

**Hamilton-Wenham Public Library Long-Range Plan of Service
2020-2024
March 15, 2019**

Introduction and Acknowledgements

The Hamilton-Wenham Public Library is a cherished institution and a source of great pride to the community. This long-range plan continues the efforts of the many people who sacrificed for and worked at both the former Hamilton Public Library and the former Wenham Public Library and those who had the vision and dedication to plan and complete the Hamilton-Wenham Public Library. The Hamilton-Wenham Public Library continues to be supported by many knowledgeable and forward-thinking people. Therefore, this plan reflects a collaborative effort and is a product of combined wisdom and energy. It is because of the dedication of the following people and their commitment to the public good that this plan has been created; we look forward with enthusiasm to five years of improving library services.

We thank the following people for their support:

Trustees of the Hamilton-Wenham Public Library

Julie Clay, Chair	Nichole Gray, Vice-Chair
Dede Johnson, Liaison to the Friends	Dorothy Goudie
Dolores Boghdan, Secretary	Judith Bubriski

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The Staff of the Hamilton-Wenham Public Library

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Linda Platt, Library Page
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Rebecca Shea, Adult Services Librarian
Kate Shelton, Library Page
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The Friends of the Hamilton-Wenham Public Library

Our patrons, and especially our survey respondents.

Background and Methodology

The trustees and director are convinced that planning is an investment in the future and that time spent in forethought is time well spent. The 2018 long-range planning committee represented a broad spectrum of the community and included members of both towns, former members of the friends of the library and school committee, trustees, library staff, two high-school students, parents, retirees and members of both towns' finance committees. The planning committee members enjoyed working with one another and their synergy resulted in a wealth of excellent ideas.

The committee met once on October 11, 2018 for a three-hour meeting and SOAR exercise facilitated by Michelle Eberle of the Massachusetts Library System. Participants were very supportive of their library and enthusiastic about both the library and their communities. The library staff participated in a SOAR analysis with Jan Dempsey, Library Director on November 2, 2018. The director facilitated the discussion and laid the ground rules for brainstorming. Hamilton-Wenham Library staff members are known to be positive and enthusiastic about new ideas and always eager to improve their library. Unlike previous planning processes, staff members were able to focus on issues besides low pay as this problem was addressed in June 2015 with the creation of a Staffing-Wage Matrix approved by both towns. However, staff members did vocalize the continued need for a full-time assistant position in the Children's room. Some suggestions to change the library's physical plant included reconfiguring the position of the reference desk and adding on to the young adult area by building over the children's department. Huge structural projects that will incur substantial capital costs are not addressed in this plan. Finally, staff members were encouraged to read the final survey results and contribute more ideas about library improvements.

We drafted a survey and had it available online at www.hwlibrary.org and in paper format. The survey ran from November 19 to December 31, 2018. Some of the questions had an educational component as we were hoping to also advertise library offerings through the survey. For this planning purpose we felt that having open-ended questions was very important. We also wanted to gather real data on potential library hour expansion. We purchased a two-month subscription to SurveyMonkey to take advantage of the reporting function and the online input form. We advertised the survey's availability in the Hamilton-Wenham Chronicle and we were pleased to get 400 responses. The Friends of the Library supported the survey process by providing a gift certificate to award one survey respondent in a random drawing. The final survey results were shared with the board of trustees and library staff members who were encouraged to use the results to suggest library improvements. Goals formulated during the 2018 personnel review process were also incorporated in this final document.

A special word of thanks is due to all participants. I am especially appreciative of those who retain a passion for library services, freely offer suggestions for improvements and are instrumental in making them happen.

Jan Dempsey, Director
Hamilton-Wenham Public Library

A Brief History of Hamilton and Wenham

When the doors of the Hamilton-Wenham Public Library first opened to the public on December 17, 2001, it was a celebration of imagination and civic initiative. After years of planning, the two towns had successfully created the first regional library in the Commonwealth of Massachusetts. Located on the site of the old Hamilton High School (later the Hamilton Junior High School), the library's boundaries touch the town lines of both Hamilton and Wenham. This remarkable collaboration is a continuation of a partnership that began in May 1959 with the regionalization of the public school systems and the construction of the Hamilton-Wenham Regional High School. The wisdom that strength is gained by combining resources has ensured the stability and excellence of the public educational and cultural institutions of Hamilton and Wenham for present and future generations.

Located 25 miles north of Boston in Essex County, these communities share a rich colonial heritage dating from the earliest years of English colonization. In his 1614 *Description of New England*, Captain John Smith wrote enthusiastically of New England's "Many iles all planted with corne; groves, mulberries, salvage gardens and good harbours". In their desire for religious freedom, and encouraged by Captain Smith's account, the Pilgrims set off for New England in 1620. Despite severe hardships, their colony at Plymouth survived and more emigrants soon followed creating settlements that spread rapidly along the coast and inland.

Tragically, the smallpox epidemics of 1616 and 1617 had devastated the native populations by as much as 90 percent. The fields of corn that had amazed Captain Smith in 1614 were virtually gone. When the Pilgrims arrived in 1620 they found many areas abandoned. In 1638, John Winthrop, Jr., the son of the Governor of the Massachusetts Bay Colony, purchased the land of present day Essex County from the tribal Agawam leader, Sachem Masconomo for a sum of twenty pounds. This tract included the original settlements of Cape Ann and most of Danvers and Middleton ending at the Merrimack River. By the time Masconomo died in 1658, his tribe had been overwhelmed by war and disease. A monument dedicated in 1910 on Sagamore Hill in the northeast corner of Hamilton marks his gravesite.

In 1638, Hugh Peters, the Puritan minister of the First Church of Salem, delivered a sermon to a small group of colonists on the banks of the now named Wenham Lake. His text referred to "Enon, near Salem, because there was much water there," a biblical reference to [John 3:23](#). This small outlying community became the first to break away from Salem and establish its own township. In 1643, the General Court of Massachusetts declared "Enon shall be called Wenham and be granted to be a Town and hath liberty to send a deputy." It is assumed that the name "Wenham" was chosen because many of the early settlers had emigrated from the areas of Great and Little Wenham in Suffolk County, England. Encompassing seven square miles of land, Wenham has never changed its boundaries from the date of its founding.

The town of Ipswich, founded in 1633, originally included the Ipswich Hamlet in its southern parish. In 1793, restless and protesting the high taxes levied by Ipswich, the citizens of the Hamlet petitioned for autonomy. They were successfully represented in the Ipswich Court by their pastor, Manasseh Cutler, D.D. Later that year, the Massachusetts Legislature incorporated the Hamlet as a town and invested it "with all the powers, privileges and immunities which towns in this Commonwealth by law are entitled to enjoy." Dr. Cutler renamed the town "Hamilton" in honor of the first Secretary of the United States Treasury, Alexander Hamilton.

For both communities, small-scale farming was the primary occupation until the late 19th century. Early industry was limited to a few mills clustered on the Ipswich River. For the residents of both towns, the long New England winters afforded time to develop small cottage industries. Farmers learned the trade of shoemaking and, by the mid-eighteenth century, little ten-foot square shoe shops called ten-footers dotted the

landscape. By the mid-nineteenth century, the local shoe trade provided piecework for the shoe factories in Danvers and Lynn. Although the General Court established Bay Road in 1644, Hamilton and Wenham remained relatively isolated until the arrival of the Boston and Maine Railroad in 1839. This helped to spur the development of commercial activities.

In Hamilton, the establishment of the Myopia Hunt Club in 1876 and the development of large estates changed the image of Hamilton from a farming town to a rural retreat. Chebacco Lake became a resort area in the late 19th century with hotels built to accommodate visitors. Hamilton gained summer residents when the Methodist Camp Meeting Ground at Asbury Grove opened in 1859. In Wenham, the ice cut from Wenham Lake became a coveted luxury item, reaching the height of its fame by the mid-nineteenth century when it was shipped to hotels in London.

