



Line of Culvert

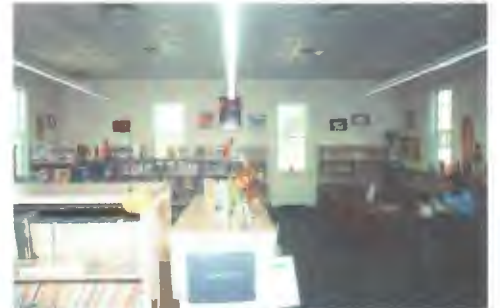
Children's Entrance



Rear of Building & Utility Area

Rear from Arlington Street

Adjacent Church



Main Reading Room

Children's Area

Lynnfield Public Library - Existing Conditions

Lynnfield, MA

November 22, 2000

**Gienapp Design
Associates
Architects**

LYNNFIELD LIBRARY LONG RANGE PLAN

Accepted by the Lynnfield Library Board of Trustees

Ernestine J. Rose, Chairman
Ernestine J. Rose, Chairman

July 26, 1995
Date

TABLE OF CONTENTS

1. Acceptance by the Board of Library Trustees.....1

2. Table of Contents.....2

3. Planning Committee Membership List.....3

4. Charge to the Planning Process Committee.....4

5. Outline of Process.....5

6. Community Description.....7

7. Library Description

 History.....9

 Physical Plant.....11

 Collections and accessibility.....12

 Holdings.....12

 Circulation.....12

 Services.....13

 Budget.....13

 Staffing.....14

8. Planning Process Rationale.....15

9. Standards of Quality.....15

 Elements of Basic Library Service.....15

 Minimum Standards for Library Service.....16

 Standards of Library Services to Children.....17

 Library Bill of Rights.....18

 Library Service Roles.....19

10. Needs Analysis.....20

 Needs Assessment Categories.....20

 Surveys.....21

 "Needs" based on "Visioning".....22

 Prioritization of needs.....25

11. Mission Statement.....26

12. Statement of Goals and Objectives.....27

13. Annual Action Plan, Oct 96-97.....30

14. Plan Review and Revision.....33

15. Executive Summary.....34

16. Appendices.....35

LYNNFIELD LIBRARY PLANNING PROCESS COMMITTEE

MEMBERS

| | |
|--------------------------------------|----------|
| E. Seavey Bowdoin 468 Main Street | 334-4723 |
| Kathleen Caron 130 Summer Street | 334-6029 |
| Carol Cashman 544 Salem Street | 581-3999 |
| Jan Funai 10 Saunders Road | 334-6347 |
| Kerry Haughney 16 Longbow Circle | 344-4203 |
| John F. Leonard 15 Mitchell Road | 334-4209 |
| Christopher Meehl 70 Main Street | 334-3017 |
| Ernestine J. Rose 6 Saunders Road | 334-5107 |
| Laurie Smith 805 Main Street | 334-4669 |
| William Wiswall 15 Courtland Road | 334-4651 |
| Eleanor Wright 505 Summer Street | 334-6784 |

LIBRARY STAFF REPRESENTATIVES:

| | | |
|-----------------|----------------------|----------|
| Mary Chute | Library Director | 334-5411 |
| June Hutchinson | Tech. Services | |
| Beverly Levy | Circulation | |
| Lori Stalteri | Assistant Director | |
| Leslie Todd | Children's Librarian | |

CHARGE TO LYNNFIELD LIBRARY PLANNING COMMITTEE

The Board of Trustees of the Lynnfield Library seeks to develop and maintain quality library service to the citizens of Lynnfield. The Trustees believe that the development of library service will be aided by a long range plan of service covering the next 5 years. In an effort to achieve broad community input in the development of this long range plan, the Board of Trustees is appointing a long range Planning Process Committee comprised of representatives from the community, library staff members, and library Trustees.

The Planning Process Committee is asked to
study the needs of the citizens of Lynnfield for
library service
evaluate the current performance of the library.

Based on the findings, the Planning Process Committee is asked to develop a long-range plan that includes recommendations for
a mission statement articulating the purpose of
the library
goals & objectives for the library over the next 5
years.

The Long Range Plan approved by the Planning Process Committee will be presented to the Board of Trustees of the Lynnfield Library for final approval and implementation. The Board of Trustees is to be apprised of the progress of the Planning Process Committee at its monthly meetings.

Long Range Plan Outline

- A The Community
 - 1 Short history
 - 2 Demographics, present & future
 - 3 Out-of-town user
- B The Library
 - 1 Brief history
 - 2 Building
 - a. Size and area distribution
 - b. Future needs
 - 3 Resources in-house
 - a. Reference: printed & electronic
 - b. Circulating books
 - c. Periodicals
 - d. Archives
 - e. Non-printed and A-V
 - 4 Resources out-of-house
 - a. NOBLE
 - b. ILL
 - c. InterNet
 - 5 Special Collections
 - a. Business
 - b. Historical and Genealogical
 - c. The Arts
- C. Library users (There is no "typical" user)
 - 1 Classification
 - 2 Distribution
 - 3 Out-of-town
 - 4 Behavior
- D Staff
 - 1 Size and duties
 - 2. Qualifications
 - 3 Times when open
 - 4 Comparison with:
 - a. Other towns
 - b. Recognized standards
- E Service roles: what they are and how they are performed.
They are:
 - 1 Popular Materials Library
 - 2 Independent Learning Center
 - 3 Formal Education Support Center
 - 4 Community Activities Center

Performance as a Community Activities Center will be considered separately. Performance of the other three roles is best presented in chart fashion:

| Role/ Resources | Popular Materials | Independent Learning | Formal Education |
|--------------------|----------------------|-------------------------|---------------------|
| Reference | | X | X |
| On-Shelf Books | X | X | X |
| Videos | X | X | |
| Records & Tapes | X | X | |
| Cassettes | X | X | |
| Hist. & Geneal. | | X | |
| NOBLE | X | X | X |
| Inter. Lib. Loan | X | X | X |
| | | | |
| | | | |
| | | | |
| | | | |

F. Community Activities Center

1. Resources that should be provided for activities in this area are naturally dependent on the nature and scope of the activities to be supported.
2. A partial (and suggestive) list of activities might include:
 - a. Lectures
 - b. Concerts
 - c. Instruction or special classes
 - d. Meetings of local associations
3. In this area, the range of possible resources and facilities is, of course very broad. The first question to be asked concerns the kind and range of activities involved, as noted above.
4. Outreach
 - a. Technology
 - b. School visits
 - c. Council on Aging
 - d. Pre-school

COMMUNITY DESCRIPTION

Lynnfield occupies part of a land grant made by the British Crown to the Massachusetts Bay Company in 1629. In 1630 a small group of men from Saugus explored the area north of Saugus and west of Lynn. They found woods, a pleasant pond (today, Suntaug Lake), land fit for farming and good water. The settlement they founded became known as Lynn End.

