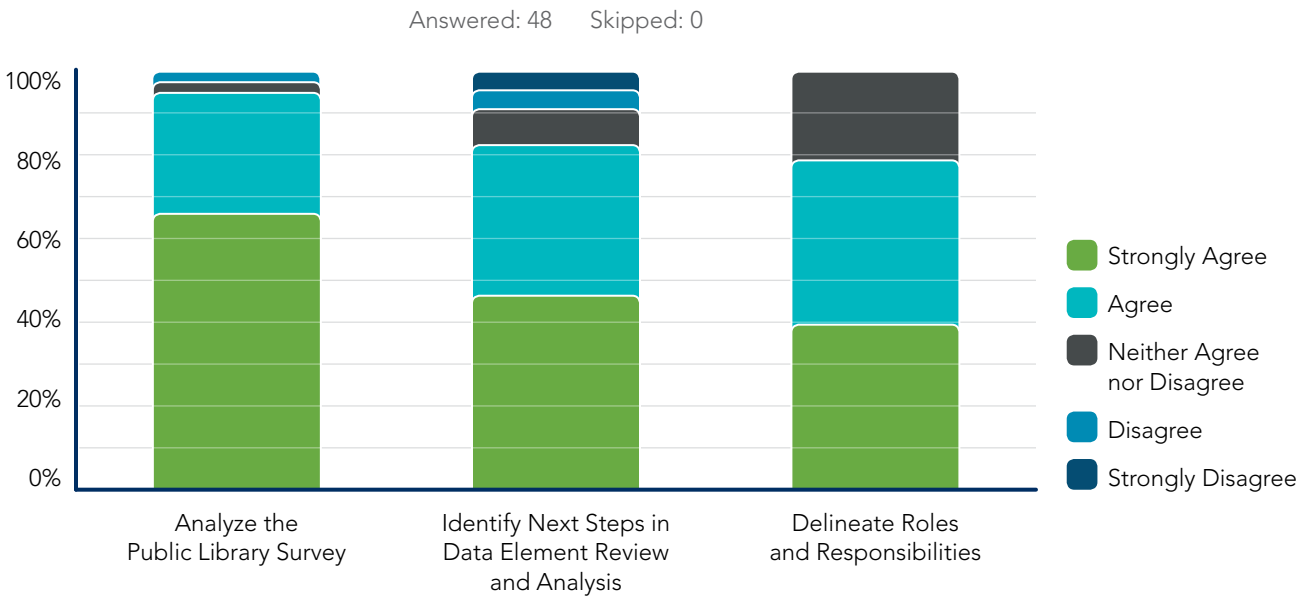
Just as it takes a village to raise a child, it will take a village to successfully wrangle change across public library data collection efforts. Central to the work are organizations such as IMLS, COSLA, ULC, PLA, the University of Washington's Technology and Social Change group and others who are deeply involved in current public library data collection efforts and have a vested interest in the process of streamlining.

IMLS, for example, is charged with managing the federal PLS. As long as there is a federal mandate for census public library data collection, IMLS has a decided role in implementation of an Action Plan. PLA is actively looking at how to align Project Outcome with the Public Library Data Service (PLDS). Vendors such as Baker and Taylor and Counting Opinions are similarly actively engaged in conversations related to updating their products.

Each of these organizations has a wealth of expertise that could readily feed into activities focused on capacity building and developing an Integrated Public Library Data Framework.

A clear delineation of the roles for the major players will foster deeper commitment to collaboration and offer clarity to the larger field in terms of responsibilities and expectations. It will also serve to align efforts across the field.

Figure 1: Action Plan Area 1



2. Add New Indicators Focused on Community Impacts

Of particular interest to MtM is how library data collection efforts can reflect a field-wide interest in measuring outcomes and/or community impacts. The nature of library services makes this challenging, yet there are likely sophisticated ways in which to conceptualize the issue and suggest how to respond to this interest. This may include introducing new indicators in addition to enhancing methodological and data quality.

