

New Haven Free Public Library

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Positions:	GF- 38	SF- 1
General Fund Budget:		\$ 3,595,029
Capital Fund Budget:		\$535,000
Special fund Budget:		\$15,036

Legal Authority: Charter

[Sec. 133 to Sec. 137](#) There shall be in said city a department of the public library, which shall be under the management and control of a board of library directors.

Vision

The New Haven Free Public Library is a community treasure focused on creating experiences for all ages that support cultural connections, economic engagement, lifelong learning, and young minds. The Library will serve as a powerful force as we create strong neighborhoods, acknowledge the academic success of every school child, and help the city become a job generator.

Mission

The mission of the New Haven Free Public Library is to ensure that all of New Haven’s citizens have full and unlimited access to information and knowledge so that they may meet the needs of daily living, have opportunities for self-education, and participate successfully in self-government.

Values

- Promote the joy of reading.
- Deliver superlative library programs that meet the needs of the community,
- Introduce technology that is relevant, user-friendly, and addresses the digital divide.
- Acquire collections that help customers gain knowledge and be able to read for pleasure.
- Connect people to people.
- Engage a dynamic staff and assist them in providing the best customer service possible.

Buildings

The Library consists of five locations: Ives Main Library, the Fair Haven Branch, the Mitchell Branch, the Stetson Branch, and the Wilson Branch.