Lynn End grew in the following years, largely because of new colonists arriving from the Old World. Although exact population figures are lacking, the construction in 1663 of a sawmill on the Saugus River indicates a population increase and the consequent need for more houses and other buildings for a farming community. In later years, in addition to farming, some "cottage" industries were established. These included shoemaking, a granite quarry, a sash and blind factory and, of course, Gerry's cider mill.

Lynn End became a semi-autonomous District of Lynn in 1782 and a separate town in 1814. Thereafter, it remained a quiet New England village, slowly growing, until the end of World War II. Then, in the course of the post-war economic boom, it was for a time the fastest-growing town in Massachusetts. The effects of that growth, together with the care, foresight and dedication of its citizens, have produced the Lynnfield of today.

Lynnfield is a suburban "bedroom" town. It is fifteen miles north of Boston, in the western part of Essex County. It is bounded on the north by North Reading, on the East by Peabody and Middleton, on the west by Wakefield and Reading and on the south by Lynn and Saugus. The State's Community Profile indicates a total area of 10.49 square miles, of which 10.15 is land. The remainder consists of two bodies of water: Pillings Pond and Suntaug Lake; the latter is shared with Peabody.

Population, which was 3,925 in 1950, increased to 8,398 in 1960. Currently, it has been in the 11,200 range for at least five years and is projected to remain at that value until 2010. The population is 97.6% white. Asian accounts for 1.6%; the balance is made up of other races. With respect to age groups, those aged 15-44 make up 42% of the population and 15-64, 65.5%. Seniors - those over 64 - form 14.3%, reflecting the increased longevity of the population generally. Further, forecasts by the Metropolitan Area Planning Council indicate a continued increase in this percentage, at least until 2010.

Lynnfield is a prosperous community. The 1990 Census gives incomes in the range \$50,000-\$74,999 as commonest at 25.4%. Next most common is "over \$100,000" at 20.4%. Without unduly belaboring the available statistics it can be noted that the median sale price of homes in 1994 was \$184,000 and that the per capita income of \$26,193 was 152% of the State average. Closely related to these characteristics is the fact that Lynnfield has traditionally and consistently avoided industrial and commercial development, preferring to remain a "Town of Homes".

Sources of this income are more difficult to identify. From the information at hand, however, it can be inferred that they are mainly out-of-town. "Wages and Salaries" are the commonest

form, but "Interest" and "Retirement" also play a part. So-called "blue-collar" earnings are less significant. Apart from retail stores and service establishments like restaurants and gas stations, there are only a few commercial businesses and no truly "industrial" operations.

Since 1959, when the last passenger train stopped in town, Lynnfield has had no public transportation. Route 1, the Newburyport Turnpike and Route 128, which is also Interstate 95, both run through the town, so that highway transport is readily available. Commuters to Boston, if they don't drive, take MBTA trains from Reading or Wakefield, or rapid transit from other neighboring towns.

Lynnfield's government is based on the open town meeting, in which the totality of the registered voters forms the deliberative body. Town Meetings are convened in April and October of each year. Administrative functions are carried out by an elected Board of three Selectmen, aided by a Town Administrator and by other elected or appointed boards and committee. Over the years, this governing system has functioned well in maintaining the quality of life in the Town. Underlying this effectiveness has been the dedication of the men and women who have served the Town in all these activities. Their foresight and public spirit is typified by the Master Plan commissioned in 1950 and periodically scrutinized and updated since then.

Schools in Lynnfield include two elementary, one middle and one high school and Our Lady of the Assumption School. Enrollment in 1994 was 1,747, compared with over 3,000 in 1970; The change reflects a leveling-off of town population as well as the "aging" noted above. The School Committee which expends a major portion of the Town's budget, is extremely dedicated to the maintenance of high quality education, given the fiscal restraints common to all towns. One indication of their success is the per-pupil expenditure of \$5,728, compared with a state-wide average of \$5,034.

The Town offers a wide range of cultural and recreational activities. There are ten churches, each having its own group of programs for all ages. The Public Library is thoroughly up-to-date and is, in fact, one of the very finest of its size in the State. There are numerous civic and cultural organizations a variety of activities. There are three golf courses, and playing fields and tennis courts on the school grounds. The Conservation Commission has been active in setting aside open land for activities like hiking and birding. An example is Reedy Meadow, a notable bird sanctuary, accessible via the Partridge Island Trail.

Lynnfield is a fine, well-run town: a good place in which to live. Its citizens are proud of their town and rightly so. It is their foresight and devotion to public service which has created it and will continue to maintain it.

Lynnfield Public Library

Lynnfield's citizens have long been aware of the value and importance of libraries, for the year 1795 saw the first: the Lynnfield Social Library, with seventy subscribers. This was followed by the Lyceum Library in 1835 which later merged with the Social Library. They were housed in private homes and, sadly, in 1879 the house which contained the collection at that time was burned to the ground. Another private collection, the Agricultural Library, was founded in 1850 and the Lynnfield Library Association was started in 1899.

The origin of public libraries in Massachusetts was an offer by the State of \$100 to any town which would appropriate a matching sum to start a free public library. So, in 1899, the Town voted to elect a board of library trustees and to appropriate funds so as to acquire the \$100 gift. The Lynnfield Public Library opened on July 22, 1892. Miss Lizzie W. Green was Librarian and the collection numbered 554 volumes, in the then-new Town Hall.

By 1904, the Town Hall space was becoming inadequate. At a special town meeting in November of that year the Trustees were authorized "to utilize the old school building near the common" as a public library. The building dated from 1856 and still stands. It is the present children's room.

In those days, South Lynnfield was like a separate village some three miles from the Center via a dirt road through the woods. But there was a real need for library service in South Lynnfield. Beginning in 1910, various methods were adopted to serve these users, culminating in a branch library building opened in 1923.

By 1950, Miss Green's health was failing; she had been Librarian for 58 years. Mrs. Lois Flewelling was hired "merely to help out". In deference to Miss Green and her long and faithful service to the town, it was not until 1957 that Lois Flewelling was named Head Librarian.

This decade - 1950 to 1960- was the era of the Town's greatest growth. The population went from 3925 to 8500. Home building and school enrollment increased correspondingly. The Town's major preoccupation was the broadening of services and addition of facilities (particularly schools) to handle this large increase. Library expansion took a back seat, limited to a small addition in 1959. It was not until 1963 that a building committee was authorized to obtain plans and estimates for an addition to the Library Building. Finally, after various legal and administrative obstacles had been addressed, the newly-expanded main library was dedicated; the date was December 3, 1967.