Action Step 2.1: Review State Added Data Elements

Research for the ***Data Landscape Document*** uncovered a number of data elements that are added by the states to the Public Library Survey. In it, findings on the number of questions in each states' survey were recorded (Data Landscape Document, Appendix G), and further analysis may prove beneficial for reducing burden, providing insight into trends and presenting possibilities for adding or amending indicators to other collection tools. This action will be a deep dive on these ideas. The goal is to correct any errors or misconceptions around the number of additions made by states, to elaborate on the nature of those additions, and to clarify how states use added elements, as a preliminary mechanism for identifying new national elements that reflect overlaps in state level data already collected. This work will result in a new report building on ideas around state added data elements presented in the ***Data Landscape Document***, may result in updates to the Public Library Survey and suggest mechanisms for collecting library data through other national or regional data collection efforts.

Action Step 2.2: Enhance Methodological and Data Quality

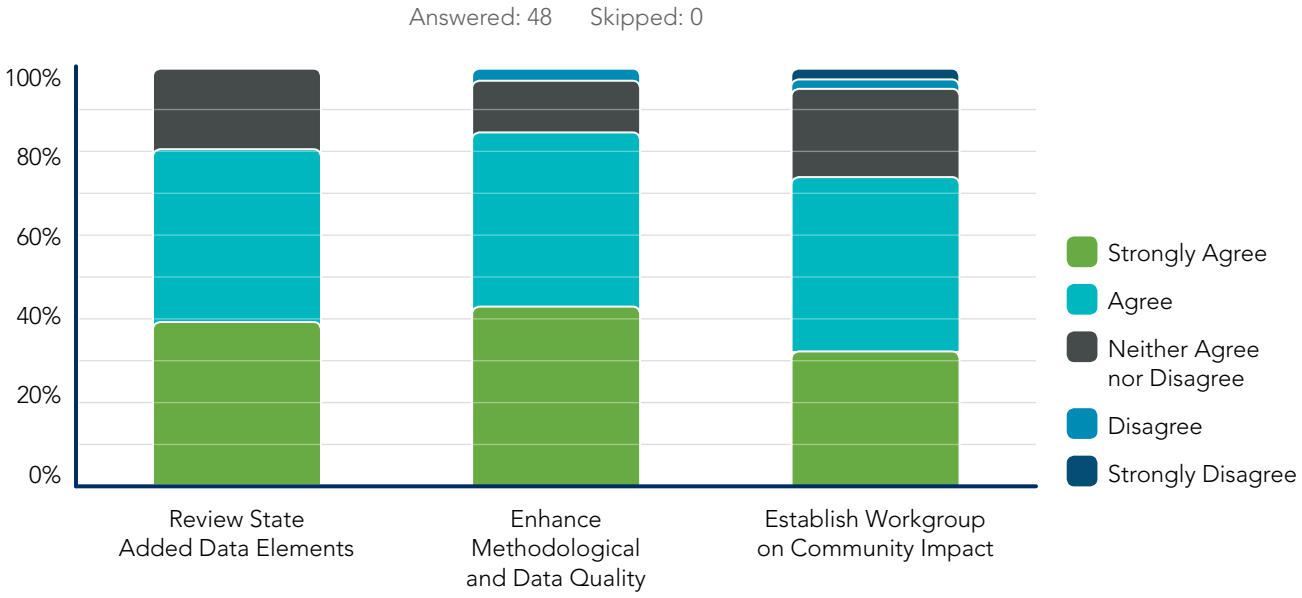
We recommend that IMLS explore, with researchers, subject matter experts and others, alternatives to

enhancing the PLS such as panel longitudinal studies; exploring how data topics can change from year to year; exploring varying frequencies of data element collection and exploring sample designs versus census methods. In addition, there should be consideration for strengthening adaptive monitoring protocols for all collections. The intent of this work is to ensure that the most appropriate technique is used to collect specific data — there is no one size fits all approach for collecting the myriad of data that has value for telling the story of public libraries in the 21st century.

Action Step 2.3: **Establish Workgroup on Community Impact**

Given the interest in community impact, a work group comprised of library stakeholders and subject matter experts should explore and validate nascent methods for measuring complicated metrics, for example, social return on investment and opportunity costs. Participants could include practitioners, academicians, analysts and others with expertise in public library services and value. Many commenters noted the difficulty for libraries in measuring community impact of the library as a whole and/or the outcomes derived from specific services. That being said, there are models being used in related fields that may shed light on how best to approach from a public library perspective. Likewise, a highly developed evaluative framework may offer a structure for assessment that fits at least some libraries.

