

# Howe Library Ten Year Strategic Plan 2007-2017 Appendices

## **Appendices**

- Community Planning Survey
- Community Planning Survey Summary Results
- Focus Groups Summary of Comments
- Statement of Understanding: Town of Hanover and Howe Library Board of Trustees
- Howe Library: A Special Partnership

Howe Library  
13 South Street  
Hanover, NH 03755  
603-643-4120  
[www.howelibrary.org](http://www.howelibrary.org)

# Howe Library Strategic Plan

## Appendix I

### Howe Library Community Survey

#### Howe is your library. “Howe” are we doing? “Howe” can we grow to meet your needs?

Every 10 years the Howe Library creates a strategic plan. With the new, expanded facility, the library will be able to provide more services for the community. We are asking for your input on how you would like to see this central community resource develop.

**See return instructions at end of survey OR fill out the survey online at [www.thehowe.org](http://www.thehowe.org)**

1) In an average year, how often do you use the Library, in person or online ([www.thehowe.org](http://www.thehowe.org))?

#### In person

- a. 1- 5 times
- b. 6 -9 times
- c. 10 – 20 times
- d. more than 20 times
- e. more than 50 times
- f. not at all

#### Online

- g. 1 - 5 times
- h. 6 - 9 times
- i. 10 - 20 times
- j. more than 20 times
- k. more than 50 times
- l. not at all

2) How do you use the Howe Library? Circle all that apply.

- |                                     |  |
|-------------------------------------|--|
| a. attend a library program/exhibit | j. use equipment: copier, printer, phone   |
| b. use reference materials          | k. use the computer (Internet/email, etc.) |
| c. ask the librarian a question     | l. use the wireless network with my laptop |
| d. borrow books                     | m. borrow CDs, DVDs, videos                |
| e. do homework                      | n. use the Howe café                       |
| f. visit with friends/neighbors     | o. buy books at Howe book sale             |
| g. use the library to read          | p. attend a meeting                        |
| h. read magazines or newspapers     | q. use after school                        |
| i. use children’s services          | r. Other? Please comment:                  |

3) Which Howe Library online features have you used? Circle all that apply.

- a. the online catalog
- b. “Ask a Question”
- c. the library’s online databases
- d. the library’s gateway to external websites
- e. children’s material
- f. information on programs and events in the library and the community
- g. to contact a Howe staff member
- h. none
- i. Other? Please comment:

# Howe Library Strategic Plan

## Appendix I

4) With the Howe website in mind, please rank the following attributes, with 5 being the highest and 1 being the lowest.

Navigation: getting around the website	1 ___ 2 ___ 3 ___ 4 ___ 5 ___
Access to information: databases, Howe catalog, etc.	1 ___ 2 ___ 3 ___ 4 ___ 5 ___
Content: databases, news, services, community links	1 ___ 2 ___ 3 ___ 4 ___ 5 ___
Graphic design: how the pages look	1 ___ 2 ___ 3 ___ 4 ___ 5 ___

Comments on any of the above:

5) Please rank your experience with the library, with 5 being the highest and 1 being the lowest:

a. scope of library's collections	1 ___ 2 ___ 3 ___ 4 ___ 5 ___
b. availability of library materials	1 ___ 2 ___ 3 ___ 4 ___ 5 ___
c. loan periods for library materials	1 ___ 2 ___ 3 ___ 4 ___ 5 ___
d. library staff	1 ___ 2 ___ 3 ___ 4 ___ 5 ___
e. online catalog	1 ___ 2 ___ 3 ___ 4 ___ 5 ___
f. other Howe databases	1 ___ 2 ___ 3 ___ 4 ___ 5 ___
g. signs in the library	1 ___ 2 ___ 3 ___ 4 ___ 5 ___
h. email reference service	1 ___ 2 ___ 3 ___ 4 ___ 5 ___
i. library hours	1 ___ 2 ___ 3 ___ 4 ___ 5 ___
j. parking	1 ___ 2 ___ 3 ___ 4 ___ 5 ___
k. public computers	1 ___ 2 ___ 3 ___ 4 ___ 5 ___

Comments on any of the above:

6) How do you learn about library events? (Circle all that apply)

- |                                       |                  |
|---------------------------------------|------------------|
| a. newspaper article or advertisement | e. Howe website  |
| b. Howe newsletter in print           | f. word of mouth |
| c. poster / flyer                     | g. Other?        |
| d. Howe newsletter in email           |                  |

7) What times would be best for you to attend a library program? (Circle all that apply)

**Adult programs:**

- a. weekday mornings
- b. weekday afternoons
- c. weekday evenings
- d. Saturday mornings
- e. Saturday afternoons
- f. Sunday afternoons

**Children's programs:**

- g. weekday mornings
- h. weekday afternoons
- i. weekday evenings
- j. Saturday mornings
- k. Saturday afternoons
- l. Sunday afternoon

# Howe Library Strategic Plan

## Appendix I

8) Does the library need more...? Please circle the 4 of the highest significance to you.

