**Literacy Workgroup Charge:**

## Outcome Statement

*Residents belong to a community of readers and understand literacy is fundamental to their future.* ​

**Workgroup Duration:** *August 14 – October 31 (Initial Work)*

*October 31 – TBD (to guide project teams)*

**Workgroup Lead:** *Emily Williams, Teen Services Manager - EPS*

**Workgroup Assistant Lead:** *Jessica Gonzalez, Programs Manager - EPS*

**Workgroup Sponsor:**  *Outcomes Steering Committee,*

*Co-chair: Julie Ballou, Deputy Executive Director – PS*

*Co-chair: Morgan Jones, Manager of Planning & Assessment – PLA*

**Workgroup Members:** *Barbara Beasley, Library Manager – WA*

*Edie Daniel, Engagement Manager – BE*

*Anne Hall, Engagement Manager – ED*

*Meg Hunt, Engagement Manager - DC*

## Purpose

To create a systemwide engagement framework of programs and services to achieve the **Literacy** outcome.

## Goals

* To deliver innovative, engaging, outcome-based services and programs that reflect and meet customer and community needs
* To provide an avenue for program/service generation by frontline engagement staff
* To ensure the quality and diversity of engagement programs and services by focusing systemwide initiatives in key areas
* To improve efficiency and effectiveness by leveraging our resources
* To provide equal access and consistent customer experiences across locations by establishing clear expectations for engagement programs and services
* To facilitate the sharing of ideas, resources and best practices

## Scope/Authority

This Workgroup is responsible for identifying and recommending what engagement programs and services should be developed on a systemwide level to achieve the associated outcome. The Workgroup will not be designing the actual programs or services; those will be developed by project teams established after the initial work of the six Outcomes Workgroups is completed. The workgroup will ensure that the library’s engagement programs and services are not duplicating work done by other agencies or community organizations. Any concerns about overlap between the six workgroups should be addressed by the six workgroup leads.

## Deliverables

### Define Measurements of Success / Develop Indicators for Success

* 1. Identify learning objectives or incremental outcomes (positive changes in skill, knowledge, attitude, behavior, condition, or life status) that contribute to the outcome
  2. Develop indicators for success for the outcome (Key Performance Indicators (KPIs), metrics, benchmarks)

### Best Practices

* 1. Research and develop Best Practices related to systemwide outcome
     1. List of expectations/guidelines for any program/service related to the overall outcome. Best Practices should tie closely to the work done in Deliverable #1

### External Resource Audit

* 1. Identify external resources related to the outcome (Other organizations, programs, materials, collections, etc.)

### Current Services and Programs Evaluation

* 1. Identify all of Metro’s existing Programs and Services related to the outcome
     1. Workgroup Leads will need to coordinate programs/services among the six outcomes
  2. Evaluate Metro’s existing Programs and Services related to the outcome
     1. Identify programs and services that directly/indirectly contribute to the outcome
     2. Identify ways to modify programs and services to better contribute to the outcome Program/service

### Program/service Recommendations

* 1. Identify, prioritize, and recommend programs and services for a systemwide engagement framework

## Anticipated Time Commitment

Workgroups will meet five (5) times in person throughout the duration of the workgroup. (1-2 hours per meeting; 10 hours total). All other check-ins/meetings will be done remotely (1 hour per week; 7 hours total).

Workgroup participants should expect to spend 2 to 4 hours a week working independently on assignments from the work group. (2-4 hours per week; 24-48 hours total). Total anticipated time commitment is 41-65 hours over a 12-week period.

