

# **LONG RANGE PLAN**

**(FY2010-FY2014)**

Never let the future disturb you. You will meet it, if you have to, with the same weapons of reason which arm you against the present.

Marcus Aurelius Antoninus

# ***Long Range Plan FY 2010— FY2014***

## **Introduction**

An updated Long Range Plan for the Peabody Institute Library began in earnest on April 11, 2008 when Library Staff and Library Trustees gathered on a Friday morning to work with facilitator Alan Brickman to develop ideas which could be incorporated into a long range plan.

## **Library History**

In December 1856, the American banker, philanthropist, and Danvers native George Peabody gave \$10,000 for the establishment of a branch library in Danvers of the Peabody Institute Library of South Danvers (Peabody, MA). The branch library was initially set up in the Danvers Town Hall. In 1857, Joshua Silvester, Simeon Putnam, and John R. Langley sold to the Town for \$4,000 a four and a half acre plot of land on Sylvan Street close to Town Hall for use as a site for the Danvers library.

In 1869, a Gothic Revival style library was built at Peabody Park with the purpose in the founder's language: "for the promotion of knowledge and morality in the Town of Danvers." The governing body of the Institute was vested in a board of nine Trustees appointed for life by Peabody with subsequent vacancies filled by Danvers voters.

On July 2, 1890, a spectacular fire destroyed the library building, though through volunteer efforts most of the book collection was saved. A building committee was appointed and the Boston architectural firm of Little, Browne and Moore, was chosen with local architect Lester S. Couch doing the bulk of the design. The building was dedicated on October 1892.

In 1963, a remodeled basement area for use as a children's library and stack area was dedicated, and in 1980 following over a decade of discussion, a renovation and addition costing \$2.2 million was approved by Town Meeting from the plans of Oscar Padgen. General contractor for the project was Congress Construction Co.

The Peabody Institute Library of Danvers, Massachusetts was accepted on December 22, 1997, for inclusion in the National Register of Historic Places.

In the year 2000, the library undertook another construction project. After 100 years of use, the exterior of the building was in desperate need of renovation and renewal. The firm of Perry Dean Rogers & Partners of Boston was hired for the restoration project. Consigli Construction Co. of Milford was hired as the general contractor. Funds for this project were provided by Town Meeting, grants, and public and private donations. The exterior of the building was restored to the glory of the 1892 vision of architect Lester

Couch. The original two-toned creamy colors were reintroduced to this historic building's exterior, accentuating its architectural grandeur.

The building now exhibits the best features of grace and style of a past age, while functioning as a modern, well equipped and community oriented library.

## **Background**

The Peabody Institute Library successfully completed a FY 2003 – FY 2009 Long Range Plan and developed goals and objectives for FY 2010. During the 5 year plan the library increased the dvd collection by over 1,000 titles, expanded the cd book collection by over 600 titles, processed an additional 8,000 interlibrary loans, redesigned the website, expanded the display space, created a young adult position, continued to provide materials to homebound residents, provided computer tutorials, developed an Information Literacy program, added wireless internet access in the library, provided training opportunities for staff, conducted an evening book group, participated in DanversCares, and input the reading room collection of the archives into the database.

## **Evaluation of Current Services and Programs**

The report issued following our staff and Trustees planning session of April 11, 2008 highlighted several areas for exploration during the next few years:

- Communication (internal and external)
- Space and organization of collections
- Security Issues
- Issues related to the use of automation and technology
- Community outreach & partnerships
- Funding issues
- Marketing

The paper and on-line surveys filled out by our patrons have given us insight into some of our users including:

- A majority of our surveyed patrons speak English.
- Only a few utilize another language
- A majority of our surveyed patrons visit the library between once a week and every three weeks
- A majority of our surveyed patrons are very satisfied with their library experience
- A majority of our surveyed patrons are interested in social events and cultural events
- A majority of our surveyed patrons have accessed the library's website from home
- A majority of our surveyed patrons are enthusiastic about the ILL program