- |               |                                |
|---------------|--------------------------------|
| a. computers? | e. resources for children?     |
| b. books?     | f. resources for adults?       |
| c. DVDs/CDs?  | g. resources for teens?        |
| d. magazines? | h. resources for older adults? |

Comments on other resources?

9) Please choose the 3 most important roles for the Howe Library in our community.

- servicing children and parents to encourage their interest in reading and learning
- servicing as a community gathering place to meet or work
- delivering comprehensive information and reference services – both on site and online
- providing materials (books, music, CDs/DVDs etc.) responsive to users' interests
- providing high speed internet access
- supporting students of all ages and independent life-long learning
- Other:

10) What are some of the services, programs and spaces Howe Library could be offering ten years from now? Please share your thoughts and wishes with us – the sky's the limit!

11) Do you have a Libraries of Hanover borrower's card? **YES NO**

12) What is your age? (Circle correct category) **0-14 15-19 20-50 51-65 66-up**

13) Are you currently (choose best fit) **A student Employed Retired Other**

14) How many people in your family use the Howe Library? \_\_\_\_\_

Ages of users (Circle correct category): **0-10 11-14 15-19 20-50 51-65 66-up**

15) What is your zip code? \_\_\_\_\_

**Thank you for taking time to help us with long range planning for Howe Library!**

*Mail survey back to Howe Library, 13 South Street, Hanover, NH, 03755  
OR drop survey off at: Howe Library or Hanover Town Offices by June 16, 2006.*

# Howe Library Strategic Plan

## Appendix 2

### Howe Library Community Survey Summary

The Long Range Planning Committee designed and implemented a public survey which was distributed by mail to all town residents and to library cardholders outside Hanover, and made available on the library website and at public service desks within the library during the spring and summer of 2006.

506 completed surveys

Age – 10% ages 19 and under  
32% ages 20-50  
26% ages 51-65  
32% ages 66 and up

Library card holders - 91%

68% of respondents use the library *in person* more than 20 times per year

Main areas of use:

91%	Borrow books
66%	Borrow CD/DVDs, videos
55%	Ask a librarian a question
49%	Use reference materials
46%	Read magazines or newspapers
38%	Attend a library program, exhibit
36%	Use equipment: copier, printer, phone
34%	Use the library to read
33%	Use the computer (internet/email, etc)

Ranking experience with the library 1-5

82% ranked library staff in the highest quintile!  
Other most positive rankings were in areas of loan periods, availability, and scope of the libraries collections  
Most negative ranking was on parking (20% lowest 2 quintiles)

# Howe Library Strategic Plan

## Appendix 2

### Howe Library Community Survey Summary

23% of respondents use the library *on line* more than 20 times per year  
( vs. 31% who answered **not at all** to use of library *on line*)

Main areas of use:

- 68% The online catalog
- 23% The libraries online databases
- 22% Information on programs and events in the library and community

Questions about the website were answered by a subset – asked to rank 1-5

- 70 % ranked *navigation* of the website in one of the 2 highest quintiles
- 77% ranked *access to information* in one of the 2 highest quintiles
- 69% ranked *content* in one of the 2 highest quintiles

How do patrons find out about library events?

- 64% from the newspaper
- 40% from poster/flyers
- 38% word of mouth
- 34% Howe newsletter

When asked what resources the library needs more of, the majority listed

- DVDs/CDs - 61%
- and Books - 55%

Identified as the most important roles for the Howe Library:

- 74% Serving children and parents to encourage their interest in reading and learning
- 72% Providing materials responsive to user's interests
- 52% Supporting students of all ages and independent life-long learning

# Howe Library Strategic Plan

## Appendix 3

### Focus Groups—Combined Comments from Participants

In the fall of 2006, eight focus group sessions were offered to reach members of the Howe Library Corporation, library staff, and members of the general community including parents, business people, older library users, non-residents, and middle school and high school students.