## Schedule

* **Weeks One and Two: August 13-17/August 20-24** (In-Person)
  + Workgroup Kick-off Meetings begin
  + Specify assignments for External Resource Audit
  + *August 22nd – Workgroup Leads report out to Outcomes Steering Committee*
* **Week Three: August 27-31** (Digital Check-In)
  + External Resource Audit
* **Week Four: September 3-7** (In-Person)
  + External Resource Audit
  + Specify assignments for describing success and identifying benchmarks
* **Week Five: September 10-14** (Digital Check-In)
  + Define what success looks like within the specific Outcome
    - Determine measurements of success
    - Identify benchmarks for success
  + Specify assignments for Services/Programs Evaluation
* **Week Six: September 17-21** (In-Person)
  + Current Services and Programs Evaluation
  + *September 19th - Workgroup Leads report out to Outcomes Steering Committee*
* **Week Seven: September 24-28** (In-Person)
  + Current Services and Programs Evaluation
    - Evaluation *(Leads assess for any missing or duplicates across Workgroups)*
    - Recommendations
  + Specify assignments for Program/Service Recommendations
* **Week Eight: October 1-5** (In-Person Brainstorming Session)
  + Program/service Recommendations
    - Identify/Brainstorm new programs/services
* **Week Nine: October 8-12** (Digital Check-In)
  + Program/service Recommendations
    - Prioritize Existing/New Programs/Services
* **Week Ten: October 15-19** (Digital Check-In)
  + Craft Recommendations/Findings Documents
  + Create General/Broad Best Practices
  + *October 17th - Workgroup Leads report out to Outcomes Steering Committee*
* **Week Eleven: October 22-26** (Digital Check-In)
  + Workgroup members submit feedback on Recommendations/Findings Documents
* **Week Twelve: October 29-November 2**
  + Workgroup Leads finalize Recommendations/Findings Documents
  + *October 31st - Workgroup Leads report out to Outcomes Steering Committee on Recommendations/Findings to determine initial Project Teams*

## Communication Plan

This workgroup will communicate updates (as needed) and their findings to the following stakeholders:

#### Public Services Managers Group

* September 13
* October 11

#### Engagement Managers

* Workgroup leads will share weekly updates with their own workgroup about the progress of the other workgroups

#### All Staff

* The six Outcomes Workgroups will collaborate on a bi-weekly update to be posted on the Intranet

### Review, Recommendations, and Approval

The Workgroup Lead will report out at the Outcomes Steering Committee meetings on a monthly basis – providing deliverables and following up on action items assigned at each Outcomes Steering Committee Meeting:

* August 22
* September 19
* October 17
* October 31

**Systemwide Outcomes**

# Roles and Responsibilities

*\*This is condensed version of the responsibilities listed in the Charges of the Steering Committee, Workgroups, and Project Teams to clarify the roles of each group in relation to the roles of the other groups. The responsibilities identified for the EPS Department are a function of their role as a department.*

## Outcomes Steering Committee

* Provide direction and guidance to the Outcomes Workgroups
* Review Program/service recommendations from Project Teams and Workgroups
* Evaluate systemwide resources in relation to Workgroup recommendations
* Prioritize the development of programs and services based upon the recommendations of EPS, the Outcomes Workgroups and the Committee’s evaluation of resources
* Coordinate the work of departments to support engagement programs and services

## EPS Department

* Chair and assistant-chair workgroups to coordinate cross-communication and workload
* Develop a tool to prioritize programs/services in relation to customer impact, resource allocation, survey priority, etc.
* Evaluate the program/service recommendations from each workgroup and then prioritize the program/service recommendations of all six workgroups
* Identify programs/services that were not identified by any workgroup as contributing to at least one of the six outcomes. Bring recommendations to the Outcome Steering Committee about those programs/services for evaluation.
* Develop framework for planning coordinated programming and local outreach opportunities.
* Develop framework to support large scale activities that bring diverse activities, performances, and resources to the library for the community.
* Develop framework for formalizing Partnerships with agencies that participate and/or support work in the six outcomes
* Develop workflow for Program/Service Proposal, Planning, Implementation and Evaluation
  + Integrate with Marketing, Development, Volunteers, IT, Facilities, Planning, etc.
* Organize project teams to develop systemwide programs/services
* Evaluate program/service recommendations from project teams to assess feasibility and coordinate work with support departments

## Workgroups

* Define Measurements of Success / Develop Indicators for Success by identifying learning objectives or incremental outcomes (positive changes in skill, knowledge, attitude, behavior, condition, or life status) that contribute to the outcome
* Research and develop Best Practices related to systemwide outcome
* Identify external resources related to the outcome (Other organizations, programs, materials, collections, etc.)
* Evaluate Metro’s existing Programs and Services related to the outcome
* Identify, prioritize, and recommend what engagement programs and services should be developed on a systemwide level to achieve the associated outcome.

## Outcomes Project Teams

* Develop systemwide programs/services identified by Outcomes Workgroups, recommended by the EPS Department and approved by Outcome Steering Committee
  + Best Practices
  + Training
  + Marketing
  + Implementation Plans
  + Assessment & Evaluation
  + Budget
  + Resources, Kits or other Materials