Hamilton and Wenham became increasingly suburban after World War II. The construction of nearby Route 128 in the mid-1950's spurred rapid housing development. Despite this growth, both communities have preserved their distinctive historical characteristics and charm. Today both towns retain their rural sensibility with residential neighborhoods, protected open spaces and small farms. Some of the large estates still remain, some in private ownership and others permanently protected such as Appleton Farms. The Gordon-Conwell Theological Seminary sits on the site of the former Mandell estate in Hamilton and Gordon College is built on the Prince estate in Wenham. The 50 acre estate of Ruby Boyd Miller in Wenham is now home to the all-girls Academy at Penguin Hall. Together, Hamilton and Wenham take pride in their shared heritage and the uniqueness of their institutions.

Hamilton-Wenham Public Library History

The town of Hamilton had a social library in 1817 called the Second Social Library. This was a fee-based library and was active until 1853. In 1891 the Free Library of Hamilton, later called the Hamilton Public Library was established. The library moved many times before its final destination at 299 Bay Road. Wenham also had a fee-based library. In 1857 members paid a fee of one dollar to join the Wenham Library Association. The town voted to make the library a public library in 1885. By the 1990's both libraries needed room for expansion.

In March of 1994, concerned residents from both towns formed a committee to investigate how a joint library could be formed. In May of 1995, after another committee had been formed in December, each town voted the appropriate funds to research the feasibility of a joint library. Through the efforts of many citizens, the Hamilton-Wenham Public Library became the first regional library in the state of Massachusetts. It is a magnificent building created through the diligent efforts of visionaries, planners and laborers. The library was opened in December of 2001 with a consolidated collection comprising the collections of the Wenham Town Library (located at 138 Main St., Wenham) and the Hamilton Public Library (formerly of 299 Bay Rd., Hamilton). The result was a 29,000 square foot, full-service facility with 22 computers for public use and four meeting rooms (the large meeting room can be divided to create a fifth meeting room when need warrants). The former high school gymnasium is attached to the library and serves as the Hamilton-Wenham Recreation Center. The adjoining ball field is used by both towns and is extremely popular especially in the spring and fall months. The Hamilton-Wenham Public Library is always filled with activity; it is a welcoming destination to the residents of Hamilton and Wenham and surrounding communities.

Community and Library Background Information

Profiles of Massachusetts 2015 Data

Population

Hamilton	7,764
Wenham	4,875
Total	12,639

Median Age

2000

2015

Hamilton	36.5	40.8
Wenham	33.6	26.8

(The enrollment shift to more school-age children in Wenham has affected Wenham's annual budget.)

Ethnic Groups Represented in Hamilton and Wenham

	White	Asian	Black/African American	American Indian + Alaskan Native	Two or more races	Hispanic Origin	Hawaiian Native/Pacific Islander
Hamilton	92.4 %	5.4%	.6%	.2%	1.1%	1.6%	0%
Wenham	95.8%	1.7%	.6%	.1%	.9%	1.9%	.1%

(In 2019 approximately 14 percent of Hamilton's Gordon-Conwell Theological Seminary's enrolled students are international students.)

Educational Attainment

	Bachelor's Degree or Higher	Graduate Degree or Higher
Hamilton	71.8%	30.1%
Wenham	63.1%	24.3%

Income

	Per capita income	Median Household Income	Average Household Income
Hamilton	\$44,500	\$105,865	\$124,786
Wenham	\$46,255	\$127,606	\$164,766

Types of Occupations

	Management business and financial	Computer Engineering and science	Education Legal community service arts and media	Healthcare practitioners	Service	Sales and office
Hamilton	24%	9.2%	22%	7%	7.7%	22.8%
Wenham	17.6%	8%	11.2%	4.6%	17.8%	32.9%

	Natural Resources Construction and Maintenance	Production Transportation and Materials Moving
Hamilton	3.6%	3.7%
Wenham	4.9%	3%

Information, Media and Education

Newspapers: *Hamilton-Wenham Chronicle*

Salem News

Comcast Cable

Bookstores:

Gordon College Bookstore (Follett)

Other Libraries in Hamilton and Wenham:

Private Schools	Public Schools	College or University
Pingree School	Bessie Buker Elementary School Library	Gordon College Jenks Learning Center
	Winthrop School	Gordon-Conwell Theological Seminary Goddard Library
	Cutler School	
	Hamilton-Wenham Regional High School Patricia Alger Library (middle and high school shared library)	

Library Comparison Data 2017

<https://mblc.state.ma.us>

Hamilton-Wenham Public Library	Median State Data
Total Annual Hours 2,576	Median Total Annual Hours 2,214
Full-Time Equivalencies 13	Median FTE's 7.2
Total Reference Questions 17,390	Median Total Reference Questions 14,466
Total Direct Circulation 236,965	Median Total Direct Circulation 77,426
Interlibrary loans received 20,832	Median Interlibrary Loans Received 11,262
Interlibrary loans provided 37,963	Median Interlibrary Loans Provided 13,474
Total Non-resident Circulations 55,358	Median Total Non-resident Circulations 14,044
Total Visitors 118,447	Median Total Visitor –State Median 114,169
Total Registered Users 14,831	Median Total Registered Users 6,217

Open Hours

The Hamilton-Wenham Public Library is opened 53 hours per week all year excepting Memorial Day weekend and Labor Day weekend when the library is closed for the three days. Depending on how holidays fall in a given year, the library could be closed for a long weekend at Christmas or July 4. We have NOT cut hours at all during any economic downturn.

Normal Hours:

M-Th 10-8

Fri 10-5

Sat 10-4

Total evening hours (after six p.m.) – 8

Total weekend hours- 6

No Sunday hours

The Hamilton-Wenham Library is consistently opened on Saturday year-round.

Library Usage Trends

Monthly Hamilton-Wenham Library Circulation Figures

	2002	2004	2005	2009	2011	2013	2015	2018
Jan	18,219	15,524	15,989	21,551	20,866	21,043	18,821	18,197
Feb	15,901	16,055	15,956	21,327	20,165	20,492	18,365	17,334
March	17,541	18,697	17,808	21,421	23,555	21,029	20,873	20,554
April	15,998	15,413	15,517	20,874	21,054	20,257	19,264	18,865
May	15,283	14,913	16,272	19,246	20,657	19,423	18,231	17,200
June	15,283	16,600	16,847	23,389	22,956	22,160	21,221	18,159
July	16,916	17,321	16,847	23,272	22,792	24,400	22,502	20,120
August	18,387	16,490	18,273	21,527	24,887	21,980	20,704	20,615
Sept	15,015	15,112	15,121	17,967	20,699	19,485	17,968	16,598
Oct	16,476	15,545	16,983	20,541	20,738	20,845	18,449	18,346
Nov	15,608	14,886	17,067	19,706	20,640	20,525	17,793	17,808
Dec	12,930	12,618	14,716	18,920	19,396	18,724	17,310	15,349
TOTAL	193,557	189,174	197,396	249,741	258,405	250,363	231,501	219,145

(Accurate 2017 data not available due to the transition from Evergreen to SirsiDynix Symphony)

Merrimack Valley Library Consortium Circulation Figures by Fiscal Year

FY11	FY12	FY13	FY14	FY15	FY16	FY18
6,435,892	6,252,897	5,980,492	5,937,962	5,698,242	5,540,660	4,961,928

Hamilton-Wenham Public Library Overdrive Circulation

2010	2013	2015	2017	2018
985	4,582	6,695	8,843	11,717

Hamilton-Wenham Public Library Meeting Room Use

2008	2011	2014	2015	2018
877	1,057	1,361	1,393	1,636

Hamilton-Wenham Public Library Programs

	2008	2011	2014	2015	2018
Adult	192	406	396	399	378
Children's	240	275	400	365	367
Young Adult	115	105	99	103	50

Hamilton-Wenham Public Library Usage of Electronic Collections

FY2016	FY 2017	FY2018
307,968	439,149	97,779

(These numbers are slightly misleading. The biggest reason for the large decrease in FY18 is the discontinuation of MVLC's subscription to Novelist Select.)