#### Library as a central community resource

- Important to give people reasons to come to library. There are many ways to get information (don't have to be in this building or use it), but for leisure pursuits, we come here. We don't want to say goodbye to the library.
- Social center: People can be so easily isolated. The library can help people by delivering skills of communication.
- Reinvent the library as a community of learning, a community of minds, a center for information and learning. Lib could be where groups congregate for joint research or discussion
- Mission – bring people, ideas and information together – how about the library where we foster connections among people who have common interests of information and ideas? Singles night around the art gallery/exhibits; family reading groups; one book – one community, etc.?
- As more and more information and services can be downloaded from home, it is very important to continue to have the library as a place to which people can come – not all is “virtual”.
- Library is a kind of sanctuary for some; ambiance is key; I want to be able to lose myself here. Preserve what works while enhancing the appeal.
- Be very careful not to lose human touch, examples of poetry and book groups meaningful. Howe as living room of the community.
- “I am a very basic computer user so I need books. Don't give up books! I like to take a book to the dock at the lake and hold it in my hand while reading.”
- Hanover is a very transient community – the library must find ways to continually reach out to newcomers.
- It has a vital role as a provider of meeting room space for nonprofit organizations.
- The mission statement needs revision. “Encourage everyone to read”? Isn't the library a lot more than a repository/vault? It is a place of people and services, a meeting place. Be proactive, make the library a core learning center, dynamic and accessible
- The library should collect whatever of town interest that people are creating, like videos, podcasts, webstreaming.
- Use curators – to find topics someone could explore. For example Global Warming is a major issue: its impact on the Upper Valley would be a topic to explore
- Continue to get lost in thoughts, new ideas regardless of the format; exponential change is a huge challenge, but people will still be people

# Howe Library Strategic Plan

## Appendix 3

### Relationship to other community sites/programs

- We need to keep redefining the library's relationship with the town. 10 years ago the Black community center didn't exist, it's there now. Don't duplicate programs offered elsewhere. Economic challenges of future; need to collaborate. There should be some deliberate conversations about the library's role, how it collaborates with schools, with Black Center.
- What are roles/boundaries/relationships between various community programs, departments, etc. Need 1 calendar for all. Library or its website could be portal for this role. How about a big screen on Main Street ?
- Serve social causes – children's health, combat obesity, center for education
- Is there a way to develop a Howe Library one book, one community program in conjunction with the Dartmouth First-Year Summer Reading program?  
(<http://www.dartmouth.edu/~frstyear/work/orientation/reading.html>)  
Jeff Horrell suggested that Sandra Hoeh, Dartmouth Community Relations Director, might be interested in this type of program.

### Regional role of Howe Library

- "Community" extends beyond Hanover – bring together people, ideas and information – extend to less well off communities in the region. (2)
- Importance of alliances with other groups: Think outside of Hanover; regional libraries?
- Encourage regional collaboration between communities to enhance opportunities for people in rural areas to have access to services that small communities can't provide. It's unlikely that states will provide resources—way to go is regional cooperation
- Need to think regionally as one third of card holders are not from Hanover; only Hanover residents have free access, others have to pay an annual fee
- Possible relationship with libraries in sister cities in France and Japan?
- More assistance to poor families

### Technology/Computer literacy issues

- Librarians have to stay at head of information Technology. It should continue to keep up with accessible technology (for disabled, elderly) and it should publicize accessibility. What to do with outdated technology? Need committee and budget available for keeping up with future innovations. We shouldn't commit all of our resources to current technology. Don't want to find that we've invested in a technology that will be obsolete soon.
- Need to plan for that which may not yet be imagined. Need to be prescient.
- In 10 years, people will be doing from home many of the things that they are now coming to the library to do. But others in the Upper Valley are still not online and still need library resources. How to balance those two needs?