What they like:

- The staff
- The books
- The presentations
- The children's library
- The accessibility of the building and of the collections

What could be improved and/or changed:

- Increase the DVD collection
- Larger selection of audio books
- Lower or dispense with fines
- The Spanish language collection is poor
- Consider using YouTube
- Reinstate the Rental Collection

**Community Analysis**  
Massachusetts Municipal Profiles 2008

Elevation	39ft
Land area (square miles)	13.3
Water area (square miles)	0.8
Population density, 2006 (est)	1,942
Year incorporated	1752

**Voters & Government Information**

Government type	Rep. Town Meeting
Number of Selectmen	5
US Congressional District	6
Registered Voters, October 2006	
Total	16,537
Democrats	3,946
Republicans	2,212
Unaffiliated/other	10,267

**Taxation, 2007**

Average Single Family Tax Bill, 2007

Avg. assessed home value	\$432,878
Avg. single fam. Tax bill	4,034
Hi-Lo ranking	109/339

**Police & Crime, 2006**

Number of police officers	46
Violent crimes	57
Property crimes	929

### Local School District

Grade Plan	PK-12
Total enrollment '06-07	3,618
Grade 12 enrollment, '06-07	264
Dropout rate	2.7%
Per-pupil expenditure	\$9,863
Student/teacher ratio '06-07	13.7

### Demographics & Socio-Economic Characteristics

#### Population

1990	24,174
2000	25,212
Male	11,721
Female	13,491
2006	25,833
2010 (projected)	24,754
2020 (projected)	23,938

#### Race & Hispanic Origin, 2000

##### Race

White	24,638
Black/African American	87
American Indian/Alaska Native	25
Asian	281
Pacific Islander	4
Other Race	55
Two or more races	122
Hispanic origin	210

#### Age & Nativity, 2000

Under 5 years	1,391
18 years and over	19,370
21 years and over	18,607
65 years and over	4,331
85 years and over	618
Median Age	40.4
Native Born	24,095
Foreign-born	1,117

Age, 2020 (projected)	
Under 5 years	1,084
5 to 19 years	3,548
20 to 39 years	5,631
40 to 64 years	8,101
65 years and over	5,574

Education Attainment, 2000	
Population 25 years and over	17,777
High School graduates or higher	90.3%
Bachelor's degree or higher	33.0%
Graduate degree	10.8%

Income & Poverty, 1999	
Per capita income	\$26,852
Median household income	\$58,779
Median family income	\$70,565
Persons in poverty	711
H'holds receiving public assistance	82
H'holds receiving social security	2,898

Households, 2000	
Total households	9,555
With persons under 18	3,168
With persons over 65	2,744
Family households	6,562
Single person households	2,537
Persons per household	2.5
Persons per family	3.1

Labor & Employment, 2000	
Civilian labor force	13,405
Unemployment	3.3%
Civilian labor force, 2006	14,079
Unemployment rate	4.5%
Civilian labor force, 10/07	14,095
Unemployment rate	3.6%

Employed persons 16 years and over, by occupation:	
Managers & professionals	5,356

Service occupations	1,885
Sales & office occupations	3,599
Farming, fishing & forestry	4
Construction & maintenance	1,123
Production & transportation	996
Self-employed persons	766

**Danvers Library Staff and Trustees Planning Session  
April 11, 2008**

A nine page summary of the Planning Session was distributed to all participants.