Figure 2: Action Plan Area 2



3. Set The Stage For A National Public Library Data Framework

At the core of MtM's recommended actions is the development of a public library data framework. This is a long-term goal that will, of necessity, involve all sectors of the library field, from federal, local and state government to vendors. A coordinated two-step process is envisioned.

Action Step 3.1: **Create Implementation Group**

MtM has successfully engaged a wide group of stakeholders, most of whom expressed a commitment to resolving the identified issues and implementing an Action Plan.

Developing a field-wide Implementation Group will deeply engage the larger public library community in the collaborative effort to reshape the national public library data landscape. By engaging the wider community, each stakeholder group will have an opportunity to take leadership in a meaningful way that demonstrates long-term commitment to helping public libraries demonstrate and articulate their value. The Implementation Group will include representatives from vendors, library-related associations, the federal government, standards organizations, public libraries, researchers and current 'data owners.'

Envisioned as a short-term (one to two year) working group, the Implementation Group will flesh out work plans and identify pilot projects that complement the work of the Library Statistics Working Group and are based on the Action Plan's recommendations as well as feedback received on the draft plan. The group's work will include identifying the composition and scope of an on-going national Public Library Data Council.

Action Step 3.2: **Build Data Governance Capacity**

Formed by the Implementation Group, the Public Library Data Council will ensure field-wide commitment, ownership, resources and momentum, to establish a national public library data framework. In this sense, its scope of work is broader than the Library Statistics Working Group, which is focused on core federal data collections.

Both conceptual and pragmatic actions will be addressed in the formation of the Council. A critical first step is to identify governance areas where the opportunity to make changes exists and, importantly, does ***not*** exist. Likewise, a clear scope of work for the group will avoid redundancy and promote efficiency in collaboration with other efforts.

Data governance will include a clear set of procedural rules, principles and policies related to the periodic review of data elements and include standards organizations in its work.

Other focus areas include establishment of model practices for data sharing among libraries and other entities — data sharing agreements, memoranda of understanding, etc. An explicit area of focus will be identifying organizational partners who hold key external data (demographic, education, workforce, health, etc.) and to develop relationships to address the integration of external data into a reshaped public library data landscape.

The Council will create common data standards and an interoperability framework to account for relationships between local, state, and national public library data and between public library data and community data systems.

Action Step 3.3: **Develop Library Data Model and Standard**

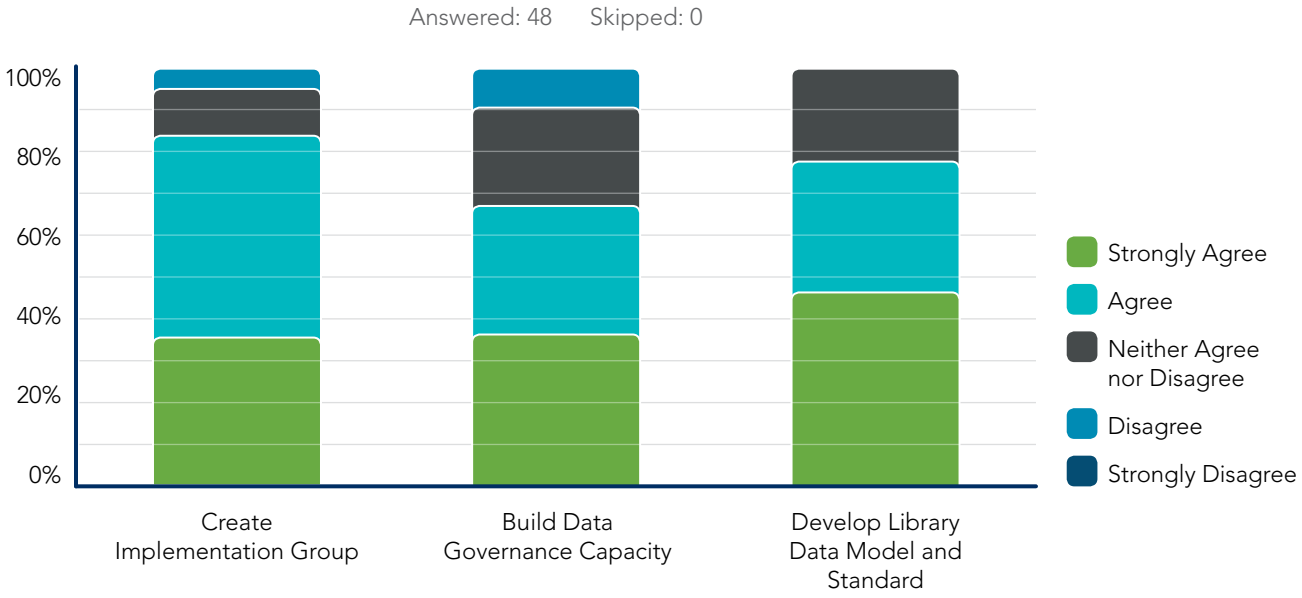
As an end goal, the data governance structure will create a common library data model that consists of a uniform set of definitions of key shared data elements. A recommended next step is to align existing data elements such as those contained in the Public Library Data Service, Public Library Survey, Impact, Edge, Project Outcome, the State Program Report and others to the NISO Z39.7 standard.