# Howe Library Strategic Plan

## Appendix 3

- Also there is a need for assistance for those people, often older, who cannot or will not use computer technology. It should be a role of the library to educate those lagging behind in computer knowledge and to help some of those older people remain independent as long as possible.
- Want more downloadable eBooks, audio books – extend download services - how about video? Google books? Will also need assistance/training for users to use huge new databases, online sources and downloadable services.
- What electronic devices might we need for the future? How do you keep up to date?
- How about electronic devices (computers and others) to check out – outside the library not just in-house use.
- Is the business of book publishing viable for the future? If print goes away in 10 years, what would this mean for libraries? If they stop publishing in print – what then? What about people who just go and buy books – not use libraries?
- Set up separate computers for e-mail use only, to free others for online research.
- Determine what resources are more useful online (articles, journals, magazines, encyclopedias)—does Howe subscribe to online encyclopedias? Cross-use of libraries, what are possibilities with Baker and other college libraries?
- Also for K-12, what services and cross use are available with school libraries? More databases, access to databases at home, wireless access (see regional cooperation). ? availability of Google project on digitizing books (not yet complete), ? Access to Jstor
- I want a virtual database of every book – so I can look up anything. Amazon is useful, but it is selling its wares.
- Need to follow technological developments with an eye to the coming of the “disc book” which will be easily readable in bed, not just on a current computer screen.
- Downloading capability for systems other than Apple and Microsoft
- Kids are “skyping” now, meeting I another from all over the world, on MySpace type blogs – with pictures and talking. Maybe librarians could talk people through browsing on catalog while they’re at home.

### **Programming**

- Collaborate with other organizations on programming – how to decide which organizations? When collaborating, the library should be thoughtful about it and make sure that there is seamless integration, shared purpose.
- Seek active partners in program development: Local historical societies, adult residential communities, Good Beginnings, Valley Quest, etc.
- Add interesting programs: musicians, free technology workshops (e.g. like ValleyNet used to do), basic computer workshop, cross-age programs (middle schoolers share with preschoolers as reading buddies, teens help middle schoolers), book arts workshops (bookmaking, fine printing,

# Howe Library Strategic Plan

## Appendix 3

letter press, bookbinding, etc.), techie workshops (videoediting, podcasting, etc.)

- Ways to learn other than reading (image literacy, film-making) – could collaborate with CATV
- Education through mapping/orienteering – also promotes healthy active lifestyle - ? get GPS handhelds, work with Dartmouth Outing Club
- How about scrabble players – could we have games like we have for chess players?
- As we get increasing diversity in the community, will we be able to serve it?
- Should social aspect be the goal –community living room – and the program created for that
- Also foreign language speaking nights
- N.H. Humanities Council funding for Howe programs?
- Schedule global issues roundtables—opportunity for like-minded people to socialize (important!) and discuss issues.
- More story-telling, oral history projects, using local (regional) residents.
- Great Books Series ? focus on classics
- European libraries have TVs, videos, DVDs, and audiotapes available for playing on the premises for language-learning. (\*\*Note – Jones Media Center in library at Dartmouth has this service accessible to the public)
- Coordinate w/Dartmouth on providing planning for college workshops.
- Brown bag lunches, where an “expert” on a topic comes in, for chat.

### Age specific suggestions

#### Older age groups:

- In 10 years more of the baby boomers will be aging – how to serve them? Aging people are believed to be less technologically able, less physically able – how to serve them – what kinds of programs and services? More programs, large print books (not the really heavy ones), magnifiers, video magnifier and other devices to borrow outside the library?
- Can more new release books be obtained in large print?
- Computer literacy for older adults
- Can library offer digital training for parents so we can keep up and share?
- Stay sensitive to changing demographics: elders value sanctuary and provide fiscal support and have special needs
- Suggestions for educational books: easily understood books for adults wishing to catch up on subjects missed in school (copies of school textbooks?)
- Supply guidance on how to use the lib to older folks who are not “library-comfortable”

#### Youth

- The library should be a safe physical place for children and help to protect children who are using the internet.
- Importance of sharing books with young children; we know they will love technology, it is so

# Howe Library Strategic Plan

## Appendix 3

part of their world. We want them to love books, too.