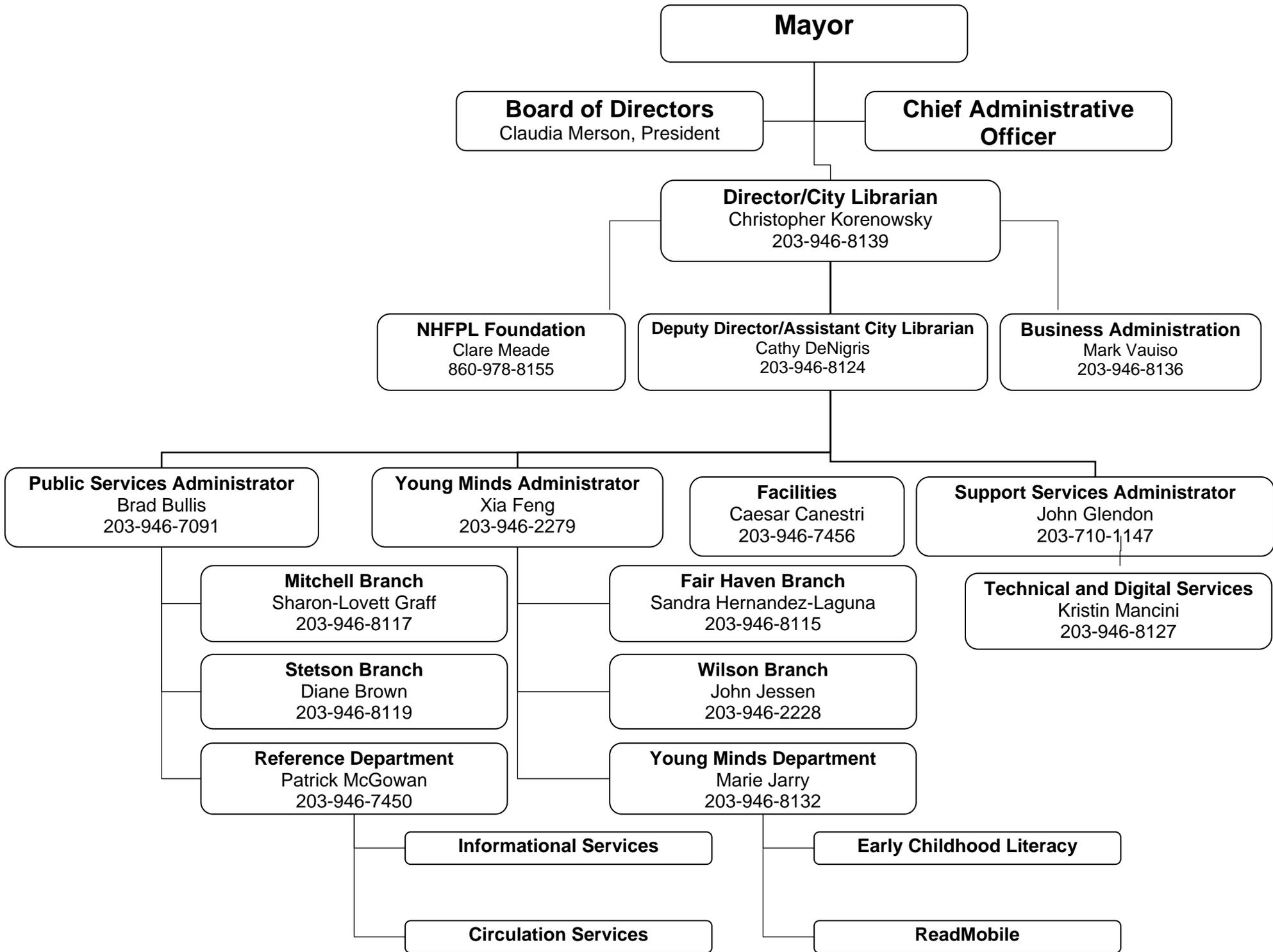
First Quarter 2014

The following is a comprehensive list of major initiatives the New Haven Free Public Library will be focusing on during the first quarter of 2014:

- Implement the Strategic Plan for 2014-2016. The year-long project shows the NHFPL defining seven strategic goals that include:
 1. City Collaboration
 2. Communicate Impact
 3. Customer Experiences
 4. Digital Bridges
 5. Engaging Environments
 6. Optimizing Potential
 7. Raising Revenue

We will create programs, services, and define initiatives within these seven strategic goal areas. A comprehensive set of institutional metrics was also created to allow the organization to make better decisions using concrete data.

- Break ground on the Lower Level construction Project at Ives Main Library. The NHFPL received a state construction grant of \$318, 524. The new space will include a brand new, glass encased Teen Center, a 150 seat theatre for panel discussions, performance, and readings, a designated art gallery, and a newly outfitted conference room space for customers and community meetings. The RFP was published in September 2013 for a 4th-quarter 2013 groundbreaking.
- Prepare for the second year of a major grant from the NewAlliance Foundation. The NHFPL received a three-year grant totaling \$105,000 to work with the Fair Haven Middle School summer classes to prevent summer reading backslide. The Library is following a cohort, which began last summer, across three years in a data-driven way to measure the effectiveness of planned activities in combatting summer reading slide.
- Complete the final cycle of a two-year, \$80,000 grant from the International Association of New Haven. This grant helped the Library focus on three key service areas pertaining to cultural and ethnic issues: year-long programming focusing on global cultures, acquisition of foreign language and cultures of the world materials, and diversity training for all NHFPL staff.
- Continue year two of the Stage. Page. Engage. partnership with Long Wharf Theatre. SPE is a series of community conversations about the complex issues of race and real estate in the city of New Haven and is being facilitated by the Co-Creating Effective and Inclusive Organizations Project, a two-year pilot funded by the William Graustein Memorial Fund (\$100,000). The partnership began in April 2012



Budget Summary:

<u>Personnel:</u>	<u>Amount:</u>
Administration:	\$321,212
Managers and Clerical:	<u>\$2,483,234</u>
Total:	\$2,804,447
<u>Non-Personnel:</u>	<u>Amount:</u>
Utilities:	\$305,300
Maintenance:	\$415,862
Supplies, Materials, Technology and Equipment:	<u>\$451,699</u>
Total:	\$1,172,861
Grand total:	<u><u>\$3,977,308</u></u>

11521010-56650-\$257,860-Other Contractual

Description: This line item is used for the following:

1. Security Guard Contract for Guard Service at all Branches: \$164,226 annually
2. Movable stacks maintenance annually: \$2,000
3. Dixwell Plaza Merchants common fees Stetson Branch: \$7,138.56
4. Ruotolo Mechanical On-Call Plumbing: \$4,000
5. Tri-State Maintenance On-Call Electrician: \$4,800
6. Advertising and Media Costs: \$420
7. Telephone Telecommunications AT&T: \$8,500
8. Janitorial and mat replacement services: \$10,454
9. Library Technology operating system maintenance: \$12,500
10. Elevator Maintenance Eagle: \$5,324.76
11. Landscaping and snowplowing: \$4,500
12. Office Supplies: \$2,000
13. Automatic Door Maintenance Services for movable doors \$2,500
14. Building life Safety & Technology: \$26,176.68
15. Pest Control Services: \$4,320