Tools like those developed by the US Department of Education Common Education Data Standards (CEDS) program should be explored for adoption with the library data model. A key initial step in this part of the work is to document the "source" for every data element within the Data Landscape Document. A regular review of the data model — in accordance with the revised data governance structure — would determine new and changed data elements to the standard schema through an organized standards amendment process.

To move the data model into an operational mode, efforts are required to develop an interoperability framework that establishes a physical layer to the logical model. Library system software vendors and other associated open standards should be included in this work. The data model should leverage the data use cases. It is feasible to assume that an open API could be created that would harvest data from library software such as integrated library systems. Success in this area will depend on the ability to leverage additional funds for the work.

We recommend that an exploration of technologies and supports that facilitate scalable data collection solutions similar to the US Department of Education's Statewide Longitudinal Data System (SLDS) program be undertaken. Once developed, the interoperable framework specification can be established as common language leveraged in procurement of data systems at the local, state, and national levels. There will be an opportunity to engage the philanthropic community in our efforts.

Figure 3: Action Plan Area 3



4. Meet the Educational and Informational Needs of Data Users Inside and Outside of the Library Field

The ultimate value of data comes from its ability to be understood and used. Local, state, regional and national advocates, decision-makers, practitioners and researchers use public library data with wide-ranging skills in its use. Improving the capacity of people to use data forms a key set of recommendations.

Action Step 4.1: Establish Baseline Considerations for Capacity Building

A survey of public library staff, jointly issued by COSLA and other library support organizations will ask for information from large and small, urban and rural libraries. The intent of the survey will be to elicit information about the needs of librarians in using currently available public library data and tools such as IMLS' new Search and Compare tool. Simultaneously, a survey of projects that are engaged in capacity building in some measure will develop a profile of existing resources and tools that build capacity for the understanding and use of data by public library stakeholders. Creating this lay of the land will identify individuals with specific expertise (data visualization, open data, for example) whose engagement in this aspect of the project may be central. These actions align with the Action Plan's interest in helping library staff to make better use of data for decision-making, advocacy and more.

Action Step 4.2: Develop Use Cases

The ***Data Landscape Document*** systematically reviewed data elements as a way to identify duplication and promote consistency across data collections. While that was accomplished at the collection level, it is necessary to take the further step of mapping the data elements within identified collections to other frameworks, i.e. use cases.

One step is to align the data elements to the data purposes they serve. The data purposes should be driven from some detailed use cases common to the field that demonstrate how data can be used across types of public libraries and diverse purposes. The use cases should address local, state, and national levels. Another alignment of data elements is to the constructs of data as inputs, outputs, and outcomes. This latter method should fit well in terms of purpose-driven use cases that address the needs of policymakers and advocates as well as library administrative staff.

The result of the alignment is actionable evaluation of where gaps occur in relation to data which are highly valued, an activity which follows from the data governance processes.