- Pay attention to changing demographics. The library should work on bringing younger people into the library community and on nurturing “library lovers.” Start teen reading groups.
- Tangibility needed. My daughter loves illustration and writing and she wants to do that. She loves the crafts and storytelling programs here. We should be able to continue these programs throughout all of childhood.
- Develop partnership with school libraries in Hanover. More communication with school libraries, and more communication and cooperation with Dartmouth Libraries.
- Home schoolers come to Howe. The Information they are looking for may be different from what other users are looking for. Wants library to be more focused on what their (home schoolers) needs are when purchasing. There are holes in the collection. There should be an on-going relationship with the home schooling community.
- This gets back to resources and the role of the public library that’s tax funded, as well as the public ed. system. Don’t try to fill all the needs, the public school libraries have the resources the home schoolers need, and are open to them. Non-profits struggle with this all the time, you can’t meet all the needs of all the users. Can’t answer every request.
- Collaboration with other libraries would be useful, so that each library could do what it does best.
- Role of library to help students with homework, afterschool tutoring.
- Volunteer working with schools to keep assignment listings and help children at Howe with their research.
- Kids come to Howe to do research and work on projects. Howe should key into different learning styles. Kids come to Howe from Norwich, Etna and Hanover. They use the library differently with parents (focus on books) or without (broader interaction, more liberated, a good “alone” destination for middle schoolers). (School libraries coordinate specific assignments but they close along with the school at 3pm).
- Spaces for school age group projects where kids can work and talk? Only a few small rooms now.
- Literacy. The library should take the lead in identifying kids with problems. Perhaps this is an area in which the library should move out to the Upper Valley as a whole. How to get books into kids hands. Example of CLIF,
- Embrace digital and show kids how to use it effectively. It doesn’t preclude books. Children love both.
- How can we get children involved here during elementary school. It is often easier to use Ray School collections. Library covers the preschool and middle school ages for getting them here. A bus stop w/delivery from Ray School to library would work.
- There is a lack of programs for middle schoolers (over 5<sup>th</sup> grade). So a goal of the library should be to increase programming for them. Children of middle school age are reluctant to come to

# Howe Library Strategic Plan

## Appendix 3

library programs that they perceive to be for younger children. Examples of programs for middle schoolers: educational programs with Hood Museum, book clubs, mother/daughter book clubs.

- Important to continue the use of the library by school aged kids – use as a community center not exclusively as a place for computer use. How computer literate kids are today – will the next generation lack a sense of the library a “place” not just for computers? Bring children into the library for other library services.
- Hanging out is great, but what else can they do here (the adolescents)?
- Robotics is one of the cross-discipline programs that appeals to different kids for different reasons.
- Speakers for younger people, like an ILEAD. Howe could offer programs on topics that appeal to younger people.
- Keep kids involved in the community by learning about their own community through programs at Howe.
- How about opportunities for children to give back to the community – activities where kids can come to the library to help others learn about computers, peer tutoring, reading to others – younger children, assist with computers, etc.?
- Important to have kids learn value of volunteering; form coalition of YAs at library to volunteer.
- Books of classics and of high moral ground.
- Area/space in library to help people of all ages plan for college or other education, for careers, and to try out interest roles. Perhaps simulations?
- Maintain the part of mission which makes this a welcoming space for teenagers.
- Emphasize vocabulary for building language skills. Sponsor spelling bee for children?
- Computer stations in children’s room could use more chairs for parents to share the computers easily with their children.
- More kids’ DVDs – have a kids’ media lab for production of their own DVDs.
- Would like to check materials out in Children’s Room. It helps in getting out of library swiftly and without disturbing other patrons.
- book swaps, youth bookmobile (3)
- Glassing in and soundproofing the teen room is a good idea
- Children’s garden too exposed to the street - screen in more with tall plants
- Need more and smaller reading groups More bags of books, a great come-on for small kids, but more incentives would be good – an end result, a reward for an accomplishment
- Need excitement about reading: book fairs, bean bag chairs

### **Intergenerational**

- Adults able to share expertise & joy with children and youth
- How about intergenerational programs – older people working with younger kids; reading and discussion activities? Greater interactions between generations with “reading as the tie”

# Howe Library Strategic Plan

## Appendix 3

Bringing generations together to read aloud to children: families reading together, a cultural center. Share stories from youth - learn American history from first person accounts. ? record audio histories to share with youth

- Howe could help with families, bring teens and parents together in reading groups and activities with a facilitator. This could help parents who are struggling with their relationships with their teenagers.
- How about senior citizens (or Dartmouth students or high school students) who greet pre-schoolers or afterschoolers and welcome them to library and read to them?
- The 1000 book bag program - documenting how many books a family reads and then a reward at the end.
- How about book group clubs by age, mother/daughter groups? Some kids organized their own book club, to do what their mother was doing. How about pj bedtime parties at library. Adult book of month or children and adult book of month, a collaboration between Ray School
- In my mother's library, there are book groups which then lead to trips internationally. Families could come here and read intergenerationally; they could then take trips to places they had read about.