Hamilton-Wenham Public Library Reference Questions

	2007	2009	2011	2013	2015	2017	2018
January	1138	1329	1380	1506	1588	1679	1340
February	1489	1382	1490	1311	1265	1538	1545
March	1390	1457	1667	1603	1652	1695	1923
April	1460	1350	1314	1111	1446	1526	1449
May	918	1074	1336	1161	1241	1495	1160
June	1147	1646	1527	1170	1777	1741	1185
July	1530	1545	1382	1536	1716	1572	1362
August	1382	1555	1544	1482	1605	1787	1621
September	1302	1598	1064	1278	1343	1393	1173
October	1545	1675	1076	1184	1435	1268	1201
November	1303	1445	1213	1088	1388	1226	1308
December	1097	1200	1184	1336	1308	1180	1218
Total	15,701	17,256	16,177	15,766	17,764	18,100	16,485

Hamilton-Wenham Public Library Study Room Usage

	2007	2009	2011	2013	2015	2017	2018
January	126	137	118	165	146	197	201
February	101	115	111	142	122	149	182
March	141	130	147	170	198	195	243
April	139	155	138	161	174	168	194
May	148	123	124	173	158	224	224
June	115	143	128	188	159	180	194
July	158	159	127	178	150	196	169
August	130	172	172	180	147	240	248
September	155	148	137	147	158	205	183
October	156	131	115	195	170	219	226
November	160	115	148	147	171	210	218
December	99	98	130	137	155	193	209
	1,628	1,626	1,595	1,983	1,908	2,376	2,491

Hamilton-Wenham Public Library Museum Pass Usage

2005	2007	2009	2011	2013	2015	2017	2018
1,083	1,439	1,638	1,761	1,573	1,597	1,558	1,564

Assessment of User Need

As the only regional library in Massachusetts, the Hamilton-Wenham Library has a unique governance. The Joint Board of Library Trustees is a six-member board. Two members must be from Hamilton, two from Wenham and two at-large members can be from either town. Because the library is physically located in Hamilton, the town of Hamilton is responsible for emergency response. Hamilton also provides grounds maintenance in the summer and Wenham plows the parking lot during the winter. The Town of Wenham is the lead town in charge of personnel issues, administering the bi-weekly payroll, and paying library invoices. Hamilton reimburses Wenham for the cost of administering the library. The library is ADA compliant. The library parking lot has four handicapped parking spaces. There is one automatic handicapped door. An elevator is available providing access to the second floor where nonfiction, reference services, young adult area, local history room, closed stacks and upstairs study rooms are located. The library has a total of four meeting rooms, two public access photocopiers, a public access fax machine, a 3-D printer, two scanners and a microfilm reader. Handicapped restrooms are available on both floors.

The citizens of both towns are predominantly white and highly educated. The poverty rate is under 4 percent. Support for library services and literacy remain strong, but the towns have lost a true partner in literacy, Banbury Cross Children's Bookstore, since the last long-range plan was written.

Four hundred people completed the survey with the largest demographic block being people between the ages of 36 and 49. The next largest group comprised patrons over 65. This demonstrated a slight shift to more middle age clientele from our previous survey of 2010. The responses comprised 83.72 percent of respondents from Hamilton and Wenham citizens and 16.28 percent from neighboring communities which mirrored the survey results from 2010.

The 2018 survey showed an 8 percent increase in use of children's services and a 6 percent decrease in use of teen services than the 2010 survey. Patrons again cited books as the greatest reason they visit the library. In 2018 there was a six percent increase in patrons citing meeting room use and an 11 percent increase in people attending programs, lectures and movies. In 2018 there was an 8 percent increase in respondents using the museum passes. CD and DVD usage showed almost a 20 percent decrease while approximately 11 percent of respondents have started using our Library of Things collection. Only 8 percent of respondents acknowledged using the library's databases.

92 percent of patrons can visit the library during open hours. If library hours were to be expanded, most patrons favored Sunday afternoons during winter months. Only 27 respondents said that they were unable to access the library during open hours. Despite being asked to respond only if unable to access the library during open hours, 169 people responded with their preference for additional hours. Sunday hours was the clear winner with 9-10AM being the second choice. Most survey respondents answered the question about funding support for more library hours. Less than half (43 percent) of respondents indicated strong support for a funding increase at town meetings for more open hours.

The planning committee and survey respondents shared great pride in their library and overall satisfaction with services. There were many comments such as: "Truly believe you have one of the finest libraries on the North Shore. Would also add, your staff are always extremely welcoming to questions/requests and are extremely helpful," "Everything is great. Pleasant help and lovely atmosphere."

The Hamilton-Wenham Public Library's services exceed the state-wide median. Circulation peaked in 2011 and showed a 15 percent decrease in 2018. Consortium-wide, circulation decreased 22 percent during that same period. Circulation of the Overdrive collection continues to rise each year. There needs to be greater emphasis for and usage of electronic collections. The reference desk and museum pass usage is relatively stable while the demand for study rooms, meeting rooms and quiet areas has increased.

Patrons take great pride in their library and want it to be clean and well-maintained. Patrons expressed a desire for more outdoor reading spaces, and improvement to the library grounds. Many wanted the adjoining Hamilton-Wenham Recreation Center to improve the playing field, bicycle racks and playground. Many respondents also expressed frustration with the crowded parking lot on busy sports activity days.

Many respondents were unaware of all that the library offered. It was apparent that more outreach is needed to promote the many library services that we already provide. The website is well-utilized as well as the library newsletter. More outreach, classes and library marketing are addressed in our goals.

Vision Statement

Our patrons are inspired about the Hamilton-Wenham Public Library because they know that it is a dynamic and welcoming destination, and a portal to a commonwealth of information, creative programs, leading-edge technology, and materials to satisfy every curiosity.

We believe all questions and requests are important and we strive for excellence in the quality of answers we offer. We listen to our patrons, surprise them with superior service, and embrace change when it will improve our library.

We develop community partnerships that minimize duplication of efforts and strengthen our library as a valuable resource to every member of our two towns.

We promote the joy of reading and the value of lifelong learning to all.

Mission Statement

The Hamilton-Wenham Public Library is a publicly-funded institution dedicated to the common good by serving the informational, educational, cultural, and recreational needs of the community and encouraging its patrons in the lifelong pursuit of learning and personal growth. The library will be responsive to the needs of its diverse users, advocate and support the use of appropriate technology, build an excellent collection, commit itself to the highest ideals of library service and the principles of intellectual freedom, and provide a welcoming meeting place for the community.

Approved by the Hamilton-Wenham Public Library Board of Trustees
June 9, 2005

Hamilton-Wenham Public Library – Long-Range Plan History

The following list shows accomplishments made during the last thirteen years as direct results of the previous two Long-Range Plans of the Hamilton-Wenham Library. These accomplishments indicate there was focused attention to the library's mission, vision, goals, objectives and action items.

LRP Goal: Eligibility for Library Service and Technology Act Grants

Wrote and received the following LSTA grants:

On the Same Page \$7,500

Tweens and Teens \$20,000

EqualAccess \$5,000

Reader's Advisory \$10,000

Mother Goose on the Loose \$7,500

Customer Experience in a Digital Age \$7,500

Science is Everywhere: It's Hands on at Your Library \$7,500

Other Grants included:

Skin Deep Grant \$500

Verizon Grant \$5,000

LRP Goal: Comfortable and welcoming atmosphere

Created the Bibliotech Café with addition of a Keurig Machine for patron use

Upgraded and improved the Young Adult area with comfortable chairs, couch, fresh painted walls etc.