11521150-56662-\$205,000-Maintenance Service Agreements

Description: This line item is used for the following:

1. Performance Janitorial Services Contract \$123,000
2. Elevator Maintenance Contract Eagle: \$5,324.76
3. Hillyard Janitorial Supplies: \$1,000
4. Lighting Services Emergency Light Inspections: \$1,821
5. East Shore Glass On-call Glass replacement: \$3,000
6. America's Alarm On-call Alarm and Security Camera's Maint. \$2,500
7. Precision Mechanical Sprinkler System Inspections \$1,600
8. Fire Alarm Inspections Stetson, Wilson and Mitchell \$3,146
9. Northeast Lamp Recycling \$600
10. Jake the Snake Drain Services \$850
11. Cohen's Keys \$2,500
12. Anastasio Carting garbage collection Stetson \$1,080
13. ITS fire inspection at Ives \$1,100
14. Innovative Interfaces Library Operating System Maintenance \$17,235
15. Reliable Refrigeration HVAC Maintenance \$14,000
16. Digital Back Office Maintenance City's Managed Network 26,244

11521170-54482-\$18,000-Communication Equipment

Description: This line pays for monthly charges related to the Voice Over IP system monthly charges are at \$500 a month. Also for technology upgrades to the current IT network at the Library for employees and patrons.

11521170-55530-\$315,000-Books, Maps & Databases

Description: This line is for the purchase of online database subscriptions, books, downloadable books, cd's dvd's and other book related materials

11521170-56694-\$11,000-Other Contractual

Description: This line is to pay for department usage of the city's pay for print system with Xerox and for cell phone use by staff. This line was also used to pay for summer interns.

Summary of Open Items:

Increasing both program attendance and library visits per capita should be a priority because this is an indirect measure of mission achievement.

Currently New Haven is one of the lowest libraries in both measures as compared to cities and towns of similar size in Connecticut. Library visits per capita has taken a significant leap under the new leadership but it needs continued attention (CT State Library). However, library visits and electronic use should be measured in new ways once partnerships are created that bring the Library into other institutions. This can best be done by creating innovative partnerships with key City departments and organizations around New Haven. For example, the partnership with Gateway could give every student a library card and would result in stronger use of the Library.

The Library plays a key role in solving City-wide issues and should be more articulate and “at the table” for these conversations. Given that fifty-seven percent (57%) of New Haven’s citizens are functionally illiterate (Read to Grow) and “users love and value the Library” (Giving Collaborative), the Library can be a catalyst for significant social change. “With all the cuts, [the Library] has been a constant resource for our communities.” (OPG)

Customer service ratings are fair but need to get better. Customer service ratings across all locations averaged 1.75 out of a possible 2.5 score (Giving Collaborative). This is equivalent to a “C” grade. Customer service is rated as “very good” or higher only at the ReadMobile (Giving Collaborative).

Hiring more Spanish speaking staff (or training existing staff to speak Spanish) is critical to the long-term future of the Library, as are Spanish language materials and programs. The Latino population is growing (27.4% of New Haven population as of 2010 US Census), and Spanish is a first or second language for at least 30% of New Haven’s citizens (DataHaven). It would be beneficial to analyze the Library’s usage by minorities and by location to determine which programs and types of materials are most useful to each community.

More computers, more technology, and more IT training are needed; many users come to the library for its computers. The Library can play a key role in closing the technological divide, an enormous issue for a City like New Haven with a significant population in the lower income brackets (26.3% below the poverty line (U.S. Census 2010) and with high levels of functional illiteracy.

Continuing to address the environmental issues created by clients who are suffering from addiction, mental illness, and other conditions that create behavioral issues inside the Library will require partnering more closely with social service agencies and providing staff training in how to handle these behavioral issues. Staff mentioned this issue and its impact on morale in the staff survey (OPG).