### **Collections**

- Librarians' Favorites ("staff picks")
- Highlight award-winners, bestsellers - both current and past
- New books being pushed, but need the same for older (10-20 years back) outstanding books.
- More (unabridged) books on tape/CD- collection very limited
- CD collection with places in library to listen. That collection needs to grow.
- Books, books, books!
- Current interlibrary loan works well
- More foreign language books
- More up-to-date books on foreign destinations and their politics, etc
- Need to have an excellent selection of books; the question as to who decides what gets ordered and how should be top priority
- Use a display case of books on a specific subject to trigger curiosity
- Reinforce curricular thrusts by timing of display or books with school projects
- Give suggestions of books for different readers on various topics, like the favorite books section
- Create exhibits of books on particular subjects, e.g. America in the 20ies and 30ies
- How does the rise of information and publications on the Internet affect decisions on the type of books purchased. Since so much history and fact is available electronically, shouldn't purchases focus more than in the past on fiction, poetry, etc?
- Book collections – how are they chosen? Can community members participate?
- Mailbox returns for books around town - at the Coop, for instance

# Howe Library Strategic Plan

## Appendix 3

- Enough books, etc. to have no wait list.
- Every book available on audio and borrow for 3 weeks.
- More arts and multimedia for kids
- More books on tape and CDs for older folks and for car trips for all
- Could we have an online collection data base which encompasses schools, Howe, and Dartmouth?

### **Communication**

How can public find out about resources library already has?

How do people find out what's available and what's going on in the library?

Suggestions:

- Open house for "Everything you want to know about Howe"—what's available and how to access it –
- Should send notices to large specific interest groups
- List resource-of-the-day on website, in newsletter to educate public about library
- More interaction with school librarians
- Encourage college students might come in for fiction, graduate students with families will use Howe. Another comment - concern that these groups might make the library too busy.
- Support use of facilities by community groups as much as possible
- Could CATV be used for Howe PR (listing of resources, short videos, etc.)
- Need better marketing in advance of coming events, newcomer packets, and monthly handouts around town

### **Art, music**

- The library should be a center for artists and musicians, films.
- Pros and cons of new art gallery – It is always open, but not as many people go upstairs, not seen by crowds who come to Mayer room for a program. • Could current level of visual art exhibits be increased?
- Art exhibits by high school students and performances geared for and by high school students – music, slam poetry readings etc.
- Hood Museum of Art programs are extremely popular. This kind of thing could be expanded. It will appeal to younger people.
- How rich is current music collection – will it matter in 10 years (everything downloadable)
- Musical programs in children's garden
- Collaboration with Opera North, Local Artists, Ellis Music Co, Upper Valley Music Center

# Howe Library Strategic Plan

## Appendix 3

### Costs/Fees

- Reevaluate the \$100 nonresident fee. Consider the situation of West Lebanon residents so close to the town line along Route 10. (It was explained that the Selectmen set the fee, not the Library Board). Some discussion of what nonresident fee looks like in relation to what Hanover taxpayers pay. How many nonresident cardholders?. When was last time nonresident fee was raised?
- How to handle future space needs and money needs? The library will need more money and should figure out how to broaden financial support, draw in local businesses, build bridges now.
- Shared borrowing privileges, regional borrower's card. The library should work with other libraries in an area consortium on this issue. Example of Vermont.
- Fees for overdue books too low
- Keep expenses in check in the future, particularly energy resources. Keep up with trends in fuel efficiency, etc. Be budget conscious.
- Concerned about sustainability issues
- Note: information technology very expensive.

### Transportability of library collections/services

- Expand outreach. Take services to people (e.g. book discussions at Kendal); bring (transport) people to the library. Technology will help with outreach.
- How about a bookmobile and/or volunteers to take books to shut-ins?
- Provide a service to deliver books and books on tape to the elderly and the homebound
- Transportation and traffic patterns: use Advance Transit to get to library: educate public.
- A library branch, possibly on Lyme Road? Where schools are and other neighborhood centers. Branch could continue feeling of being a town living room.