Decorated the Young Adult area walls with literary quotes chosen by the Teen Think Tank.

Painted and repaired the study rooms (Eagle Scout Project)

Added a picnic table area in the yard (Eagle Scout Project)

Improved the periodicals area with better signage

Added cushions to hard chairs

Created an expanded new book section where books can be displayed with covers facing out

Created a permanent art gallery of prints by children's book illustrators in the children's programming room

LRP Goal: Staffing

Reinstated the Assistant Director Position in 2012

Hired 2 part-time children's library assistants

Achieved a staffing wage matrix approved by both towns in 2015

Created a fund to offer tuition assistance to those attending library school and an MLS incentive stipend

Updated staff job descriptions and created a staff handbook which was last updated in 2018

Added Clifton StrengthsFinder tools as part of the Personnel Review Process

ALICE Training

LRP Goal: Technology

Added wireless Internet

Added free Comcast internet connection for patrons, a static IP address for database connectivity and restored the Comcast TV Connection

Purchased new PCs on a rotating basis

Purchased two iMacs

Purchased two new photocopiers, headsets for patrons and wireless microphone for programs

Added Plymouth Rocket's TixKeeper and EventKeeper software for Museum Passes and Programs Calendar

Taught computer classes to patrons and hosted genealogy lock-ins

Added Local Cable connection for filming of meeting room programs which can be aired in real-time
Rebuilt website using WordPress
Added receipt printers to facilitate service to patrons.
Purchased two CD buffers to extend the life of CDs and DVDs
Installed a Patron Counter to track foot traffic in the library
Added an Intranet for staff use

LRP Goal: Maintenance of the Building

Continue to rectify many HVAC issues
Completed roof repairs
Repaired and activated Security System
Built a kiosk to supplement bulletin board space
Added two 15 minute parking signs and four staff parking signs to ease parking issues
Stained the exterior of the building
Repaired and cleaned carpet in entire building
Performed energy innovations through ESCO

LRP Goal: Collection Development

Implemented a Library of Things
Expanded shelving for the large print section
Expanded picture book shelving in the children's room
Added databases including Ancestry.com Library Edition, Hoopla, Freegal, Flipster and Universal Class etc.
Added periodicals
Integrated YA nonfiction with Adult nonfiction
Used grant money to supplement collection development for all ages
Added Playaways for all ages and LaunchPads for the children
Purchased a Nook, iPad and Nexus for patron use.
Moved Local History Collection to the closed stacks for improved staff oversight

LRP Goal: Program Improvement

Hosted eight community reads
Offered ESL classes
Expanded Baby Bookworms
Expanded book clubs
Added film matinees
Offered four field trips to augment adult summer reading programs
Hosted fairs including Energy Efficiency Fair and Green Living Fair
Continued patron driven programming (cribbage group, lectures etc.)
Offered a Read the Play: See the Play event (*Much Ado About Nothing*)
Hosted NANOWRIMO (National Novel Writing Month) events for 10 years

LRP Goal: Marketing of the Library

Created Hamilton-Wenham Public Library logo
Printed business cards and stationery using the logo
Maintain a current Events email list with Constant Contact and send out a monthly newsletter
Wrote the first radio ad for the Merrimack Valley Library Consortium
Used Facebook and Twitter to promote library events

Goals, Objectives and Activities

Short-term Activities encompass FY20 and FY21 Action Plan

Goal 1

The Library will be funded at the best possible level to meet the needs of the communities

Objective 1

The library staff positions will be compensated fairly and remain competitive with other libraries.

Short-term activities

Activity 1

Ensure that the current Library Wage Matrix is reviewed with the Wenham Town Administrator and Wenham Board of Selectmen every three years (due to be done in FY20) to determine COLA increases for future fiscal years and/or grade/ step adjustments that are merited

Objective 2

An IT company will replace the IT volunteer and will be fully funded in the library budget

Short-term activities

Activity 1

Monitor the service of Equitous in FY19 and obtain three quotes for purposes of engaging a company for an entire fiscal year contract for FY20

Activity 2

Continue to incrementally increase the library budget so that the entire cost of the IT company's services is funded through the library budget

Objective 3

The survey indicates that over 90 percent of survey respondents can visit the library during open hours. However, because many patrons expressed a desire for more open hours, the Trustees and director will reexamine funding for additional open hours in FY 2021

Medium to long term activities

Activity 1

Examine the fiscal impact and feasibility of opening one day a week from 9-9 and/or, if funding allows, try a pilot Sunday opening during the winter months. (Perhaps the first Sunday of the month from 1-4 PM: November – March)

Goal 2

The Library will have current technology to meet the needs of patrons of all ages

Objective 1

Continue to replace computers on a rotating basis to keep technology current

Short-term activities

Activity 1

Continue with the following technology plan for computer replacement:

- Replace the library server
- Replace 11 staff computers: Young Adult Librarian, Reference Staff, Upstairs Administration Billing, Assistant Director, Head of Technical Services, Head of Circulation and Reader Services, Children's Librarian, Children's Library Assistant, and Circulation Workstations #2, #3, and #4
- Replace six patron computers in the Reference area at the top of the stairs.

Objective 2

Improve technology for patron use to decrease patron frustration and save staff time and energy

Short-term activities

Activity 1

Work with the towns and Comcast to negotiate a better Internet speed for the library's patron Comcast service. (Goal to be 75 Mbps download and 15 Mbps upload speed)

Activity 2

Work with CopyData Inc. or another company to replace downstairs photocopier with a networked photocopier that can also scan and print

Activity 3

Reduce confusion by removing inadequate wireless access points and leaving the Apple Wireless and HWLib 2 in place

Activity 4

Create a solution for barcode duplication that results in permanent barcodes

Activity 5

Check all batteries for UPS units on equipment and replace as necessary

Long-term activities

Activity 1

When replacing barcode readers look for ones that read barcodes stored on phones

Objective 2

The library staff and patrons will be better prepared for temporary Comcast outages

Short-term activities

Activity 1

Director and Head of Technical Services will research T-Mobile Hot-Spot technology with MVLC

Objective 3

Improve access and increase use of databases and downloadable media

Short-term activities

Activity 1

Purchase a subscription to Kanopy

Activity 2

Update the Electronic Resources page at hwlibrary.org for easier access and to reduce the need for scrolling

Activity 3

Simplify printed explanatory material concerning the electronic resources and hand the flier out with each new library card as part of a welcome packet

Activity 4

Advertise electronic resources during National Library Card Month and in the newsletter

Activity 5

Head of Reference and Head of Technical Services will offer monthly workshops/classes on how to use the library's electronic resources

Goal 3

The Library will be well-known and well-advertised to the community

Objective 1

Information about library resources will be expanded into more places

Short-term Activities

Activity 1

Add a *Did you Know Your Library Had.....?* column in the monthly newsletter and the local paper

Activity 2

Add program information to the bottom of checkout receipts

Activity 3

Place a *What's Happening This Week* sign on the main floor of the library

Activity 4

Offer monthly drop-ins to learn about library resources and include library tours

Activity 5

Utilize the Wowbrary Newsletter to advertise library services such as Overdrive

Activity 6

Expand Social Media presence when feasible and work with the Town of Wenham to institute a Social Media Policy

Activity 7

Create a welcome packet to give to all new library card applicants

Medium and Long-Term Activities

Activity 1

Reevaluate current library logo and emphasize branding of colors, fonts, formatting and logo to print/web materials for a consistent visible connection to library services

Objective 2

The library will have a more streamlined and efficient procedure to book meeting rooms and maintain a community calendar

Short-term activities

Activity 1

Schedule a demo with Assabet and compare functionality, service and pricing with current vendor (Plymouth Rocket)

Activity 2

Connect with Plymouth Rocket to ascertain new functions to the product.