On December 31, 1967, Mrs. M. Lois Flewelling resigned her position as Head Librarian, to be succeeded by Mrs. Marcia Wiswall. Under her direction, a broad expansion of both collections and services took place that has continued to this day.

1969 was the year in which the head librarian and the trustees determined that the low level of activity at the branch in South Lynnfield did not justify the expense of its operation. Interested citizens did not agree, however, so that in the 1970 Town Meeting the Library budget was

amended to fund the continued operation of the branch. In fact, the branch was eventually closed, but not until 1990.

In 1981 the City of Peabody library initiated an effort to catalog electronically, not only its own holdings, but also those of surrounding towns. Lynnfield was the first neighbor library to join in this effort. At this time, also, the change was made from the Dewey Decimal cataloging system to the Library of Congress system, for the sake of consistency with the projected multi-library consortium. The present day result is NOBLE- The North of Boston Library Exchange.

During the same period, Lynnfield's in-house resources were strengthened by a number of special collections, some of which were facilitated by Federal grants. They include a multi-media art collection, business-oriented references, and a Learning Resource Center.

In 1990, the Town undertook a major campaign to review all of its buildings and to repair and upgrade them. It was recognized that building maintenance had been, at best, haphazard for too long a time. The Library's part of this effort featured major renovations, including replacing and relocating the circulation desk, opening additional stack space in the basement and installing two long-needed improvements. One was air conditioning the entire building. The other was an elevator which made all parts of the building accessible to the handicapped.

These activities exemplify the changed role of today's libraries and, in particular, of Lynnfield's Library, as shaped by technology and by the demands of users and the public generally. No longer a small library meeting the needs of its own community, it is rather the Town's point of access to a world-wide store of all kinds of information.

THE PHYSICAL PLANT

The current physical plant is much different from the 1856 school house which was taken over in 1905. As may well be imagined many adjustments and additions have been made to that space over the years. During the last 40 years the space has been impacted by projects of varying scope in 1959, 1967, 1978 and most recently in 1991. The current square footage, of 11,375 was established by the 1967 project. However adjustments made in 1991 "lost" shelf and office space in making necessary adjustments in accessibility to accommodate handicapped patrons.

The current area is not only more hospitable to patrons, but also to the staff who need to work here. The former space designated for Technical Services was crowded and difficult to maneuver. The current area provides desks for 5 staff members as well as two NOBLE workstations and two computer workstations. There is now a room for public access to a typewriter and a Mackintosh computer. The Genealogy Room is now conveniently located on the first floor.

Of course there were some trade-offs, which are now deemed to be less convenient than the old plan. The Director's office is now located on the second floor. There is no longer a staff rest room. The fiction collection is now located on the basement level.

And some issues remain the same. There is never enough shelf space. There is never enough storage space. There is never enough parking. And perhaps most importantly there has never been a "meeting room."

THE LYNNFIELD LIBRARY COLLECTIONS AND ACCESSIBILITY

Situated in a community of under 12,000 residents, the Lynnfield Library is an extremely active small public library. The library is a member of the North of Boston Library Exchange (NOBLE) library network, providing access to the seventeen communities within the network, the NOBLE academic library users, as well as electronic access to anyone with the ability to dial in from home or work.

In addition to Lynnfield's basic popular, recreational and educational collection, the Lynnfield Library also houses a very specialized Genealogy Room which contains some 3,400 very specialized items. This collection is cared for and processed by the staff of the library. The greater portion of the funding for the materials is provided by the Essex County Genealogical Society. Research assistance is also provided to patrons by volunteer members of the Society. Much of the selection of items in this collection is done by, Marcia Lindberg, a former Director of the Lynnfield Library whose early interest initiated the area of concentration. All of these items are also cataloged in the NOBLE database and available through the on-line catalog.

HOLDINGS:

Lynnfield's holdings consist of over 58,000 items. Approximately 42,500 of these are "adult" and approximately 15,500 are "children's". For a further breakdown of media and distribution, please see the following page 4 from the FY 1997 ARIS report as submitted to the Massachusetts Board of Library Commissioners.

| | |
|--|---------|
| FY 95 ARIS (=FY 94 Holdings) | *65,657 |
| (*FY 95 ARIS counts individual issues of magazines, not volumes) | |
| FY 96 ARIS | 59,178 |
| FY 97 ARIS | 58,239 |

CIRCULATION:

| | |
|---------------------------------|---------|
| FY 95 ARIS (=FY 94 circulation) | 127,512 |
| FY 96 ARIS | 141,710 |
| FY 97 ARIS | 144,202 |

Around twenty percent of this circulation activity tends to be attributed to non-resident usage

| | |
|--|--------|
| FY 95 ARIS (=FY 94 non-resident circulation) | 26,144 |
| FY 96 ARIS | 27,812 |
| FY 97 ARIS | 28,559 |

For a further breakdown of media and distribution, please see the subsequent page 5 from the FY 1997 ARIS report as submitted to the Massachusetts Board of Library Commissioners

HOLDINGS INFORMATION as of 6/30/96

| Materials | ADULT | CHILDREN | TOTAL |
|---|---------------|---------------|---------------|
| 1. Volumes of books | 39,896 | 14,719 | 54,615 |
| 2. Volumes of serials <input type="checkbox"/> Check here if reporting only periodical volumes | 520 | 44 | 564 |
| 3. Compact discs | 278 | | 278 |
| 4. Audio cassettes | 558 | 142 | 700 |
| 5. Video cassettes/discs | 1,321 | 271 | 1,592 |
| 6. Materials in electronic format | 1 | | 1 |
| 7. Miscellaneous (e.g. kits, framed art work, puppets, LP's, slide sets, films, filmstrips) | 181 | 308 | 489 |
| TOTALS | 42,755 | 15,484 | 58,239 |

B.

| Print and Non-Print Subscriptions | TOTAL |
|-----------------------------------|------------|
| 1. Print serial subscriptions | 156 |
| 2. Microform subscriptions | 9 |
| 3. CD-ROM subscriptions | 1 |
| 4. Online subscriptions | 1 |
| 5. Museum pass subscriptions | 5 |
| TOTAL | 172 |

CIRCULATION INFORMATION for FY1996 (7/1/95 - 6/30/96)

A.

| Total Circulation | ADULT | CHILDREN | TOTAL |
|---|---------------|---------------|----------------|
| 1. Books | 65,727 | 39,816 | 105,543 |
| 2. Serials <input checked="" type="checkbox"/> Check here if reporting only periodicals | 7,345 | 332 | 7,677 |
| 3. Compact discs | 1,589 | | 1,589 |
| 4. Audio cassettes | 5,488 | 1,764 | 7,252 |
| 5. Video cassettes/discs | 11,218 | 2,998 | 14,216 |
| 6. Materials in electronic format | 4 | | 4 |
| 7. Miscellaneous (e.g. kits, framed art work, puppets, LP's, slide sets, films, filmstrips) | 290 | 807 | 1,097 |
| 8. Museum passes | 429 | | 429 |
| TOTALS | 92,090 | 45,717 | 137,807 |

B.