### Parking

- Town and library collaboration, crucial; redevelopment of Sargent Block, possibly to gain a library vista; traffic patterns difficult.
- Parking – can we address this? What about the parking garage – do we need more parking?
- What about an underground garage?
- “Dial-a-ride” van to address parking issue, elderly population

### Hours

- Longer hours – Sunday hours all year and open at 8 am one day a week.
- Expand the hours (currently there is often a line to get in at 10:00), especially for working folks who want come in on Sundays in summer (tap volunteers for staffing-would do more if asked).
- Be open 7 days and 7 nights – not meaning 24 hours a day but more hours. This will mean more staff.

# Howe Library Strategic Plan

## Appendix 3

- Open Friday and Saturday evenings as a family gathering place

### **Misc**

- Question: How does the library track its constituency? There ensued a lengthy discussion on demographics in the area. There are two basic groups: families with kids and older folks without. Knowing our constituency for the future is key: Older folks would require more books with large type, driving service etc. while families with children would like to see more excitement, multimedia, interaction, etc.
- Reception desk is very welcoming – a bright spot which must not be lost – people greet me, make it safe – I like that; they are dedicated, resourceful
- Exterior light is too dim
- Emphasize need to keep quiet spaces.
- Don't want to be assaulted by noise while browsing the stacks (e.g. music)
- Spaces for talking and music playing, as well as quiet spaces?
- Library does not need to be a day care center
- Computers are currently positioned under cold drafts. Rest of library often hot.
- Don't like the messiness of leaving magazines and newspapers out to be counted – is there a cart they could be placed on?
- More continuing education about Howe for volunteers, more diversity in their job assignments, more use of current volunteers and recruitment of new ones—there is a large potential pool out there.
- Making library beautiful – plants – water – fireplace.
- Bringing in authors, live, by video or radio. Diane Rehm, mentioned several times.
- Spaces available for book groups to meet here regularly.
- Mourn the loss of the card catalog (several people said this). It was great for browsing; children are not learning alphabetizing skills.
- Food in Cafe is limited. Suggestions for change were hot chocolate, fruit, pretzels, caffeine free black tea, milk. Keep “cheap” prices though.
- Magazine space in library is So Big. Too big?
- Safety concerns: we all have security concerns for our children. Are there security cameras here?

# Howe Library Strategic Plan

## Appendix 4

### **Statement of Understanding Town of Hanover and Howe Library Board of Trustees**

The Board of Selectmen for the Town of Hanover and the Board of Trustees of the Howe Library have entered into this Statement of Understanding to set forth the respective responsibilities of the Town and the Corporation toward the funding of the Howe Library.

#### Preface:

The Howe Library is a corporation established by act of the General Court of the State of New Hampshire, dated March 11, 1899, and amended in 1947, "... for the purpose of establishing and maintaining a public library in the village of Hanover, in the town of Hanover and county of Grafton, for the benefit of all the inhabitants of said town."

From its founding in 1899 to 1972, the Corporation managed the Howe Library and established its operating budget. Increasingly during this time, however, the Town supported its services through appropriations at town meeting. In 1972, the Town for the first time took over the operating budget of the Library, and its functions became a department of the Town. At the same time, the Library was outgrowing its building on West Wheelock Street and plans were begun for the present building.

Reflected in an understanding between the Selectmen and the Trustees in 1974, the "citizens of Hanover expect the Town to assume permanent financial responsibility for providing library service. Therefore, the Board of Selectmen will include the Howe Library in the operating budget of the Town in future years." Service was to be provided by the Library "on the same basis as it has done historically in the past." The responsibility of the Corporation shifted its focus to the new building then being planned. "The Board of Selectmen agrees that the income from unrestricted library investments should be reserved, together with the sale of the present building (on West Wheelock Street), for capital expenditures associated with the construction of a new library." Letter of Neal G. Berlin, Town Manager, April 3, 1974.

In the following years, the Corporation paid the major portion of its unrestricted endowment income to the Town toward the loan on the new building and purchase of the adjacent Nichols property. Rarely during these years was unrestricted income available for other uses.

In the mid-1980's, the endowment income of the Corporation began to exceed the annual debt payments, and the Corporation was able to appropriate unrestricted funds for other projects,

# Howe Library Strategic Plan

## Appendix 4

including renovations in the work areas, computers, and furniture repair and recovering. The Trustees have agreed to undertake projects they felt either could not or should not be paid from the Town's operating budget.