Activity 3

Make an informed decision on the best product for patron use and staff efficiency

Objective 3:

Increase the library's visibility in the community

Short-term activities

Activity 1

Continue to support staff visits to HWRS Classrooms

Activity 2

Prioritize staff involvement with other town groups by scheduling time for community involvement

Activity 3

Ask the Friends to supply one or two Sandwich Boards to use outside to advertise events

Goal 4

All youth in Hamilton-Wenham will understand how to use the ILS, databases and have a library card before they reach middle school

Objective 1:

Provide the opportunity for fifth grade classes to tour the library and learn how to use their library card online and find things in the library

Short-term activities

Activity 1

The YA and Children's librarian will continue to host fifth grade field trips, school tours and instruct youth to use the catalog and databases

Activity 2

Continue to send Children's Librarian and Youth Adult Librarian on school visits

Goal 5

The library building and grounds will be clean and well-maintained and treated with pride and respect

Objective 1

The rugs will be cleaned on a regular basis

Short-term activities

Activity 1

Contract with Duraclean or similar company to clean all the carpets in FY20

Long-term activities

Replace carpet in entire building

Objective 2

The library furniture will be cleaned

Activity 1

Contract with Duraclean or similar company to clean all upholstered furniture

Objective 3

The parking lot will be safe and attractive with adequate space for library patrons

Activity 1

Work with the Director of the Hamilton-Wenham Recreation Center and the DPWs of both towns to resolve the safety issue concerning the two gates that connect to Linden Street

Activity 2

Plant a replacement tree (to replace the weeping cherry) at the entrance to the parking lot

Activity 3

Work with the DPW to replace the parking signs that have been knocked over by the plows (four *Staff Only* parking signs, one *Handicap Parking* sign) and add four or six *Library Patron Only* signs

Medium and Long-Term Activities

Activity 1

Monitor with Trustees and Hamilton Police the need for parking assistance or closure on local, state and national elections held in the Recreation Center

Activity 2

Improve communication with Head of Hamilton-Wenham Recreation Center to reduce parking bottlenecks during Saturday field usage

Activity 3

Work with the Hamilton DPW to clean up all the islands in the parking lot and repair granite curbing

Activity 4

Work with the Wenham DPW to improve winter snow and ice removal particularly on the sidewalks and in the handicap parking spaces

Objective 4

The library grounds will be weeded, trimmed and mulched properly and be a source of pride to all citizens and library patrons

Short-term Activities

Activity 1:

Work with the Hamilton DPW to ensure that mulch is added, hedges trimmed and grass maintained

Activity 2:

Work with the Friends of the Library or other civic group to maintain the pollinator garden and to add one or two benches for additional outdoor seating particularly in the shade

Objective 5

The library will be a safe building for patrons and staff

Short-term Activities

Activity 1

Work with Building Supervisor to check batteries on emergency lights and replace as necessary

Activity 2

Work with the Hamilton Fire Department to schedule a fire drill

Activity 3

Add a panic button to the Children's Programming Room

Medium and Long-Term Activities

Activity 1: Contract with PhoneTech or other company to upgrade the Avaya phone system

Activity 2: Update Library Disaster Plan

Activity 3: Research the possibility of adding an Exit door to the Children's Programming Room

Activity 4: Offer a repeat of ALICE training for new staff

Goal 6

All youth in Hamilton and Wenham are inspired by the library to read and learn

Objective 1

Increase circulation of children's library materials to FY 09 peak circulation

Short-Term activities

Activity 1

Increased reader's advisory in person, with staff picks, in the form of printed materials and on the Children's Facebook Page

Activity 2

Replace programs offered by Lisa Cheney with similar daytime children's programs

Activity 3

Work with volunteers and staff to expand after school activities such as a chess club, spelling bees, craft drop-ins and reading clubs

Activity 4

Continue summer reading incentive program but reduce use of plastic prizes

Medium and Long-term activities

Activity 1

Increase hours of Children's Library Assistant position

Activity 2

Expand check-out services in the children's room when staffing is sufficient

Objective 2

Increase teen programs and teen attendance

Activity 1

The Teen Librarian and the Teen Think Tank will explore popular patron-driven programs (such as the former popular Minecraft Group) to attract more teens to the library and increase programming attendance

Activity 2

Plan activities for early release days and coordinate activities with the Hamilton-Wenham Recreation Center

Goal 7

The Hamilton-Wenham Library will lead the two towns in being a creative and pleasant work environment for patrons and staff

Objective 1:

Increase quiet areas for patrons to use

Short-term activities

Activity 1

Implement signage for quiet study rooms to remind patrons that the study rooms are not soundproof and encourage patrons to respect their own and others' privacy

Activity 2

Work with The Tucker Company to explore possible soundproofing improvements from Speechprivacysystems.org for the study rooms and panels to add to the computer area upstairs

Activity 3

Designate some tables in the reference area as quiet study tables and place lamps with soft lighting on those tables to help designate the area

Activity 4

Optimize use of the Local History Room, Phoenix Room, downstairs Meeting room and Café for individual and group use when study rooms are filled.

Medium and Long-Term Activity

Activity 1

Research the best bulbs to reduce the “institutional feel” of current lighting while still emphasizing energy efficiency

Objective 2:

Improve visibility for staff into meeting rooms

Short-term activities

Activity 1

Swap windowed door in Administration with the Phoenix Room door to create more visibility

Medium and Long-term activities

Activity 1

Explore cost and feasibility of adding a window to the Local History Room door and to the Large Meeting Room doors.

Goal 8

The library will have a current up-to-date collection of materials to meet all the needs of a diverse population of users while encouraging literacy for all

Objective 1:

The library will allocate more resources to patron requested materials.

Short-term activities

Activity 1

Work with the Friends to continue to offer book clubs, author lectures, and literary programming

Activity 2

Shift a larger portion of budget money to e-books and e-audio books and multiple copies of popular DVD to reduce waiting lists

Activity 3

Continue to build the Library of Things Collection in accordance with patron demand

Activity 4

Due to the cancelation of many print periodicals, remove the faces from the six periodical shelves to create more space for The Library of Things

Activity 5

Allocate more budget money to best sellers in order to reduce patron waiting lists

Objective 2:

Increase electronic resource usage

Short-term activities

Activity 1

Redesign website for better access to electronic resources by selectively grouping the databases

Activity 2

Transform cumbersome four-fold brochure into an 8x5 takeaway that highlights electronic resources

Activity 3

Have library staff demonstrate database usage to small groups

Activity 4

Advertise databases in the monthly newsletter

Objective 3

Increase availability of Local History Materials

Activity 1

Create a plan to scan historic documents and make them available on the website, the digital commonwealth or archive.org

Activity 2

Work with the Wenham 375th Anniversary committee to add MP3 interview files for the website.

Goal 9

The library staff will be known for their knowledge, expertise and helpfulness.

Objective 1

The staff will be able to name and recognize members of the board of trustees

Activity 1

Purchase trustee identification tags for current board who will also prioritize reaching out to library staff on a regular basis

Activity 2

Schedule up to four staff development workshops for staff each year

Activity 3

Using the current application system, encourage staff to attend workshops, user group meetings and conferences when feasible and applicable.

Activity 4

Restore Staff Intranet using Office 365 SharePoint through MVLC

Activity 5

Institute an amnesty period for lost library cards and lift the \$1.00 fee to replace cards for that period

Community Survey 2018-2019

The Hamilton-Wenham Library invites you to contribute to our Five Year Strategic Plan. Please take a few moments to complete this brief survey. Thank you.

