

# Beyond the Walls Plan

## INTRODUCTION

A workgroup was developed in March 2017 to assess and make recommendations for a realigned department to be called Beyond the Walls (BTW). The charge included identifying the services to be provided and the need for specific staff, space, equipment, and technology. The members of the workgroup were: Kay Bauman (Member Services), LaVetta Dent (OUT), Katherine Hickey (BI), Melody Kellogg (Lead, District 1), Kelley Riha (OUT), Bridget Williams (ED), and Heather Zeoli (DVS). This plan is based on that proposal as well as feedback received when the proposal was posted on the intranet for all staff to review.

## OVERVIEW

Beyond the Walls will have two primary functions:

1. Delivering materials and services to adults, teens, and children. The target audiences for these services are as follows:
  - a. People who are eligible for a primary account with Metro and are not able to visit a physical library. Examples include those who have limited mobility or transportation, those who are homebound whether temporarily or permanently, individuals 65 years of age and older, children enrolled in an Oklahoma County Head Start Program, and senior and after school care sites.
  - b. Consideration will also be given to areas or sites that do not fall within a library's Area of Dominant Influence as reported by the Savannah Dashboard, a product of Metro's consultants, Orange Boy.
2. Sparking or re-sparking interest in library services through large scale community events. The target audience for these large-scale community events are people who are eligible for a Metro library account and are not currently being served by one of our libraries.

## Member Engagement

A form will be available on the website for community members and organizations to request a library visit or presence at an event. The form will be directed to Beyond the Walls staff who will respond or direct the request to the appropriate work group whether it is a library, Come Read with Me (CRWM), Libraries by Mail, Onsite Libraries, Large Scale Community Events, or Learning Experiences. A workflow similar to the Program Planning Checklist (PPC) will be created and utilized in coordinating these types of events. Beyond the Walls will be careful not to duplicate the efforts of a library or another department.

Beyond the Walls will support the system in advancing the following initiatives of Library Unbound:

- Learn Smarter. Through Onsite Libraries and Come Read with Me (CRWM), Beyond the Walls will support early literacy programs for children ages birth - 3 and their caregivers by providing library materials to Head Start Centers and CRWM sites.

- Live Smarter. Through all of its experiences, Beyond the Walls will utilize simplified processes to create a library account onsite and will promote all library services. Libraries by Mail and Onsite Libraries will impact seniors and homebound members by providing materials where they are much as the CRWM will impact children and teens.

## LAUNCHING BEYOND THE WALLS

### Experiences

Beyond the Walls will begin by offering four experiences: Come Read with Me, Libraries by Mail (formerly Books by Mail), Onsite Libraries (formerly Book Centers), and Large Scale Community Events.

#### Come Read with Me (CRWM)

- ***Come Read with Me (CRWM)*** is a literacy program that brings together community volunteers, library staff and young readers at partner after-school care sites for 30-minute reading sessions.
- **CRWM** will continue to operate without changes – serving children and teens – while the program is being assessed and plans are made for future development.

#### Libraries by Mail

Current residents of Oklahoma County/Oklahoma City who are 65 years of age or older **or** who are homebound for any reason – temporarily or permanently – are eligible to receive library materials by mail at no cost to them through Libraries by Mail (formerly Books by Mail program). The program has 332 active members who receive library materials via the U.S.P.S. in a branded bag. These members have the same borrowing limits as primary account members with six days added for transit time. Members request materials by completing and returning a re-order form with their borrowed materials, or by calling and speaking to staff. A few of the members use email to request materials.

- Libraries by Mail will be expanded to serve up to 400 members (approximately a 20 percent increase) over the next 18 months with emphasis on areas that are not currently being served; greater increases may be realized with improved processes and/or additional staff

#### Onsite Libraries

Metro currently has 92 Book Centers, 64 of which are in retirement or assisted living centers, 20 that are located with Head Start/Child Development Centers, and eight in parks and recreation centers primarily serving youth. A Book Center is a four-shelf bookcase with a revolving collection of library materials for use by the residents/customers of these sites. A designated staff member delivers materials to each location on an 8-week rotation with senior centers receiving 100 items each delivery and child care centers receiving only 60 items.