Do the circulation figures in Table A include interlibrary loans/network transfers provided to other libraries? Yes No

C.

| Interlibrary Loan and Network Transfers | Materials Loaned | Faxes & Photocopies | Total |
|---|------------------|---------------------|-------|
| 1. Interlibrary loans and network transfers RECEIVED FROM other libraries | 3,984 | 126 | 4,110 |
| 2. Interlibrary loans and network transfers PROVIDED TO other libraries | 2,160 | 125 | 2,285 |

D.

| Reported for FY1995 | Nonresident Circulation Transactions | TOTAL for FY1996 |
|------------------------|--|------------------|
| 27,812 | 1. Total number of nonresident LOANS ELIGIBLE for nonresident offset reimbursement (M.G.L. c.78, s.19B(7) and CMR 4.02(2)) | 28,559 |
| not required in FY1995 | 2. Total number of on-site loans to residents of municipalities not certified for state aid. | N/C |
| 0 | 3. Total number of on-site loans to residents of other states | 0 |
| 27,812 | TOTAL | 28,559 |

SERVICES:

The Lynnfield Library is and has been funded generously enough over the years, so that it is open to the public many hours more than the state minimum standard for its population group of 40 hours per week over five days. Excepting Summer schedules, the Library was open 64 hours a week and six days. The library is not open on Sundays, although it was in the past and reinstating Sunday hours is a frequently cited "goal".

The library is equipped with a laser "People Counter" which keeps track of attendance in the library on a daily basis.

| | |
|--|---------|
| FY 95 ARIS (=FY94 attendance in library) | 114,000 |
| FY 96 ARIS | 132,351 |
| FY 97 ARIS | 129,360 |

The Information Services Department is one of the busiest sections of the Lynnfield Library. Over the course of a year, two thirds of the reference transactions are support for formal education; primary, secondary and higher education levels. This ratio is higher during the school year and lower during the Summer months. Because the Genealogy Room is staffed by volunteers, there is no tracking of reference questions in this area unless a library staff member is involved in the research. Another area of particular strength in the reference collection is in the areas of business and finance. There is a core group of some 10 to 15 "regular" patrons who utilize the stock and mutual fund reports on an almost daily basis. There also are a number of sources dealing with business; their assets, CEOs and other information of interest to the job seeker. There is a consistent effort to keep these materials up to date.

Programming, especially for the pre-school and early elementary children is a high priority service offered by the staff of the Children's Room. This is a level of service maintained during the Summer months as well as during the school year. There is a minimal level of adult programming, in terms of guest speakers, however there seems to be an increased interest in training classes regarding the public catalog and internet related issues.

BUDGET:

Due to the size of the community and the municipal operating budget, the materials budget is stretched annually in an attempt to meet the information needs of our patrons, who as noted above extend beyond the limits of the town itself. This results in heavy usage and high circulation of "best sellers" as well as collection mainstays.

| | |
|---|-----------|
| FY 95 Municipal appropriation for library materials | \$ 52,796 |
| FY 96 | 52,796 |
| FY 97 | 59,592 |

The major increase in municipal expenditures within the Lynnfield Library budget over the past several years has been in the area of "personnel". This reflects a much needed salary adjustment which was negotiated as part of a collective bargaining contract.

There have also been some increases due to NOBLE network costs.

| | |
|---|------------|
| FY 95 Total municipal appropriation for library | \$ 292,741 |
| FY 96 | 346,541 |
| FY 97 | 379,180 |

STAFFING:

Staffing has remained level over the past several fiscal years, in spite of increases in activity and the increased demands on reference staff brought about by more sophisticated technology. In the current fiscal year staffing was increased by 0.8 FTE's with the increase of an information services librarian position from 16 hours a week to 35 hours a week. This brings the total FTE's to 10.4.

As mentioned before, Lynnfield also benefits from the efforts of a number of dedicated volunteers. These individuals are active not only in the Genealogy Room, but also throughout the library on a day to day basis. There are also uncounted hours put in by members of various committees and boards. Approximately 2,000 hours a year are donated to the operation of the Lynnfield Library. Without this continued commitment the level of service to the patrons of the Lynnfield Library could not remain the same.

THE PLANNING PROCESS RATIONALE

This plan was produced using the Small Library Planning Process, a planning guide for small public libraries in Massachusetts. The purpose of the Planning Process is to help a library identify and analyze community and library needs, determine library service roles, and develop goals and objectives which address short and long-range library problems.

The Lynnfield Library has undertaken the planning process in an attempt to ensure that the library is indeed supplying services that meet the needs of its dynamic community.

This plan was developed by the Lynnfield Library Planning Process Committee with the approval of the Lynnfield Library Board of Trustees and with assistance from the Eastern Massachusetts Regional Library System (EMRLS).

The plan produced by this process will serve as a blueprint to guide library service development for the next three years. The plan is not static. It will be reviewed and revised each year to keep pace with the need for new objectives as old ones are met, new needs develop, and conditions change.

STANDARDS OF QUALITY

The Lynnfield Library Planning Process Committee looked at the following five measures of quality in assessing the adequacy of service levels currently offered at the Lynnfield Library:

- A. The Elements of Basic Library Service;
- B. Massachusetts Regulations for Minimum Public Library Service;
- C. Massachusetts Library Association's Children's Service Standards;
- D. American Library Association's "Library Bill of Rights";
- E. Four central Library Service Roles.

The Elements of Basic Library Service

The sole purpose of a public library is to meet the library needs of its community. Libraries differ in services, resources, and internal operations because their communities differ, but there are certain basic requirements essential to effective library service in all communities.

These have been defined in the Small Library Planning Process as the "Eleven elements of Basic Library Service". Each element specifies certain conditions which libraries must satisfy in order to provide a minimum level of acceptable library service.