1. Age

- ☐ Under 12
- ☐ 13-18
- ☐ 19-35
- ☐ 36-49
- ☐ 50-64
- ☐ 65+

2. Zip Code

- ☐ 01936
- ☐ 01982
- ☐ 01984
- ☐ Other (please specify)_____

3. What library resources do you use? *Check all that apply.*

- ☐ Magazines and Newspapers
- ☐ Books
- ☐ Audiobooks
- ☐ Study rooms
- ☐ Meeting rooms
- ☐ Library catalog to order materials and place requests
- ☐ Interlibrary Lending
- ☐ Computers
- ☐ Community meeting place
- ☐ WiFi
- ☐ Hoopla (for movies, audiobooks and ebooks)
- ☐ Freegal (for streaming and downloading music)
- ☐ Online New York Times
- ☐ 3 – D Printing
- ☐ Databases such as Safari Books, Ancestry.com, Universal Class etc.
- ☐ Tax Assistance from Senior Care
- ☐ Overdrive or Libby for e-books and e-audiobooks
- ☐ Library's Newsletter
- ☐ Programs, Lectures and Movies
- ☐ Children's Services and Summer Reading Program
- ☐ DVDs and CDs
- ☐ Wowbrary
- ☐ Teen Area and Services
- ☐ Museum Passes
- ☐ Library website at hwlibrary.org
- ☐ Library of Things (Board Games, Telescope etc.)
- ☐ Fax machine, copier or scanner
- ☐ Other _____

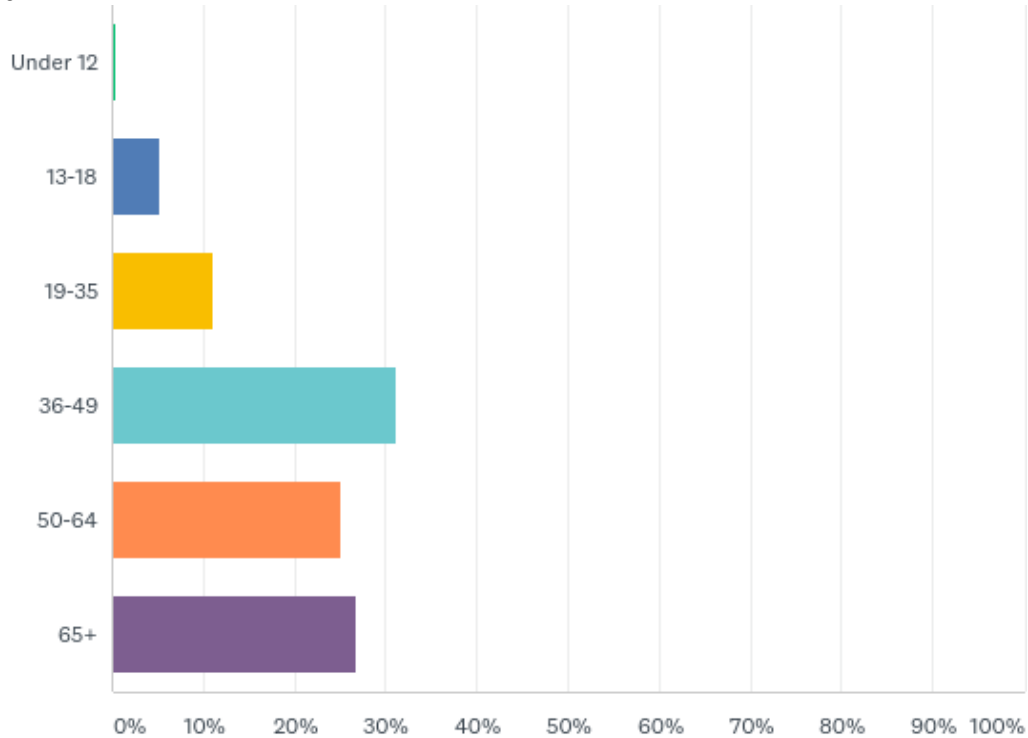
4. Any suggestions for improvements to the library's building and grounds?
5. Please describe what services, programs or collection additions you would like the library to focus on in the next five years?
6. How do you hear about library resources and programs? (Check all that apply)
- ☐ Website at hwlibrary.org
 - ☐ Hamilton Wenham Chronicle
 - ☐ Salem News
 - ☐ Posters
 - ☐ Facebook
 - ☐ Twitter
 - ☐ Word of Mouth
 - ☐ Library Newsletter
 - ☐ Wowbrary
 - ☐ Other _____
7. Do you have suggestions of other effective ways to promote library services and programs?
8. The library is open 53 hours per week. Are you able to visit the library during these hours?
- ☐ Yes
 - ☐ No
 - ☐ Not applicable – I only use library online resources.
9. If you answered “No” to question eight, what additional hours would be most helpful to you?
Check one
- ☐ 9-10 AM
 - ☐ 8-9 PM
 - ☐ Sunday afternoons during winter months
10. Would you support funding the cost of more open hours at Annual Town Meeting?
- ☐ Yes
 - ☐ No
 - ☐ Not sure
 - ☐ NA I cannot vote in Hamilton or Wenham
11. What do you use on the library's website at www.hwlibrary.org?
- Optional: Please provide your contact information if you want to be entered in a drawing to win a gift certificate courtesy of the Friends of the Hamilton-Wenham Public Library. Thank you for participating in the 2018 Hamilton-Wenham Library's Strategic Planning Survey.

Hamilton-Wenham Community Survey 2019

• Analyzing 400 responses. • Presentation generated on January 16, 2019. Following is summary data with pages of comments removed.

