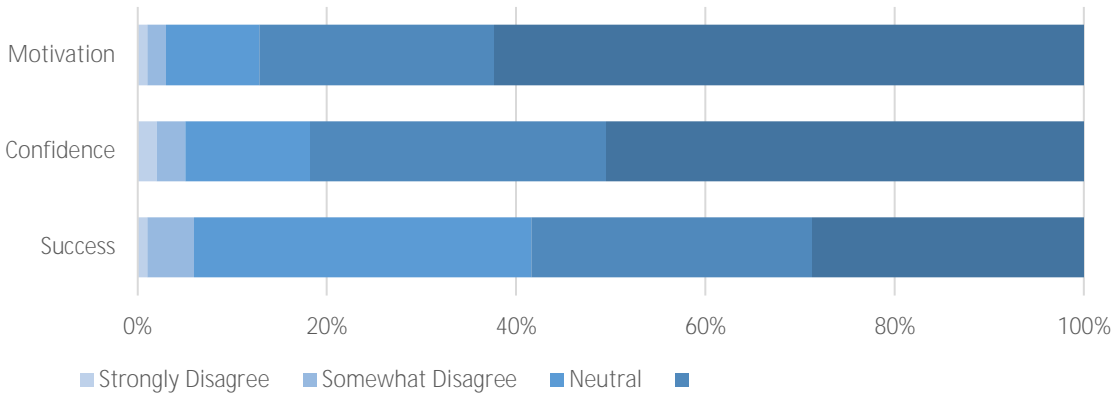## IMPACT FRAMEWORK AND M&E METHODOLOGY

Monitoring and evaluation (M&E) is a fundamental tool in helping to inform the development and growth of a library's small business initiatives and to increase impact for patrons. It begins with a structured framework that outlines a standardized set of outcomes and outputs as well as consistent methods for measuring the effect of programs and initiETQ2q0.000(in)4(c)-8(r)0 g0 G(m)4(eu7t)-3(pu)5(t)-5(s)5(as)5(w)

To establish both a baseline and ongoing monitoring against the individual and organizational outcomes described in the LBB Theory of Change, Cicero developed and deployed two data collection instruments. First, the LBB Reporting Form is a library staff survey administered each quarter (September 2020-December 2021) to assess changes for participating libraries regarding programs and services, impact, organizational capacity, and other topics.

Second, the Small Business Survey was administered to library patrons who accessed the libraries' small business services and resources. The libraries in the LBB cohort circulated the Small Business Survey to all patrons enrolled in small business programming at the beginning and end of the program to track how patrons have i1 0 0 1 datd rbus

Libraries' Contributions

Ultimately, these survey results illuminate the ways in which libraries were able to generate these outcomes (i.e., the benefits/outcomes they were driving) through receiving direct supports from libraries (resources, instruction, events, and funding), driving revenue growth within their businesses, and engaging with their library's small business programs.

LBB LIBRARY COHORT OUTCOMES

This section will provide a detailed overview of the results from the LBB Reporting Form survey, which was administered every quarter from September 2020 to December 2021. These results will cover the library breakdowns, operating statuses, resources that they provided, types of events that they hosted and total number of attendees, the growth of M&E culture within their libraries, and the small business supports that they offered.

Library Breakdown

As noted previously, there was substantial variation in the number and activity of employees and volunteers in Q4 2021 and previous quarters. Most notably, Laramie County Library System, despite being categorized as a medium-sized library, had over 100 volunteers and almost 1,800 volunteer hours. The large and very large libraries in the cohort also reported wide ranges of employees and volunteers, indicating that library service area size did not necessarily correlate with size of staff.

CONCLUSION

Despite the challenges posed by COVID-19, the LBB initiative met the goals set forth by ALA and Google.org. Through the joint efforts of Cicero and ALA, libraries have seen an increased M&E capacity