The elements are:

1. *Suitable facility.* Inviting, comfortable, user-oriented, meets accessibility codes, large enough for collections, user seating, and services.
2. *Hours.* Beyond complying with "Minimum Standards", selection of hours that are convenient to users.
3. *Staff.* Knowledgeable, friendly, skillful, resourceful staff responsive to user needs.
4. *Materials.* Up-to-date, currently useful collections developed to meet local popular needs and interests.
5. *Written Policies.* Library operations, personnel management, materials selection, other important practices defined in writing and adopted by the board.
6. *Telephone.* Library services accessible to patrons by telephone; regional and state support resources accessible to library staff.
7. *Informed and supportive Trustees.* Board which seeks and uses information on library issues and resources, becomes knowledgeable about community needs, and strongly advocates support for adequate library service at the local level.
8. *Adequate funding.* Budget which supports staffing, materials and general operations required to meet the particular service needs of the community.
9. *Publicity.* Active public relations program promoting good library services.
10. *Planning and evaluation.* Ongoing process which ensures that library services are adequate for and compatible with community needs.
11. *Interlibrary access point.* Reliable access to other collections through regional reference services, interlibrary loan and other resource sharing.

A survey questionnaire was used to determine this library's standing in regard to these eleven elements. This questionnaire has been analyzed to identify basic needs and problems which must be addressed by the Lynnfield Library in the "Goals and Objectives" of this planning process.

Minimum Standards for Library Service

The Commonwealth of Massachusetts provides annual grants to public libraries which meet minimum standards and funding requirements contained in the Code of Massachusetts Regulation, 3.00 and 4.00. The program is administered by the Massachusetts Board of Library Commissioners.

For libraries serving municipalities with populations between 10,000 and 14,999 these regulations are as follows:

- Be open to all residents of the Commonwealth.
- Make no charge for normal library services.
- Be open a minimum of 40 hours over five days each week, including some evening hours.
- Employ a director who has a Master of Library Science

degree.

- Spend a minimum of 16% of total annual budget on books and other materials.
- Extend borrowing privileges to holders of cards issued by other public libraries which comply with these requirements.
- Municipal appropriation for library service which is at least 2.5% greater than the average library appropriation for the last three years.

These regulations specify minimal requirements - they are not indicators of effective library service - but they do define a base level below which effective service cannot be provided.

The Lynnfield Library currently meets or exceeds all of these minimum standards. The most noteworthy is that the library is open 64 hours a week.

The population of the town of Lynnfield is holding steady at around 11,500.

Standards of Library Services to Children

A third way to judge a library's ability to serve its community is to consider the quality of its services to children. Standards for Public Library Services to Children in Massachusetts was developed by the Massachusetts Library Association in 1987 to guide libraries in an on-going evaluation and development of children's services. Among the requirements specified in the standards are the following:

- Provision of a separate space for children's services.
- Employment of a qualified librarian responsible for services to children.
- Development of a collection of diverse materials in various formats.
- Offering a variety of programs which excite children about literature and promote library use.
- Providing access on an equal basis with adults in regards to service and library materials.

The Children's Room in the Lynnfield Library is one of the most heavily used and certainly one of the most popular spaces in the library. The Children's Room statistics consistently represent over one third of the library's circulation. The area is bright and pleasant, staffed and open every hour the library is open. The Children's Librarian orders materials based upon reviews and standard bibliographies, and delivers to young people and their parents a variety of materials that satisfy information, curriculum support, and popular materials needs. Efforts are being made to guarantee that children are provided with materials and services on the same basis as adults.

In addition to frequent storytimes offered by both the Children's Librarian and the Staff Librarian, a number of special programs are held throughout the year.

LIBRARY BILL OF RIGHTS

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

1. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.

2. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

3. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

4. Libraries should cooperate with all persons and groups concerned with resisting abridgement of free expression and free access to ideas.

5. A person's right to use the library should not be denied or abridged because of origin, age, background or views.

6. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

** The above is the "Library Bill of Rights" as it appears in the Intellectual Freedom Manual, third edition as published by the American Library Association. Adopted June 18, 1948. Amended February 2, 1961, June 27, 1967 and January 23, 1980, by the ALA Council.

The Board of Trustees of the Lynnfield Library strongly advocates the "Library Bill of Rights" and makes every effort that the principles expressed therein are followed in the operation of the library.

LIBRARY SERVICE ROLES

The services provided by public libraries may be categorized by role, i.e. by their function, purpose and use. All viable small libraries must fill four central roles to the extent needed in their community:

- Provision of **popular materials** (for reading, listening, viewing) to adults and children;
- Provision of materials and information to satisfy the needs and interests of **independent learners**;
- Provision of materials and information to students engaged in **formal education** programs offered by public/private schools, colleges, and other formal programs of study;
- Provision of information about **community activities** and **resources**, meeting space, for community groups, and other services which make the library an important community resource and focal point.

The Small Library Planning Process describes three levels of service for each role, each of which requires a specified amount of resource support (staffing, collections, equipment, funding) and service activity to fill it to that level. Level 1 defines the minimum needed to fill the role in any community. Level 2 calls for more resources and activity to meet a greater need. Level 3, requiring the highest effort, is appropriate in libraries where both the need, and the funding to meet it, is greatest.

Inherent in this approach is the opportunity to prioritize and determine which roles are more important in each individual community. The purpose behind this planning process is to determine what roles are presently being served by the Lynnfield Library, how well it is being done, and what the future roles should be.

Based on observation, review of statistics and surveys results the planning committee recognizes the **popular materials** role as being the most heavily demanding on the circulation area (42% overall) of the library and the educational support functions (both formal and independent) and making the greatest demand on the reference department (39% overall). Both of these role were perceived as being accomplished at a level 2 effort.

It was felt that the **formal education** and **independent learning** functions tended to overlap in terms of demand for and investment in resources and the committee tended toward strong support for the whole area of "educational support". This is reflected in the newly revised mission statement of the library.

A desire for an increase in the **community activities** role was also expressed especially for a library in a town of this size. Cooperative programing and interaction with other municipal departments and community groups was deemed especially desirable in the absense of a meeting room space in the public library.

Emphasis on the active (and demanding) pre-school and early elementary children as well as the number of adults and young adults seeking new careers led to an increase in **independent learning** aspect. However as always the desire to cooperate with and support the **formal education** curriculae was very strong.

The committee then proceeded to analyze all the "needs" for change and improvement which had been brought forth in the survey process and their potential solutions.

NEEDS ANALYSIS

As the committee prepared to address the concept of planning and direction, the following five areas of library operations were utilized as an outline for "brainstorming". Each member of the group was asked to envision where they would like the Lynnfield Library to be in three to five to ten years. The group then got together to share and consolidate their individual visions.

