(RE)BUILDING INSTITUTIONAL KNOWLEDGE:
EXPLORING AND IMPROVING LIBRARY SERVICES IN TIMES OF TRANSITION

EMILY RITTER & JENN KOETZ
Emily Ritter  
Library Service Associate  
*Brown County Library*

Jenn Koetz  
Bookmobile Operator  
*Brown County Library*
• Identify how organizational changes led to a critical evaluation of the Brown County Library's Bookmobile, Deposit Collections and Nursing Home Collection

• Discuss the process of evaluating and improving each program

• Illustrate the positive impact these changes have had on each program
CONTEXT: ORGANIZATIONAL CHANGES

• Transition to new Executive Director

• Departments at the Central Library reconfigured for the second time in four years

• Staff turnover
• Change is natural during transitions – what works for one person doesn’t always work for someone else

• So many staff members changing roles meant that lots of processes were being looked at with fresh eyes for the first time in years, or sometimes decades!

• It’s less confusing for library users to experience several changes at once, rather than a lot of changes gradually
WHERE WE STARTED
<table>
<thead>
<tr>
<th>Staff Responsible for Collection</th>
<th>Bookmobile</th>
<th>Deposit Collection</th>
<th>Nursing Home</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jenn</td>
<td>Jenn</td>
<td>Jenn</td>
<td>Emily + clerks</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Delivery Method</th>
<th>Bookmobile Stops</th>
<th>Bookmobile Operator, each collection replaced completely</th>
<th>Library Volunteers Deliver</th>
</tr>
</thead>
</table>

| Total Collection Size             | ~5500            | ~6000 various print types, and DVDs                      | ~6000 Large Print books    |

| Storage Location                  | Bookmobile, and overflow shelves | Stored in third floor library storage                      | Stored in library annex |

| Organization                      | Shelved alphabetically by item type | Separated by paperback/hardcover and shelved alphabetically | Separated by genre and shelved alphabetically |

| Documentation                     | None                          | None                                           | Outdated library card accounts |
MAKING CHANGES
BOOKMOBILE: CHALLENGES

• Collection organization and presentation

• Collection size versus space

• Physical items versus cataloged items
DEPOSIT COLLECTION: CHALLENGES

• Delivery method was inefficient and physically exhausting

• Collection was too large and outdated

• Lack of documentation surrounding the collection

• Communication channels between Nursing Home Coordinator and Bookmobile Operator were not clearly defined
NURSING HOME COLLECTION: CHALLENGES

- Relying on volunteers to deliver books created various problems

- Documentation of the collection was minimal, and existing records were out of date or inaccurate

- The collection was too large and in extremely poor condition

- Packing, unpacking, and shelving returns for this collection was taking up too much staff time
ASSEMBLING A TEAM

• Executive Director
• Deputy Director
• Communications and Program Manager
• Circulation Supervisor
• Emily
• Jenn
BOOKMOBILE: CHANGES

- Extensively weeded the collection
- Adult fiction and nonfiction collections were refreshed
- Cleaned and reorganized to reflect the organization of our physical locations
DEPOSIT COLLECTION: CHANGES

• Composition of materials

• Transport of materials

• Collection reduction

• Collection Organization
BOOKMOBILE
DEPOSIT COLLECTION PROFILE

To assist the Brown County Library Bookmobile Outreach Services in creating a Deposit Collection for your agency, please complete this profile. While staff will make every effort to create a collection based upon your preferences, we cannot guarantee that we will be able to honor all requests.

Please Print Clearly
Agency Name
Number of Facility Units Number of Residents
Address City Zip

Contact Name/Title
Phone Email

Alternate Contact Name/Title
Phone Email

Please select a collection size:

____ Small (75 items)  ____ Medium (125 items)  ____ Large (150 items)

Reading Interests:

Fiction:
____ Romance  ____ Western  ____ Mystery  ____ Crime  ____ Adventure
____ Humor  ____ Fantasy  ____ Animal  ____ War  ____ Short Stories
____ Christian  ____ Other

Non-Fiction:

The library will work with your facility to set a date for regular delivery and pickup of deposit collections. The library understands that materials may get lost or returned late. By signing this form you agree to utilize a check-out system to encourage tracking and return of library materials. In addition you understand that the collection provided by the library is based upon the collection size requested, which may not be reflective of the shelving space available at the facility.