- Book Centers will be renamed Onsite Libraries since they include more than print materials
- BTW staff will continue to coordinate the delivery of materials to existing Onsite Libraries
- Programming is suspended until Learning Experiences designs content and prepares staff to deliver consistent programming

- A method for measuring use of the Onsite Libraries more accurately will be established

Centers eligible for an Onsite Library meet the following criteria and enter into agreement with Metro:

1. Located within Oklahoma County
2. Assign a designated staff/contact person to monitor materials and usage
3. Meet one of the following specifications:
  - a. Residence for senior citizens
  - b. Residence for disabled persons regardless of age
  - c. Place for people who lack transportation
  - d. Site for at-risk children (e.g. Head Start)
  - e. Shelter serving the homeless
  - f. Place housing inmates
4. Agree to the terms of the Onsite Library Service Plan (to be written)
5. Library-provided furnishings are preferred; sites can propose alternate solutions

### **Large Scale Community Events**

For Beyond the Walls, Large Scale Community Events (*Events*) defined as activities that are owned by other organizations and draw a large and geographically diverse population (more than fit neatly within one library's service area). BTW staff participating in Events can be viewed as a salesforce for Metro where none exists. Staff will be prepared for the following:

- a. Sparking interest in library services, including establishing accounts
- b. Serving as onsite digital content assistance
- c. Providing onsite Account Management services to re-spark library members with unresolved account issues

BTW will actively seek to connect individuals with their local branch if possible. For example, if an account is established at an event, staff will share the map of library locations and encourage them to visit one soon and receive services tailored to their unique information needs.

The criteria for BTW staff to participate in a Large Scale Community Event is as follows:

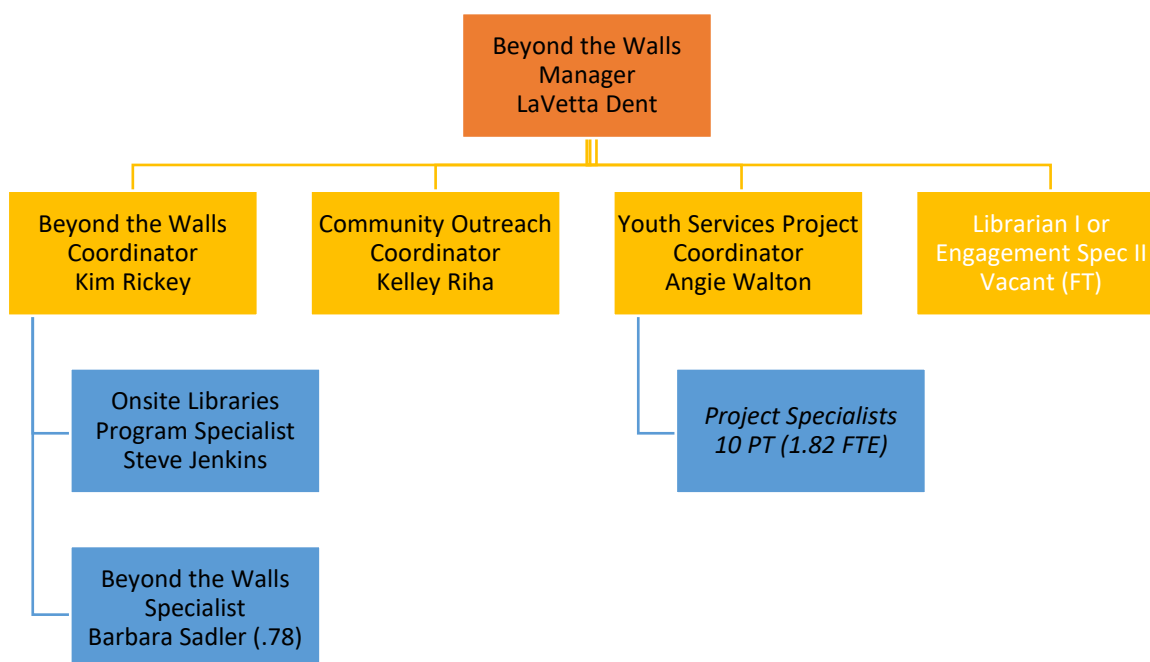
1. Funding support or sponsorship (e.g. booth fees or event wi-fi) is appropriate and within budget
2. For events with an audience reach beyond Oklahoma County, staff anticipate audience of approximately 75% or more Metro members or potential members
3. Expected attendance is 200 or more or Event is outside a specific library's ADI
4. Relationship/connection to the library is clear
5. Preference is given to Metro partners and to Events that do not charge participants
6. Special consideration is given to events that provide opportunity for Metro to connect with hard-to-reach markets

All Events will be assessed according to these criteria regardless of past participation. Further, if an event is held in proximity to a physical library, BTW staff will invite that library to assist with the event.