Action Step 4.3: Strengthen Library Education

Essential to this effort is a review of how 'data' is taught in graduate programs, including the MLIS, and of how professional development is provided to library staff on the collection and use of library data. The opportunity to identify gaps between what is happening in the field and what is being taught in library schools is highly important. Similarly, developing an understanding of when and how to integrate the work of social scientists more broadly into the library field versus developing the capacity within library science will be a critical distinction. A key facet of work will be developing strategies to address gaps in how professional librarians receive ongoing training and how library school graduates are equipped to understand and use data, and in what contexts.

Action Step 4.4: Build Tools and Resources

Identify tools and resources that would help library directors, staff and trustees to better use/understand library data. Explore existing and emerging presentation, reporting and data visualization tools used with library data and external to the library data. Establish protocols for the use, testing and evaluation of tools that engage the library community.

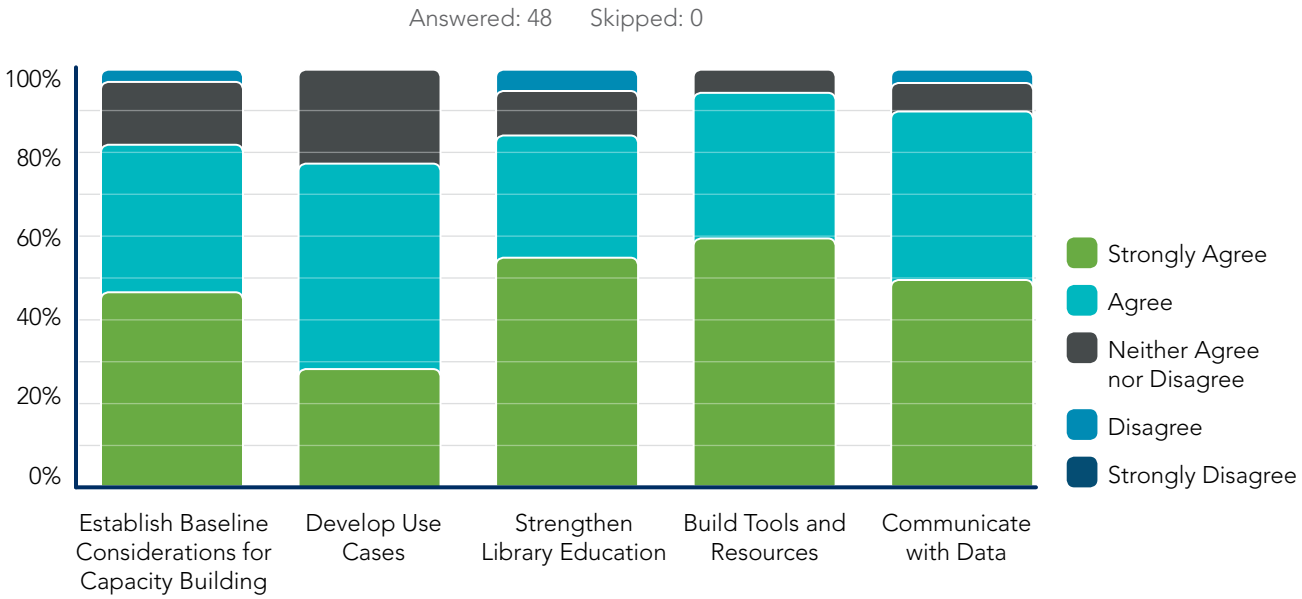
Identify best practices from outside the library field to communicate external uses and stories, including use/display/presentation of data. Who has been successful and why? What community partnerships might help us tell our stories?

We recommend a specific work group be established to explore existing and emerging presentation, reporting, visualization tools, and that these updates be regularly communicated to the library field. This recommendation had the resounding approval (strongly approve and approve) of 97% of the optional feedback form respondents and is clearly an area of priority for many in the field.

Action Step 4.5: **Communicate with Data**

Determine what would help policy makers/local and state government (and researchers/journalists) better understand public library data. Create a toolkit with overarching strategies for libraries to use in communicating with policy and decision-makers.

Figure 4: Action Area 4



Summary of Feedback

Well over 100 people from across the library field participated in webinars, had individual conversations and/or completed a voluntary online form to provide feedback on this action plan. The overall assessment is that the plan is headed in the right direction, though the process will be lengthy and complicated.