NEEDS ASSESSMENT WORKSHEET

I. COLLECTION DEVELOPMENT

II. PUBLIC ACCESS AND USE

III. PERSONNEL

IV. PUBLIC RELATIONS

V. BOARD OF TRUSTEES ROLES AND RESPONSIBILITIES

NOBLE network statistics as well as the daily statistics kept on reference usage were assessed.

In addition to this internal "visioning" and monitoring, patron surveys were distributed at several locations around town. A special Children's survey was developed as well as one which covered basic library service. These surveys were designed gauge satisfaction with overall library service and resources.

LYNNFIELD PUBLIC LIBRARY SURVEY

The Lynnfield Library is interested in obtaining your input in order to determine priorities for both programming and collection development for the future. Please take a few minutes to complete the following questionnaire. There is no need to give your name. You may return this survey to one of the following locations: Lynnfield Library, Senior Citizen's Center, Freedom Drug, Village Pharmacy or Christy's Market.

1. How often do you use the Lynnfield Public Library?

- A. More than five times each month
- B. About 3-4 times each month
- C. Once or twice each month
- D. Less than once per month
- E. Never

2. Of the following 5 statements about the Lynnfield Public Library, which would you say is closest to your own view?

- A. The Library is critical to the quality of the life in Lynnfield.
- B. The Library is important to the quality of life in Lynnfield.
- C. The Library is something the town of Lynnfield should have.
- D. The Library is not important to the quality of life in Lynnfield.
- E. The town of Lynnfield would be fine without the Library.

3. What type of books or resource materials would you like to see added at the Lynnfield Public Library? _____

4. Please list any suggestions for programs to be sponsored by the Lynnfield Public Library? _____

5. Are you satisfied with the hours the Lynnfield Public Library is open?

- A. Open more hours Suggestions _____
- B. Open Less hours Suggestions _____
- C. Satisfied with the hours

6. What do you like most about the Lynnfield Public Library?

Children's Services Survey

The Children's Department is interested in obtaining your input in order to determine priorities for both programming and collection development for the future. Please take a few minutes to complete the following questionnaire. Completed surveys may be placed in the box.

1. When using the Children's services are you getting materials or information for:

- your own personal use
- for or with your child(dren) as a parent____grandparent____,
- Family Day-Care Provider
- other _____
(describe your relationship to the child you accompany)
- classroom use
- Education -taking courses related to education or working with children.
- Home Schooling

2. List the ages of children using the Children's services?

3. In general, how often do you use the Children's services (ie. weekly, monthly, etc).

- weekly
- monthly
- other _____

4. What changes in the library's borrowing policies or procedures would increase your use of the Children's services?

5. What items would you like to have increased in the Children's Room collection?

- | | |
|----------------------------------|--|
| Music on Cassettes | Children's fiction |
| Books on cassettes | Children's Non-fiction (Informal books) |
| Books and cassettes (read along) | Picture Books |
| Video Cassettes | Beginning Readers |
| CD ROMS | Foreign Language Books |
| Children's magazines | Toys |

"NEEDS" (BASED ON "VISIONING")

***Enhanced Staffing:

Additional Circ hours (so as not to have to pull
from Childrens and tech)
Additional Ref hours (so as not to have to pull
from Childrens and tech)
Additional Childrens hours (so as to always have
coverage & "reference" help after school.
Secretarial hours
Custodial hours
Young Adult librarian
Technical "troubleshooting" Position (Probably
attached to Reference, possibly shared with schools.)
Publicity "person"

name tags for staff

***Enhanced hours:

Sundays (full service not just circ.)
Saturdays in Summer
One (really) late night (i.e. 11 p.m.)
Two (really) early mornings (i.e. 7 a.m.)
Friday evenings

***Increased "networking with other town groups:

Council on Aging/Senior Center
Schools
Pre-schools
churches/interfaith council
Rotary/other service organizations
Cultural Council
Historical Association .
extended borrowing for teachers
more adult programming
more thematic kids prog. linked to schools
permanent liaison with schools

***Enhanced physical plant

Meeting Space
Director's office more centrally located
Building Addition
More Shelving
Basement "beautification"
Handicapped door
security personnel
renovation of building to allow for full use of
Greene Room space
Exterior: benches, trash can
Coatracks
water fountain
adjusted traffic pattern (to allow for free
transit not hindered by "pick-up" from school behind
screen for real movies
sink etc for kids crafts
levels for storytimes
individual study carrels (w/reading lights)

***Collection

More audios
unabridged audios
classic audios
more computers for personal use
more CD-ROMs
circulating CD-ROMs
Save fiction
More childrens materials
more videos-popular
 educational
 how-to
 childrens
 classic
more categories of childrens' materials
more foreign language
more investment
more recent pb.
beginning computer books
resources related to local college curriculum
better internet access
tape recorders/walkmen/cd players
more environmental info
more health/exercise
more large type

***Enhanced role for patrons

widened scope for volunteers
Junior friends group
revitalization of friends
intergeneration endeavors
older YA / children link-up

MISSION STATEMENT

The mission of the Lynnfield Library is to make accessible to all the patrons of the Library, sources of information which will meet their needs in their pursuit of knowledge, education, and recreation. Particular emphasis will be given to fulfilling the roles of "popular materials library" and "educational support" for both formal and independent pursuit of learning.

The library recognizes its obligation to serve not only its current users, but to search for materials and methods that will meet the needs of members of the community who have not been traditionally library users. The library must not freeze its program to present conditions and present service areas, but must be alert to anticipating the future needs of Lynnfield patrons as well. The Library must also maintain an awareness of the ever expanding scope of information available world-wide.

The Lynnfield Library seeks to promote endeavors which will stimulate and expand the varied interests individuals, with concern for all ages, backgrounds, interests, abilities, and levels of education. Effort will be made to coordinate this work with that of other educational, social, and cultural groups in Lynnfield in a cooperative effort.

In order for the public library to fulfill its purpose, there is an expectation that any patron will not hinder others in the use of the facility and its resources.