- Large Scale Community Events will create an annual calendar to ensure all age groups and geographic areas are being reached.
- Success measurements will be determined prior to each event to include number of people contacts, number of accounts established or resolved. Evaluating according to these measurements will determine future participation.

### Staffing

The Director of Outreach and the staff currently working with Books by Mail, Book Centers, and Come Read with Me map to Beyond the Walls in the alignment. The plan is to utilize current staff, establish relationships and revise processes then build to capacity. BTW anticipates needing one additional fulltime librarian or engagement specialist starting January 1, 2018. The exact need will be determined as the staff assume their new responsibilities bringing recognition to the age focus most needed on staff. This addition will result in a total FTE of 8.57. The organizational chart for Beyond the Walls is shown below and is part of District I in Member Services.



To ensure a successful experience for members, every BTW staff member will be expected to be fully qualified to assist members in at least the following categories:

1. Account Management to resolve issues onsite. Thorough knowledge of Carl.X and LS2PAC (and permissions) will be required.
2. Downloadable Media: staff must be able to walk a member through the steps to download and/or stream content. Familiarity with a variety of devices (ereaders, phones, tablets, etc.) members use to access our digital collection will be required.
3. General knowledge of policies and procedures, e.g. library card issuance, borrowing, holds, etc.

4. Be familiar with systemwide programming for the month and near future.

Because most of the staff for BTW is already part of Metro and already performing duties similar to those planned for BTW, the new department will start by analyzing current operations – processes, staffing, and the collection – with the purpose of identifying potential efficiencies and other improvements that will result in being able to expand experiences and increase market penetration, member retention, and net promoter score. All engagement staff will be trained in account management and digital content services.

- Baseline data will be gathered so that changes in market penetration and member retention can be calculated. For example, data will be collected to determine the potential population of Onsite Libraries and the actual population being served.
- Gap analysis will be conducted for each experience. Planning has prepared a map with the Onsite Libraries identified. BTW will continue to work with Planning and Assessment to add the other experiences/areas served to assist in identifying gaps that BTW can penetrate.
- Hire additional staff - fulltime librarian or engagement specialist with the age emphasis to be determined as part of the gap analysis.

### Space, Equipment, and Technology Needs

The following outlines the needs of Beyond the Walls:

- Work space for seven employees and the collection
- Standard computer, desk, etc. setup for five; any additional staff will share
- Collection to support materials delivery
- Vehicle for delivering materials (Book Centers has a vehicle)
- Vehicle, booth setup, and materials for Large Scale Events (Outreach has a van)
- Technology to be used at offsite events – internet hotspots, iPads for CarlConnect, eReading devices to demonstrate access to digital content

### For Future Development

- Identify and target hard-to-reach populations. Hard to reach populations are defined as groups of individuals who currently do not use library services due to physical, social, or demographic barriers. These populations typically require more effort and time to reach than what a local branch could realistically handle through their InterReach efforts. The extra effort may be due to a language barrier, the need for high-level administrative support, financial resources, marketing support, background research on the target population, needs assessment, etc. Beyond the Walls suggests that these efforts would be worthwhile to increase M&M and could collaborate with local agencies serving these populations to make inroads.
- Improve the physical presence of **Onsite Libraries** to include the following: Replace bookcases with fresh furniture that allows for branding, signage that can be changed, an “attached” reading device that can also be used by the resident or staff person to place holds for the upcoming delivery, and improved display of the materials available. BTW staff will work with

Planning and Assessment to identify the furniture to be installed and will request the new fixtures through the regular budgeting process. Any requests to add sites will be assessed and, if approved, will be initiated after the branded furniture and equipment is available.

- Work with School Liaison to establish Teacher Collections in the schools. They establish the relationship; we provide the support/delivery/etc.
- Expand BTW's presence at Large Scale Community Events with a library van that can house a pop-up library.
- Co-locate the three collections (materials that support Onsite Libraries, Libraries by Mail and Come Read with Me) with the Collection Anywhere center when it is established.