Signature ___________________________ Date ___________________________
NURSING HOME COLLECTION: CHANGES

- Volunteers are no longer used to deliver books

- Standardized procedures have been put in place and comprehensive documentation has been created

- Collection was weeded extensively

- Materials are no longer shelved alphabetically
Brown County Library

Library Card Number: 29878099999999
Facility Address: 515 Pine Street

Primary Contact: Emily Ritter
Contact Phone: 920-448-5840
Contact Email: Emily.ritter@browncountywi.gov

Alternate Contact: Jenn Koets
Alternate Contact Phone: 920-448-5814
Alternate Contact Email: jen.koets@browncountywi.gov

Delivery Size: Small (20 books) Large (50 books)

Preferred Genres:
Fiction Non-Fiction Mystery Romance Westerns

Delivery Frequency: Every 4 weeks Every 8 weeks Every 6 months

Delivery Method: BCL staff will pick up books from the Central Library. Please call Emily at 920-448-5840 to notify when delivery is ready for pickup.

1st Warning: 2nd Warning: 3rd Warning:

Last Updated 12/12/2019 CR/CS
WHERE WE ARE NOW
<table>
<thead>
<tr>
<th></th>
<th>Bookmobile</th>
<th>Deposit</th>
<th>Nursing Home</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Delivery Method</strong></td>
<td>Bookmobile Stops</td>
<td>Bookmobile Operator, collections rotate</td>
<td>Nursing homes pick up from closest BCL branch</td>
</tr>
<tr>
<td><strong>Total Collection Size</strong></td>
<td>~4000</td>
<td>~4000</td>
<td>~2500 Large Print books</td>
</tr>
<tr>
<td><strong>Storage Location</strong></td>
<td>Bookmobile</td>
<td>Deposit Collection storage</td>
<td>Stored in library annex</td>
</tr>
<tr>
<td><strong>Organization</strong></td>
<td>Reflective of a physical location</td>
<td>Separated by paperback/hardcover and shelved alphabetically</td>
<td>Separated by genre and shelved randomly</td>
</tr>
<tr>
<td><strong>Documentation</strong></td>
<td>Comprehensive records of contact information, training documents, and delivery requirements</td>
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POSITIVE OUTCOMES
COMMON THEMES

• More efficient processes require less staff time to run the collections, without reducing quality of service
• Smaller and more relevant collections provide higher-quality materials to library users
• Thoughtful workflows and detailed documentation make collections easier to understand and prevent loss of knowledge if more staff changes take place
TAKEAWAYS

• Critically evaluating a process does not mean the person before you did a bad job.

• Seasons of transition can be a good time to make changes, even if it doesn’t seem like it initially.

• Change must be thoughtful and inclusive of everyone involved in order to be successful.

• Evaluation and documentation are ongoing processes.
COVID-19 UPDATES
RECIPE FOR SUCCESSFUL CHANGES

• Assemble a team
• Critically evaluate situation – What are the needs? What is our capacity?
• Brainstorm solutions
• Decide on changes to be made
• Communicate changes
• Implement changes
• Document, document, document!
REVIEWING OUR OBJECTIVES

• Changes in leadership, shifting organizational structure and staff turnover created an environment that forced us to examine the status quo and honestly evaluate whether existing structures were sustainable.

• Each collection was critically evaluated to see what was working and what wasn’t. A few universal changes emerged across the collections that reflected changes in user needs and staff capacity.

• Programs are now more flexible and efficient, and procedures are well-organized and documented for posterity.
OUR CONTACT INFORMATION

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QUESTIONS?