PRIORITIZATION OF NEEDS

PROVIDE GREATER PATRON ACCESS TO INFORMATION

- INCREASED HOURS
- ADDITIONAL HOURS OF (WELL TRAINED) STAFF TIME
- ADDITIONAL EQUIPMENT AS NEEDED
- MORE MATERIALS TO ADEQUATELY MEET DEMANDS
- PRESERVATION ISSUES

ESTABLISH A MORE SIGNIFICANT PRESENCE IN THE COMMUNITY

- "NETWORKING" WITH OTHER TOWN DEPARTMENT & GROUPS
- LINK TO SCHOOLS
- PUBLIC RELATIONS
- INCREASED INVOLVEMENT OF PATRONS
- REVITALIZATION OF "FRIENDS"

IMPROVE AND MAINTAIN THE FACILITIES

- HANDICAPPED ACCESS
- MEETING SPACE
- CUSTODIAL CARE
- EXTERIOR
- CONVENIENCES
- "BEAUTIFICATION"
- BUILDING RENOVATION
- TRAFFIC & PARKING

STATEMENT OF GOALS AND OBJECTIVES

TO PROVIDE GREATER PATRON ACCESS TO INFORMATION BY:

INCREASING THE HOURS OF ACCESS

- *Sunday hours (1 PM. - 5 PM.)
- *Saturday hours all year (9 AM. - 5 PM.)
- *Some early morning hours (8 AM., two days a week)
- *Friday evenings (until 9 PM.)
- *Late night (11 PM., one night a week)

PROVISION OF IMPROVED PATRON ASSISTANCE AND TRAINING

- *Expanded Network & Internet training
- *Children's coverage at all times
- *Additional Circulation coverage so as not to have to diminish coverage in Tech Services and Childrens areas on a regular basis.
- *Establishment of a Technical "Troubleshooting" position (possibly shared with the school department and most likely attached to the "Information Dept" specializing in work with "young adults".

ADDITIONAL INFORMATION ACCESS POINTS

- *Better Internet access
- *Increased number of Ports (access to NOBLE database)
- *More computer/CD-ROM workstations
- *More publicity regarding access from home

CONTINUAL DEVELOPMENT AND MAINTENANCE OF THE COLLECTIONS

- *Formal Collection Development Policy
- *Continuation of Collection Development Committee
 - More structured expenditure pattern
 - Increased emphasis on areas of expertise/responsibility
 - Continued efforts in "weeding" and de-selection
- *Growth in non-print areas
 - CD-ROM (In-house and circulating)
 - Audio books (abridged and unabridged) (classic and popular)
 - Discontinue "fee" for older non-fiction videos
- *Develop areas of patron interest
 - Foreign language (Link to Middle and High School curricula)
 - Investment
 - Health/physical fitness
 - Large type
 - Environment

TO ESTABLISH A MORE SIGNIFICANT PRESENCE IN THE COMMUNITY BY:

"NETWORKING" WITH OTHER TOWN DEPARTMENTS AND ORGANIZATIONS

- *Promote programming for and jointly with the following:
 - Council on Aging/Senior Center
 - Cultural Council
 - Historical Association
 - Pre-schools
 - Rotary/other service organizations
 - Churches/Interfaith Council
- *Establish "Deposit Collections" off site
 - Senior Center
 - pre-schools

ESTABLISHING PERMANENT LINKS TO THE SCHOOLS

- *(See the above mentioned "Troubleshooting" position) or some other permanent "official" liaison
- *More thematic programming linked to school curricula
- *Extended borrowing periods for teachers

CUSTOMER RELATIONS/SERVICE

- *Clearly established policies and procedures
- *Formal orientation/training program for all new employees
- *Better communication within library staff ("department" meetings)
- *Name plates/cards or tags for staff
- *Discussion of dissolution of fines

PUBLICITY

- *Concentrated effort to publicize all library related events
 - Cable, Newspaper, Homepage
- *Regular weekly newspaper column
- *Library Newsletter (quarterly)

INCREASING INVOLVEMENT OF PATRONS

- *Revitalization of Friends organization (with initial concentration on a "Friends of the Children's Room" chapter)
- *Intergenerational endeavors
- *Widened scope for volunteers (??computer training??)
- *Establishment of a participatory "Junior Friends" group
- *Program regarding older YA/pre-school link
- *After school homework helper program

TO IMPROVE AND MAINTAIN THE AVAILABLE FACILITIES BY:

IMPROVE HANDICAPPED ACCESS

- *Door
- *Optilec
- *Tool for reaching high shelves
- *TDD line

ESTABLISHING A MEETING SPACE

- *Regular agreement for off site programming.
Senior Center
Meeting House

INCREASED CAPACITY FOR COLLECTIONS

INCREASE ATTRACTIVENESS AND USEFULNESS OF SPACE

- *Basement "Beautification"
- *Posters
- *Security device (or staff person)

IMPROVE ATTRACTIVENESS OF EXTERIOR

- *Benches
- *Trash cans

IMPROVED LEVEL OF CUSTODIAL CARE

- *Interior cleanliness
- *Lawn care
- *Litter collection

PATRON CONVENIENCES

- *Coat racks
- *Water fountain

TRAFFIC & PARKING

- *Traffic pattern to allow for free access
- *Additional parking

RENOVATION OF SPACE

- *Sink for craft programs
- *Raised area for storytimes
- *Individual study carrels (w/reading lights)
- *Screen for movies
- *Adaptation of Greene room space to allow for fuller usage

LYNNFIELD LIBRARY ACTION PLAN

| <u>GOAL BEING RESPONDED TO</u> | <u>TARGET DATE FOR</u> |
|----------------------------------|----------------------------|
| <u>OBJECTIVE BEING ADDRESSED</u> | <u>INITIATING ACTIVITY</u> |
| <u>*ACTION STEP</u> | |

GREATER PATRON ACCESS TO INFORMATION :

INCREASE HOURS OF ACCESS

- | | |
|--|------|
| *Sunday hours (1 PM. - 5 PM.) | 9/97 |
| *Saturday hours all year (9 AM. - 5 PM.) | 7/98 |
| *Friday evenings (until 7 PM.) | 9/99 |

IMPROVED PATRON ASSISTANCE AND TRAINING

- | | |
|--|-------|
| *Expanded Network & Internet training | 10/96 |
| *Children's coverage at all times | 7/97 |
| *Additional Circulation coverage | 7/97 |
| *Establishment of a Technical "Troubleshooting" position | 9/98 |

ADDITIONAL INFORMATION ACCESS POINTS

- | | |
|---|-------|
| *Better Internet access | 10/96 |
| *Increased number of Ports (access to NOBLE database) | 1/97 |
| *More computer/CD-ROM workstations | 1/97 |
| *More publicity regarding access from home | 1/97 |