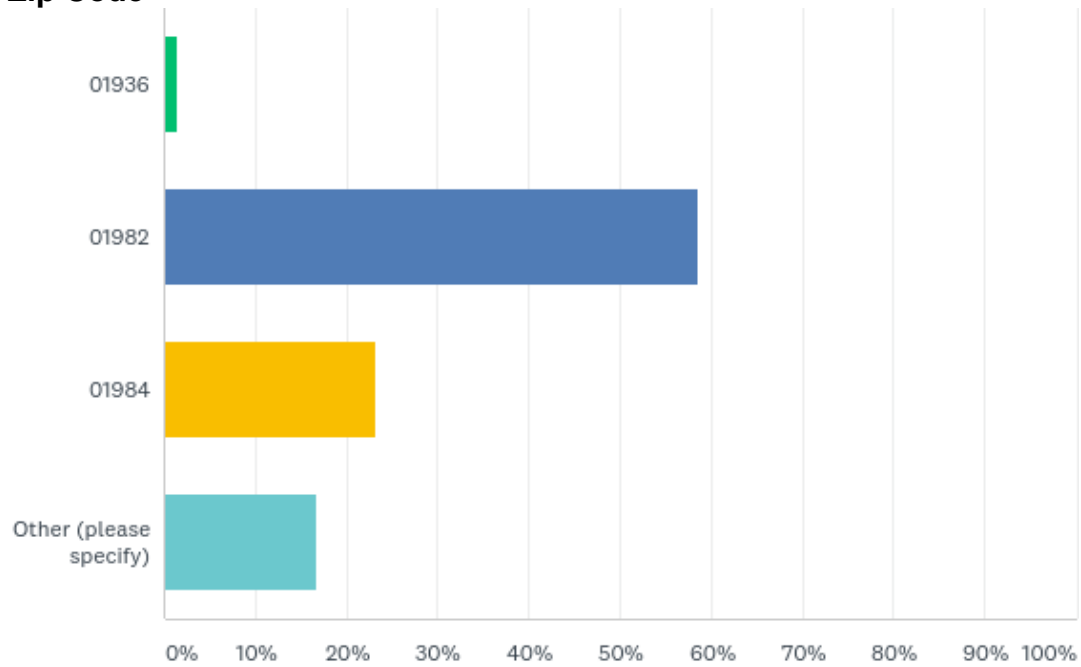
Q1 Age Answered: 394 Skipped: 3

TOTAL 394



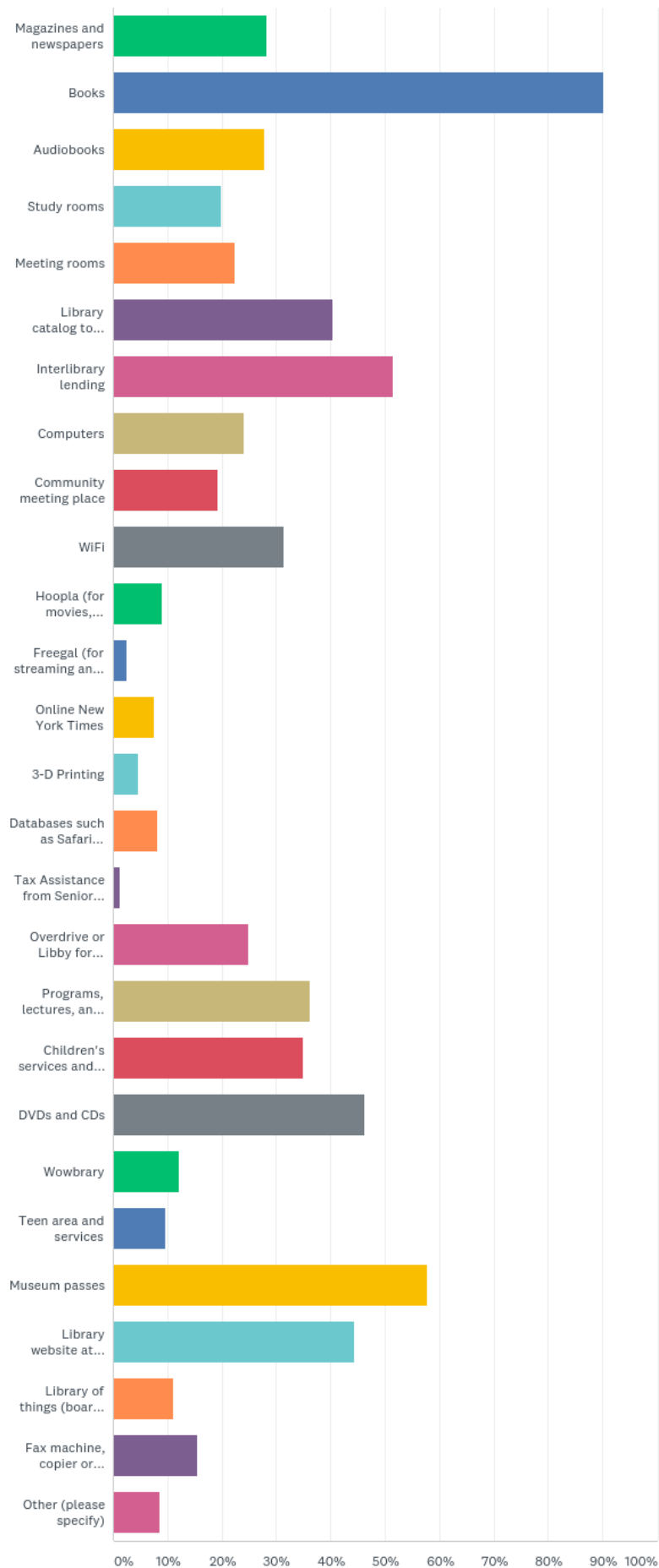
ANSWER CHOICES	RESPONSES	
Under 12	0.50%	2
13-18	5.29%	21
19-35	11.08%	44
36-49	31.23%	124
50-64	25.19%	100
65+	26.70%	106
TOTAL		397

Q.2 Zip Code



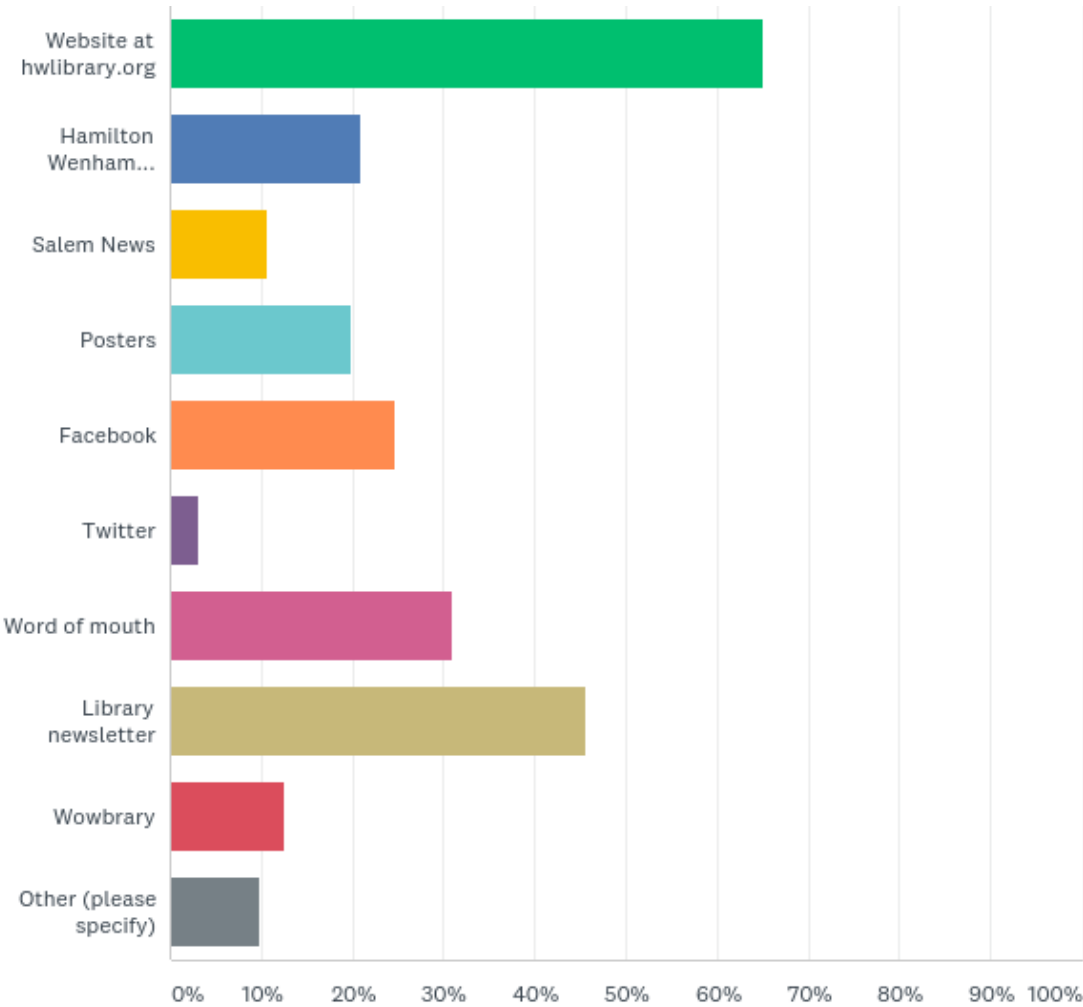
ANSWER CHOICES	RESPONSES	
01936	1.52%	6
01982	58.59%	232
01984	23.23%	92
Other (please specify)	16.67%	66
TOTAL		396

Q3 What library resources do you use? (Check all that apply).