Feedback ranged from broad statements of support for facets of the plan to specific suggestions that will be extremely valuable in the next phase of MtM. The results will be parsed by action area and shared with stakeholders working in those areas.

Sustaining Efforts

Throughout MtM's activities, there were concerns for how public library data collection efforts, including those recommended in the Action Plan, can be sustained. In particular, how will the actions identified in this plan be implemented and by whom? Having allied the public library field to this work, how can the momentum be sustained and deepened to result in lasting change? Who needs to be involved?

Outlined above, one facet of the Action Plan will identify roles and responsibilities of several associations, organizations and agencies in on-going work. COSLA, in particular, will be seeking additional funding to support implementation of the Action Plan. We anticipate working with other associations and stakeholders to reach out to philanthropic organizations and national funding agencies to support the work over the long-term.

MtM is aware that change will happen over the long-term and heartened by the ways in which stakeholders are already thinking independently about the changes that need to happen. With concerted effort, we will identify Measures that Matter for public libraries.

APPENDIX 1:
Summary of the Draft Action Plan

1) Streamline current data collection efforts: ensure that widespread data collection efforts don't duplicate one another and that all public library data 'players' are on the same team.

    1.1 Analyze Public Library Survey: federal core collection is in need of updating for data collected and decision-making process used.

    1.2 Identify next steps in data element review and analysis: consider, what do we want to measure about libraries, how should it be collected (when and who)?

    1.3 Delineate roles and responsibilities: how are data players engaged beyond their own collection(s)?

2) Add new indicators focused on community impact: identify ways that libraries and their services can engage with collective impact work.

    2.1 Review state added data elements: what data are the states collecting that might be appropriate for federal (or national) collection?

    2.2 Enhance methodological and data quality: to ensure that the way data is being collected is appropriate for the measure, and that the quality of what is disseminated is high.

    2.3 Establish workgroup on community impact: provide a mechanism for the library community to engage in thoughtful consideration of how our work touches on collective/community impact.

3) Set the stage for a national public library data framework: library services don't exist in silos, but as components of an integrated whole. How can we create an overarching framework that structures data collection efforts in ways that allow the story of library value to be discussed?

    3.1 Create Implementation Group: the group will bring on board people from all corners of the public library field to identify next steps based on Action Plan and resources available.

    3.2 Build Data Governance Capacity: a new integrated framework needs a governance process.

    3.3 Develop Library Data Model and Standard: to ensure quality and consistency across any data collection effort, existing or anticipated.

4) Meet the educational and informational needs of data users inside and outside the library field: data needs to be used to have value, and people need to know how to use and understand library data.

    4.1 Establish baseline considerations for capacity building: what is currently being taught, to whom, how and when.

    4.2 Develop use cases; examples of how libraries can use data that resonate with several different types of public libraries and services.

    4.3 Strengthen library education: ensure that graduates of MLIS programs are well-versed in use of data for decision-making and advocacy.

    4.4 Build tools and resources: provide the library field with easy to use data visualization and other tools and resources that allow data to be used readily by nonexperts.

    4.5 Communicate with Data: help libraries use data to tell stories about engagement and impact.

APPENDIX 2:
Toward an Integrated Public Library Data Framework

The following are the ideas and action items that were identified as important for consideration and development of the Action Plan. The table below associates the ideas and action items with the four areas of the Action Plan Framework.