DEVELOPMENT AND MAINTENANCE OF THE COLLECTIONS

- | | |
|---|---------|
| *Formal Collection Development Policy | 4/97 |
| *Continuation of Collection Development Committee | ongoing |
| More structured expenditure pattern | 10/97 |
| Increased emphasis on areas of expertise/responsibility | 3/97 |
| Continued efforts in "weeding" and de-selection | ongoing |
| *Growth in non-print areas | |
| CD-ROM (In-house and circulating) | 3/97 |
| Audio books | 12/96 |
| Discontinue "fee" for older non-fiction videos | 1/97 |
| *Develop areas of patron interest | ongoing |
| Foreign language (Link to Middle and High School curricula) | |
| Investment | |
| Health/physical fitness | |
| Large type | |
| Environment | |
| *Preservation Management Plan | 10/96 |

TO ESTABLISH A MORE SIGNIFICANT PRESENCE IN THE COMMUNITY

"NETWORKING" WITH OTHER TOWN DEPARTMENTS AND ORGANIZATIONS

- *Promote programming for and jointly with the following:
 - Council on Aging/Senior Center 7/96
 - Cultural Council 5/96
 - Historical Association 5/96
 - Pre-schools 1/98
- *Establish "Deposit Collections" off site
 - Senior Center 2/97
 - pre-schools 10/98

ESTABLISHING PERMANENT LINKS TO THE SCHOOLS

- *More thematic programming linked to school curricula 3/97
- *Extended borrowing periods for teachers 1/97
- *Staff Liasion 1/97

CUSTOMER RELATIONS/SERVICE

- *Clearly established policies and procedures 2/97
- *Formal orientation/training program for all new employees 11/96
- *Better communication within library staff 10/96
- *Name plates/cards or tags for staff 6/96
- *Discussion of disolution of fines 8/97

PUBLICITY

- *Concentrated effort to publicize all library related events 10/96
 - Cable, Newspaper, Homepage
- *Regular weekly newspaper column 3/97
- *Library Newsletter (quarterly) 7/97

INCREASING INVOLVEMENT OF PATRONS

- *Revitalization of Friends organization (with initial concentration on a "Friends of the Children's Room" chapter) 9/96
- *Intergenerational endeavors 4/97
- *Establishment of a participatory "Junior Friends" group 3/97
- *After school homework helper program 9/97

TO IMPROVE AND MAINTAIN THE AVAILABLE FACILITIES

IMPROVE HANDICAPPED ACCESS

- *Door 5/97
- *Optilec 7/98
- *Tool for reaching high shelves 6/97
- *Large type computer monitor 2/97
- *TDD line 3/99

ESTABLISHING A MEETING SPACE

- *Regular agreement for off site programming. ongoing
 - Senior Center
 - Meeting House
 - Cultural Center

INCREASED CAPACITY FOR COLLECTIONS FY 2000

INCREASE ATTRACTIVENESS AND USEFULNESS OF SPACE

- *Basement "Beautification"
 - Posters 12/96
- *Security device (or staff person) 9/99

IMPROVE ATTRACTIVENESS OF EXTERIOR

- *Benches & Trash cans 7/98

IMPROVED LEVEL OF CUSTODIAL CARE

- *Interior cleanliness 10/96
- *Lawn care 5/97
- *Litter collection 10/96

PATRON CONVENIENCES

- *Coat racks 1/99
- *Water fountain 1/98

TRAFFIC & PARKING

- *Traffic pattern to allow for free access 11/96
- *Additional parking FY 2000

RENOVATION OF SPACE all FY 2000

- *Sink for craft programs
- *Raised area for storytimes
- *Adaptation of Greene room space to allow for fuller usage
- *Staff room
- *Staff rest room

PLAN REVIEW AND REVISION

This plan has been developed to cover the next three years. Progress in meeting goals, as measured by achieving objectives and completing activities, will be evaluated by the Planning Review Committee in October of each of the next two years. This evaluation may result in the addition, deletion, or revision of objectives and activities in response to changes and new developments. Input from these revisions will be of assistance in creating and supporting budget proposals for the coming fiscal year and beyond. In the Spring/Summer of 1999 the Planning Review Committee or a derivative of it will initiate the development of a new plan, based in part on this one. The new plan will have a new set of goals and objectives derived from a fresh look at the community, patrons, mission and current "needs". These new goals will then be developed and implemented.

In addition to this formal Planning Review Committee, there will also be an "in-house" committee comprised of members of the staff and the Board of Trustees which will monitor progress on a quarterly basis. The first meeting of this committee will take place in January of 1997, in the early stages of the budget process for the next fiscal year. As the FY 98 budget process progresses we will be able to adjust our action plan to accommodate for what is financially realistic in the coming months. Actual financial expectations will temper and perhaps alter the target dates from the "Annual Action Plan". This pragmatic version of the plan of activities will provide the standard for evaluation.

EXECUTIVE SUMMARY

This planning process was undertaken by the Lynnfield Library in the Winter of 1996 in response to the Commonwealth of Massachusetts' Long Range Program 1991-1996.

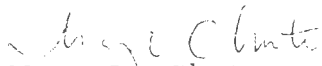
Although somewhat "early", the timing for embarking upon this project was actually excellent for Lynnfield. Due to a construction project, staff transition, and other various commitments, it had not been possible for the Lynnfield Library to undertake a long range plan in prior years. A combination of resignations and retirements in early 1995 had led to a number of position vacancies. By the time the positions were filled (some by "in house" transfers, which then created yet other vacancies) there were a number of new faces and agendas, and anxiety levels as well as expectations were high.

The Lynnfield Library has historically been positively supported by the town. Funding has not been "abundant" but has certainly been adequate. The patrons have been treated to a high standard of service and they tend to be a demanding group. The Library was on the brink of attempting to satisfy the rising demand for increased technology, more intensive information assistance and training, while at the same time maintaining numerous storytimes for children, multiple copies of best sellers, and a generous number of hours of public access. And Library management was attempting to accomplish all of this within a budget which in many categories had been level funded from Fiscal 95 to Fiscal 96. What had developed was a system of "crisis management" while the new staff configuration attempted to evaluate the community, staff, quality of services, and continued to meet new demands as they arose. So the Small Libraries Planning Process was embarked upon.

Fiscal 97 has already brought about yet another set of changes, not only before the planning process was completed, but even before the staff and patrons had totally adapted to last year's staff turnover. However stress levels do not seem as high this year as last and there seems to be an increased level of flexibility and adaptability among the remaining staff members.

The Planning Process provided a perfect opportunity to step back, assess changes in the community, and evaluate the appropriateness of both the current services being provided and the new levels of service being requested. The direction and purpose of the Lynnfield Library is defined in its meeting the challenge presented by the needs of its patrons. A strengthened commitment to this concept of meeting the needs of the members of its community is reflected in the revised "Mission Statement" of the library and the Goals and Objectives developed through the Planning Process.

Respectfully submitted,


Mary M. Chute
Director
Lynnfield Library