Highlights of the meeting were:

**Strengths**

- The library building and physical setting
- Staff
- Stable funding
- Recognized as an asset in the community
- Large print book collection
- Archival Center
- CD collection
- Hours of operation
- NOBLE network and ILL
- Public computers
- Website
- Databases

**Weaknesses**

- Current use of space
- Security
- Accessibility
- Internal communication and decision-making
- Conflict aversion regarding decisions, issue not resolved
- Diversity issues (staff, collections, outreach)
- Lack of understanding by non-users of library resources
- Not enough computers and other logistical issues related to the use of computers
- Varying (and inconsistent) patron views of appropriate behavior

## **Lessons Learned**

- Meeting the needs of patrons is primary
- The community is open to new and innovative services
- There is still a challenge of reaching the non-users and the virtual users
- We need to prioritize. We can't do everything but have to do as much as possible
- Library planning efforts need to involve the whole staff and the trustees
- There is a need for greater staff/trustee interaction and structured mechanisms for it
- The library staff should not let issues or concerns linger without resolution

## **Mission Statement and Service Plan of the Peabody Institute Library**

The Peabody Institute Library of Danvers is the center of life long learning for everyone in the community.

Mirroring the sentiments of our founder, George Peabody, "Education, a debt due from present to future generations," it is the objective of the Peabody Institute Library to be a multi-purpose organization dedicated to life-long learning which will service the whole person. To achieve this goal, the library will:

- Provide residents access to a rich and varied collection of books.
- Maintain a collection of popular periodicals in hardcopy and provide access to a wide range of on-line periodicals.
- Provide access to a collection in a variety of media formats.
- Administer informational and recreational programs for public participation.
- Support an automated network with neighboring and dedicated staff.
- Maintain an archival center which collects and preserves all types of paper material relating to the history and development of Danvers.
- Collect and disseminate information about local programs and services.
- Assist other town departments with information and referral.

## **Goals And Objectives**

**Goal 1**        *To seek funding for services and programs that meet the needs and interests of the community*

### **Objectives:**

- Work to maintain or increase the current level of municipal funding (2010-2014)
- Maintain being open to the public 64 hours per week (2010-2014)
- Assess the adequacy of the current compensation plan for employees (2011-2014)
- Continually evaluate whether the staff is being used optimally (2010-2014)
- Seek the services of volunteers wherever appropriate (2010-2014)
- Appoint a committee to explore and report to the Board on alternative sources for funding (2010-2014)
- Work with the Friends of the Library to develop programs and expand fundraising (2010-2014)
- Promote contributions to the George Peabody Society (2010,2012, 2014)

**Goal 2**        *To secure technological resources that will enable the library to provide optimal services*

### **Objectives**

- Maintain a plan and budget to replace, upgrade, and add workstations as necessary and feasible (2010-2014)
- Provide training for staff so that they can use and help patrons use technology effectively (2010-2014)

- Provide tutorials to help the public use library electronic resources knowledgeably and effectively (2010-2014)
- Study the feasibility of setting-up a self checkout workstation for the public (2011)
- Connect the reference microfilm reader/printer to a computer (2010)

**Goal 3**      *To increase the community's awareness of the variety of services and programs that the library offers*

**Objectives**

- Update the library's general information brochure and increase its distribution (2011)
- Promote the current range of services and programs that the library offers in a variety of media, e.g. print materials, the library's website, presentations, and the local newspapers (2010-2014)
- Promote the library among local and regional decision-makers by inviting them to hors-d'oeuvres, dinner, or dessert at the library (2012-2014)
- Hold a Rotary and/or Kiwanis luncheon at the library (2011, 2012, 2014)
- Continue to alert teachers in the Danvers school system to the services, resources, and programming the library provides for children and families (2010-2014)
- Encourage displays in the library from area schools and other community organizations (2010,2012,2014)
- Add a line in the budget for public relations and marketing (2012)

**Goal 4**      *To maintain services and programs with the following departments: circulation, children's, reference department, interlibrary loan, young adult, technology, technical services, and the Danvers Archival Center*

**Objectives**

**Circulation Department**

- Develop increased efficiency in delivery services and processing both at the Peabody Institute Library and regionally in NMRLS. (2010-2014)

- Address service and collection development priorities for older adults, including both the active retiree and the general senior citizen population. (2010-2014)
- Address the position of Outreach Librarian, including funding, responsibilities, and community partnerships. (2011)
- Introduce a fiction collection in Spanish and other languages. (2010-2014)