Action Plan Framework	Ideas/Action Items
Streamline Current Data Collection Efforts	• Develop a set of rules, principles, and policies for the "data element review" described below. • Tighten up process for technical assistance in renewal and analysis of data elements and recommendations. • Map the data elements in the Data Landscape Document to the purposes, incorporating inputs, outputs, outcomes and impact (understanding realistic ability to measure and use outcome and impact data). • Document the "source" data elements within Data Landscape Document (Done as part of Landscape Study- in Indicator Database). • Explore and test additional frameworks for data element mapping, and for more robust benchmarking and alignment with demographics. (Delaware framework is an example of mapping data to levels of library services provided to patrons and to the topical categories of data). • Review PLS alignment to purposes, input/output/outcome framework. Evaluate gaps where value is not covered/included. Evaluate elements no longer valued. • Harmonize and rationalize data collections/Coordination of current efforts: 1) Create a sub-committee to work out the harmonization of PLS and PLDS efforts, including harmonization of states-added questions, with the aim of improving respondent convenience, timeliness of release, and ease of use for various use cases. Ensure this effort informs and conforms to standards; 2) Explore dovetailing Impact Survey elements into Project Outcome, lay plans for increasing participation rates of Project Outcome (explore barriers), and ensure Project Outcome's instruments and tools integrate with the emerging standards and schema. • Examine ways to fill in gaps or reduce burdens using non-survey data. • Explore how to leverage pre- and post-measures of outputs and outcome in conjunction with grant making. • Coordinate PLS and PLDS questions and timing; test pilot questions, every other year AdHoc. • Identify duplicative data elements using field level data schema, e.g., US Dept. of Ed CEDS approach (done as part of Data Landscape Document study for active data collection efforts- to go beyond this). • Identify how to gather data that is of interest but not currently collected. • Build adaptive monitoring protocol into system. • Develop process for enhancing statistical methods for administering data collections; 1) Library panel research study – longitudinal; 2) Explore how topics can change year to year; 3) Explore every other year approaches; 4) Explore sample designs vs. census methods.

Action Plan Framework	Ideas/Action Items
Add new indicators focused on community impacts	• Address integration of "community indicators" in the new library services and data framework. • Develop process for exploring and validating nascent methods like ROI; Explore algorithms and methods for measuring complicated metrics like "Social Return on Investment," see also The Social Profit Handbook by David Grant. As a description of several data purposes/uses: Social Impact: Measure the ROI of the library (collections, computers, use of services provided, tutoring, outreach, tracking value if it was provided by someone else); opportunity cost for children who don't get prepared for kindergarten, unemployed who don't get help in their job search, show library impact is beyond just materials.
Set the Stage for a National Public Library Data Framework	• Establish a leadership structure (aka, Public Library Data Council) to ensure adequate commitment, ownership, resources, and momentum to progress a national library data infrastructure. • Conduct a systematic review of data elements and definitions (context and collection methodology) to remove duplication, ensure consistency. • Create uniform definitions of key shared elements. • Develop Interoperability / transmission standards: 1) Map data landscape to NISO Z39.7 (already done as part of Data Landscape Document study); 2) Ensure schema enables data use cases that require intersections with community indicator data systems and external stakeholders; 3) Adopting common language and standards that can be leveraged in procurement of data system, i.e., specifications which can be included in RFPs. • Add new data indicators to the standard schema through organized standards amendment process. • Define what it means to be a "partner" or to have a "relationship" in the governance model. • Clarify/articulate vision: Agree on what is meaningful. For instance, is it high level of customer service, social impact on community and/or economic impact on community? • Identify policy goals and data points that feed into it — inclusive of libraries and other stakeholder organizations. • Develop governance for standards effort: create a field level governance committee to oversee a public library data standards effort. • Identify what governance requirements are not able to be changed — specifically for the PLS? E.g., OMB requirements. • Develop an open API that would harvest data from ILSs (or other local source data systems). • Explore technologies and supports that facilitate scalable data collection solutions (similar to the US Dept. of Ed's statewide longitudinal data systems (SLDS) program). • Create rotating modules that track trends (maybe not on PLS) — may relate to strategic priority decision making on topics in the data governance process.

Action Plan Framework	Ideas/Action Items
Meet the Education and Informational Needs of Data Users Inside and Outside the Library Field	• Explore best practices outside library sector for sharing data among entities and partners, data sharing agreements, MOUs, etc. • Create sample use cases that describe the purposes. • Ensure the description of use cases delineates: data users at the local, state and national levels, both current and aspirational status. • Explore existing and emerging presentation, reporting and visualization tools. Tools should be inclusive of BOTH internal (i.e., library only) data AND connections with external (i.e. non-library) data. Establish protocols in which users test and evaluate tools. • Enhance the rigor of training in research methods for current and future generations of library information professionals. • Develop an understanding of when and how to integrate the work of social scientists more broadly into the library field versus developing the capacity within library science will be a critical distinction. • Develop strategies to address gaps in how professional librarians receive ongoing training and how library school graduates are equipped to understand and use data, and in what contexts.

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