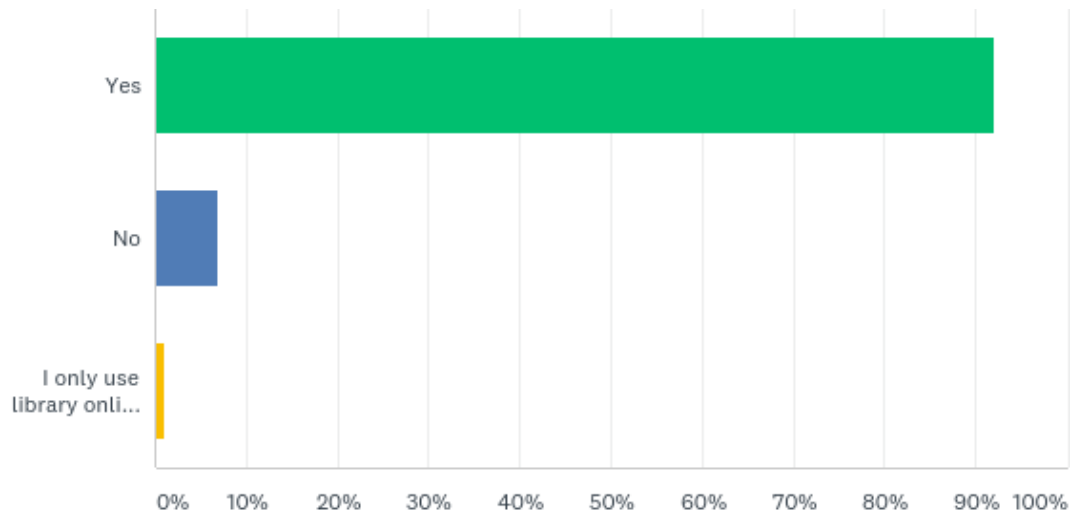
ANSWER CHOICES	RESPONSES	
Magazines and newspapers	28.28%	112
Books	90.15%	357
Audiobooks	27.78%	110
Study rooms	19.95%	79
Meeting rooms	22.47%	89
Library catalog to order materials and place requests	40.40%	160
Interlibrary lending	51.52%	204
Computers	23.99%	95
Community meeting place	19.19%	76
WiFi	31.31%	124
Hoopla (for movies, audiobooks, and ebooks)	9.09%	36
Freegal (for streaming and downloading music)	2.53%	10
Online New York Times	7.58%	30
3-D Printing	4.55%	18
Databases such as Safari Books, Ancestry.com, Universal Class, etc.	8.08%	32
Tax Assistance from Senior Care	1.26%	5
Overdrive or Libby for e-books and audiobooks	25.00%	99
Programs, lectures, and movies	36.11%	143
Children's services and Summer Reading Program	34.85%	138
DVDs and CDs	46.21%	183
Wowbrary	12.12%	48
Teen area and services	9.60%	38
Museum passes	57.83%	229
Library website at hwllibrary.org	44.44%	176
Library of things (board games, telescope, etc.)	11.11%	44
Fax machine, copier or scanner	15.40%	61
Other (please specify)	8.59%	34
Total Respondents: 396		

Q.6 How Do You Hear About Library Resources and Programs



ANSWER CHOICES	RESPONSES	
Website at hwlibrary.org	65.14%	256
Hamilton Wenham Chronicle	20.87%	82
Salem News	10.69%	42
Posters	19.85%	78
Facebook	24.68%	97
Twitter	3.05%	12
Word of mouth	31.04%	122
Library newsletter	45.55%	179
Wowbrary	12.47%	49
Other (please specify)	9.92%	39
Total Respondents: 393		

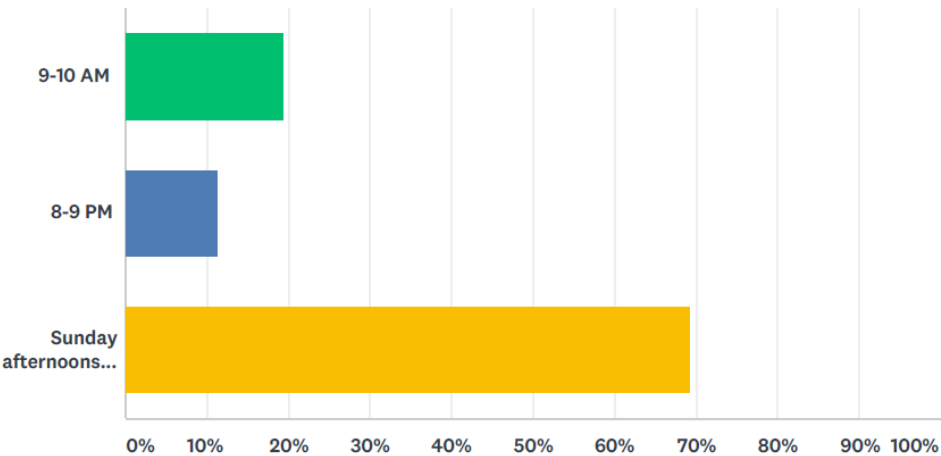
Q.8 The library is open 53 hours per week. Are you able to visit the library during these hours?



ANSWER CHOICES	RESPONSES	
Yes	92.13%	363
No	6.85%	27
I only use library online resources	1.02%	4
TOTAL		394

Q9 If you checked 'No' to question eight, what additional hours would be most helpful to you? Check one

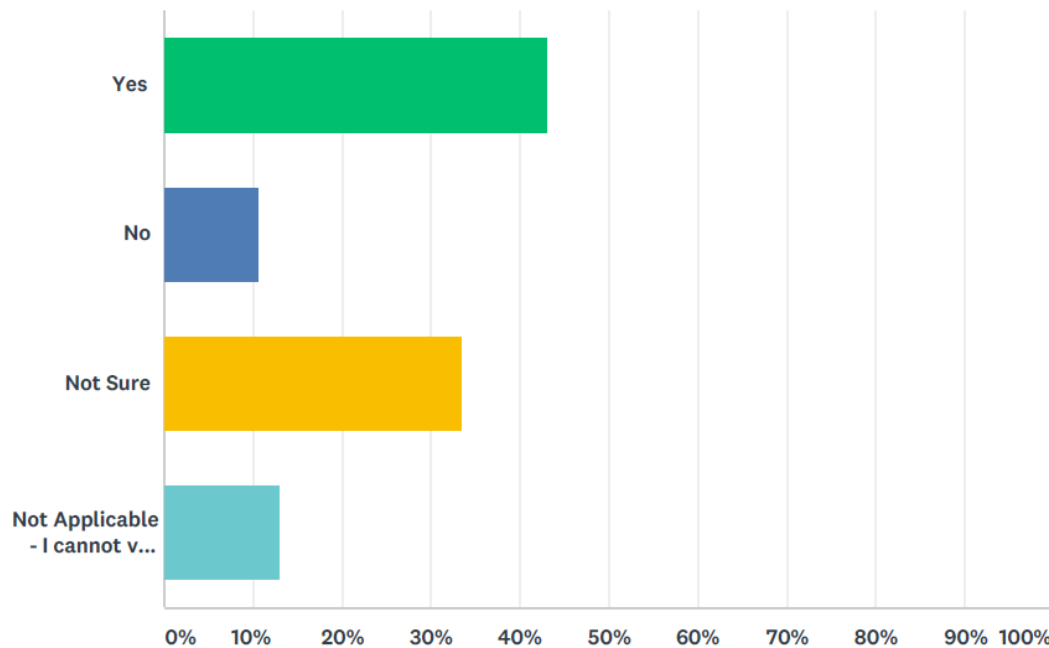
Answered: 169 Skipped: 228



ANSWER CHOICES	RESPONSES	
9-10 AM	19.53%	33
8-9 PM	11.24%	19
Sunday afternoons during winter months	69.23%	117
TOTAL		169

Q10 Would you support funding the cost of more open hours at Annual Town Meeting?

Answered: 386 Skipped: 11



ANSWER CHOICES	RESPONSES	
Yes	43.01%	166
No	10.62%	41
Not Sure	33.42%	129
Not Applicable - I cannot vote in Hamilton or Wenham	12.95%	50
TOTAL		386