### **Children's Department**

- Hardwire all public pc's (2010)
- Provide cultural programs for families (2010 - 2014)
- Redesign and construct a new circulation desk (2011)
- Maintain and increase the cd and dvd collection (2010 – 2014)
- Create a play away collection (2013)
- Reduce the height of some of the shelving (2012)
- Install security cameras at the entrances to the children's department (2010)
- Provide laptops for use in the library (2011, 2012)
- Create a multi-media center (2012, 2013)

### **Information Services**

- Advocate for a building-wide assessment in use of space and adequacy of facilities. (2011)
- Grow the program calendar. Assess, evaluate and target the frequency and variety of adult programs offered to increase the number of users that choose to attend programs in the building. (2010 – 2014)

- Build on the Access Point Model begun with the North Shore Career Center and collaborate with community organizations and town government to streamline access to information. (2010 – 2014)
- Establish a consistent branding and marketing plan and campaign. (2011)
- Build community with our users by employing social networking tools such as Meebo chat reference, blogs, RSS feeds and Facebook. (2010 – 2014)
- Explore a redesign of the 2<sup>nd</sup> floor and 3<sup>rd</sup> floor. (2011)
- Weed and integrate reference with general collection (2012 – 2014)
- Shift to greater number and variety of electronic offerings. (2010 – 2014)
- Explore a customized and personalized service model that may include roving reference. (2011)
- Apply for a grant to establish Conversation Circles at the library. (2010-2011)
- Work to streamline access to our Ejournals by patrons (2010-2013)
- Establish a Readers' Advisory Services station in the Reference and Information services department (2010)

### **Interlibrary Loan**

- Continue to evaluate the Interlibrary Loan process to determine the best workflow in order to get materials to patrons as quickly as possible. (2010 – 2014)
- Explore new ways to allow patrons to request Interlibrary Loan materials (2010 – 2014)
- Create a new brochure outlining the Interlibrary Loan process to patrons as well as a postcard to be handed out with new library cards. (2011)

### **Collection Development**

- Create more opportunities with improved display of new library materials (2010 – 2014)
- Continue with current collection maintenance effort to weed out-dated and worn materials. (2010 – 2014)
- Create a budget for replacements. (2011)

### **Reader's Advisory**

- Make Reader's Advisory a more integral part of library customer service. (2010 – 2014)
- Provide Reader's Advisory training opportunities to all staff members that work at public service desks. (2011, 2013)
- Build on current Author Series in order to enhance patron reading experiences and expose patrons to new authors. (2010 – 2014)

### **Young Adult**

- Augment the YA media Collection (CD, DVD, Audiobooks) (2010-2013)
- Increase community awareness of the young adult program through partnerships with the schools and other local youth groups. (2010, 2012, 2014)
- Integrate new technology in the young adult space. (2011)
- Further develop the online presence of the young adult department utilizing new social networking trends, electronic mailing lists, etc. (2011, 2013)
- Create print and electronic Reader's Advisory tools for young adult literature genres. (2010 – 2014)
- Evaluate existing programming after surveying teen focus groups. (2010, 2012, 2014)
- Expand the physical space designated for young adults in the library to include more seating and additional computers with internet access. (2013)

## **Technology**

- Purchase backup/replacement workstations, printers and required accessories for appropriate and prompt upgrade of aging/malfunctioning equipment. (2010-2014)
- Evaluate privacy screens for Reference public workstations (2011)
- Consider canner/scanning workstation for public use.(2011)
- Evaluate pay-for-print system with goal of 2012 implementation.(2011)
- Evaluate the purchase of software to convert newsletter to format that will allow linking and email delivery, while maintaining printable format for physical distribution.(2011)
- Build user community by employing social networking tools (Facebook, Wordpress, blogs,Flickr, Meebo) and library website.(2011)
- Evaluate and update library website to improve online service/information delivery; and to maintain viability in increasingly electronic climate.(2010-2014)
- Upgrade all workstations to Window 7 or as recommended by NOBLE.(2012)
- Upgrade all workstations to Office 2007 or equivalent as dictated by patron demand.(2012)
- Implement LPT: One Print Management for pay-as-you-print setup.
- Purchase color printer for public use in Reference Department.(2012)
- Install Internet workstations (2-4) in YA Room.(2012)
- Install additional express Internet stations using backup/older PC's as available.(2012-2014)
- Equip laptop users with wireless printing ability in Reference and CR.(2013)
- Install additional Internet workstations (2-4) in CR to meet demand.(2013)