### Statement of Understanding:

The Board of Trustees and the Board of Selectmen believe that an understanding of respective responsibilities of the Town and the Corporation for the expenses of the Library is necessary to guide both the current Boards and those in the future. The Boards expect the Town to continue to fund the operating expenses of the Library at a level consistent with the type and size of a public library appropriate to Hanover. At the same time, the Boards recognize that the funds of the Corporation should be used to enhance the library facilities and collections beyond what can be expected from tax revenues. Corporation funds will not be used to fund regular operating expenses such as salaries, supplies, utilities, routine building maintenance, and related costs.

The Boards recognize the importance of private contributions to the Library, and wish to use those funds consistent with the intent of the donors and in ways which will encourage other gifts. Funds given to the Library should not replace Town funding, but enhance the facilities beyond the Town's appropriation. The principal use of unrestricted income should remain capital improvements to the library building and supplementing materials acquisition. In addition, the long-term needs of the Library should be considered, particularly any undertakings by the Corporation toward further expansion or renovation of the building. Thought should also be given to setting aside income as reserves for future projects. Remaining endowment may be used at the discretion of the Trustees for projects beyond the budget expected of the Town's taxpayers, but which contribute to the distinct nature of the Library. These areas may include special projects, better quality materials for furniture, purchase of materials above the operating budget allowance, implementation of automation at a higher level, or unexpected contingencies.

The Boards acknowledge that the particular character of the Howe Library derives both from its role as a public library supported by the Town and from the special interest provided by the contributions of individuals.

Town of Hanover Board of Selectmen approval, October 26, 1992

Howe Library Corporation Board of Trustees approval, December 3, 1992

# Howe Library Strategic Plan

## Appendix 4

### HOWE LIBRARY

13 East South St., Hanover, NH 03755 (503 6434120 <http://www.thehowe.org>)

June 10, 2000

Brian Walsh, Chairman

Board of Selectmen

Town of Hanover

Hanover, NH 03755

Dear Brian,

We accompanied Howe Librarian Marlene McGonigle to the March 1 meeting of the Board of Selectmen where the Howe budget was discussed. After the Selectboard meeting, the Trustees discussed some budgetary implications for both Howe and the Town of our forthcoming plans for Howe Library. We concluded that a letter from us to the Selectmen, on behalf of the Trustees of the Howe Corporation, would be useful in setting out some views on potential budgetary considerations of the Corporation and the Town.

Howe Trustees will soon be embarking on a multi-year plan of fund-raising. In the short term, we will begin an annual fund drive to provide for special purpose funds so as to better assist the Library in its regular mission of serving Hanover's citizens. In the longer term, we expect to embark on a major capital campaign to finance either a new building or substantially add to and renovate our present building. The fund-raising in both situations could complicate the annual, regular Town budgeting for Howe Library.

An annual fund drive could be seen as a way that might impact the Library's annual budget request to you. If the Trustees raise more money on an annual basis, that could be seen as a substitute for Town funding or as funds that might displace what had heretofore been budgeted by the Town. However, from the Trustees' perspective, this would defeat the purpose of the annual drive, which is to enlarge the Corporation's donation to Howe so as to better advance its work in new or different ways.

In this case, and in the longer-term case of a capital fund drive, there is a further worry that there may be a perception that the Howe Corporation will attempt to put into place budgetary items that the Town will subsequently have to support via its annual budget. Or, that in our annual request, we may insert items that should better be negotiated for and budgeted for during and after the Trustee's capital fund drive.

# Howe Library Strategic Plan

## Appendix 4

We write to alert you to our awareness on these issues and to suggest the following. The Trustees in our annual fund drive and in our capital drive will not support projects or efforts that entail Town funding without explicit agreement. Put briefly, our fund raising will either support projects with no implications for the Town's budget, or that will be projects that the Corporation will continue to support annually.

Further, in 1998, we wrote "given the long-standing record of success through our partnership the Trustees look forward to the continued financial commitment by the Town, support which should grow over time as it does for the Town's other departments and programs." The Trustees appreciate the Town and Selectmen's past support of the Library. We hope that, in the changed environment of annual fund-raising and special capital fund drives, this support will continue and that Howe's budget request of the Town will be treated in a fashion similar to the budget requests of other Town departments.

We would be pleased to meet with you and the members of the Board and discuss these issues with you at any time.

Sincerely yours,

Matt Marshall,  
President, Howe Corporation

Richard Winters  
Chairman, Statement of Understanding Review Committee, Howe Corporation

# Howe Library Strategic Plan Appendix 5

## Howe Library: A Special Partnership