- Access the use and placement of the internet pc's in the reference department with a goal of improving the user experience; implement the recommended redesign (2012-2014)
- Install additional Internet workstations (2-4) in Reference to meet demand.(2014)
- Install additional Express stations using backup/older equipment as available.(2014)
- Reevaluate Strategic Planning Goals in response to evolving technology and library needs (2010-2014)

### **Technical Services**

- Participate in the Acquisitions and Serials Modules as directed by NOBLE and to keep abreast of all changes and upgrades. (2010-2014)
- Work cooperatively with NMRLS in implementing any changes in materials processing that will allow for easier checkouts in the future. (2010-2014)
- Streamline the processing of materials to allow for quicker turnaround time for patron access. (2010-2014)
- Encourage the staff to submit their order in a more timely fashion to level out the workflow. (2010-2014)
- Work with the bookkeeper to devise a more accurate way to inform staff of the status of their orders and their remaining budget. (2010-2011)
- Participate in technology changes and obtain the necessary training to implement them. (2010-2014)
- Comply with the specifics of the contract with the vendors specified in the Mass. Cooperative Purchasing Agreement and evaluate the service of these vendors. (2010-2014)
- Work with the Archives in inputting their collection into the NOBLE database. (2010-2013)
- Obtain the necessary training from NOBLE to input images into the library database. (2010-2011)

## **Danvers Archival Center**

- Keep current with assisting, researching and answering all in person, letter, telephone, fax and e-mail reference requests of researchers and town agencies. (2010-2014)
- Keep current with seeking, acquiring, accessioning, processing and cataloguing books, manuscripts, photographs, etc. relating to our collecting area through means of purchase, gift and deposit. (2010-2014)
- Complete the processing and cataloguing of the Putnam family archives deposit collection. (2011)
- Continue to accession, copy, and properly store the photograph collection. (2011-2014)
- Continue to process and catalogue the large backlog of Town of Danvers records and Historical Society manuscripts on deposit at the Archival Center. (2010-2014)
- Continue to process and catalogue the backlog pamphlet, map, plan and broadside collections. (2010-2014)
- Continue to redesign the physical layout and appraise, categorize and reshelv the collections within the Danvers Archival Center Manuscript Storage Area. (2011)
- Continue the revision of the Danvers Archival Center Policy Manual begun in 2008. (2011)
- Continue to add relevant information to the Danvers Archival Center section of the Peabody Institute Library website.(2010-2014)
- Begin to sort, appraise, catalogue and store the miscellaneous newspaper collection. (2014)
- Seek out and catalogue Danvers related articles found within the Essex Institute Historical Collection and the vast collection of news articles produced during the 1920s-30s by Frank Damon. (2013-2014)

**Goal 5**        *To engage in continuous planning in order to set appropriate priorities for maintaining and improving the library's services and programs*

**Objectives**

- To annually evaluate progress and update objectives (2010-2014)
- Collect statistics on the use of the library on an annual basis (2010-2014)
- Install people counters at the library (2010)

**Goal 6**        *Maintain and continually train a quality staff which will be able to meet and/or exceed the needs of the users of the library*

**Objectives**

- Review and revise library job descriptions to reflect all aspects of tasks Performed (2012-2013)
- Ensure that staff members can attend workshops and library conferences (2010,2012,2014)
- Update in house training manuals (2012,2013,2014)
- Hold an annual in-house staff development day (2011,2012,2013,2014)