Management and leadership training and practices must continue to improve. The resulting better management and leadership will address several concerns raised by staff, including better management-union relationships. The staff has seen progress in this area over the last six months (OPG). The Board understands that it must focus more on its strategic and governance responsibilities, and less on managing or micro-managing the Library; this is moving in the right direction (OPG).

Reimagining the Library's space for the 21st century to incorporate more group work spaces, places for conversations, more technology, and food will meet the needs of current users and possibly bring in new users. It must also pay attention to basic cleanliness, signage, and other foundations of a pleasant experience for both customers and staff. Cleanliness matters and the Library gets generally high marks. (OPG)

Communication with all constituents is improving and needs relentless attention. Customers use email and the Library itself for news about the Library; staff use email and each other to learn about goings-on at the Library (OPG). Streamlining, standardizing, and increasing these communication methods will improve scores in many areas. As the technological divide narrows, the Library can continue to use online and email communications, and increase its use of social media to reach even more of its constituents.

Major Functions/Projects:

1. The process of creating a strategic plan for 2014-2016 was undertaken with an eye toward the changes the NHFPL has encountered, as well as a focus on where we need to be in the future. With input from staff, customers, board members, and donors we evaluated our strengths, the needs of the community, and areas ripe for enhancement. The planning process recognized the need for a system-wide approach, while still honoring the uniqueness and diversity of our branch neighborhoods. As noted, the organization is moving toward the use of more concrete institutional metrics to become more fully data-driven as decisions are made. In looking at the strategic plan, the Library has created a roadmap that speaks directly to community aspirations.

2. The New Haven Free Public Library seeks to purchase an approximately 26' bookmobile for use primarily for outreach to schools and preschools. General specifications will meet all applicable parts of the ABOS Vehicle Construction guidelines, Federal Department of Transportation regulations, other governmental safety and operation guidelines and any requirements set by the State of Connecticut. \$200,000 has been secured in both private donations and city monies to purchase a new ReadMobile for the Library.

3. Long Wharf Theatre and the Library partnered with a specific collaborative project in mind. Per the grant application, "With the support of CEIO, the Library and Long Wharf will create and curate conversations that are inspired by the Theatre's illumination of dramatic literature. Hosted at the numerous NHFPL branches and in Long Wharf's two theatres, these events will seek to engage the community in lively, vibrant, and meaningful conversation about issues that deeply affect the constituents and neighborhoods of each institution."

Both organizations have intentions of using the partnership to strengthen their ability to reach organizational goals. Long Wharf Theatre was hoping that a more direct connection with the Library and its constituency might diversify its audience in terms of income, age and race/ethnicity, countering an assumption that their current efforts are "often stigmatized by the assumption that they are intended for and only accessible to rich, white patrons."

The Library shares an interest in making its resources and supports available to the full range of New Haven residents. It notes a barrier that "*being a governmental agency, some residents may feel that they require special knowledge to navigate through and fully take advantage of what the Library has to offer.*" Both organizations also note they faced budget cuts or short-falls in revenue, with "*significant cutbacks in staff that serve their core programs.*"

4. The Library needs to devise ways to professionalize the manager teams and help them achieve maximum leadership impact and better organizational performance.

To that end, the Library will create a staffing plan that will address the need for more staff and the need for improved compensation to allow the NHFPL to retain

the best and the brightest workforce possible. The plan will address both staffing needs and diversity.

The Library will also establish a development plan that addresses gaps in knowledge and training performance and allows for individual goal-setting and performance reviews. Goal-setting plans will be created with staff input. Once the Library receives that data, it can provide targeted, job-related training for managers.

5. Phase II Ives Main Library. Current service priorities include: an increased programmatic space for performances: author appearances and other programs that attract large audiences, and increased community gathering areas. The lower level of Ives was designed to be a popular library offering fiction and bestsellers, AV collections and computers. The Program Room located on this level has a separate, handicapped-accessible entrance.

STAGE ONE - Project to be completed:

A redesigned Lower Level Information Desk will transform the current 2-person desk into a staffing point that is more in line with current reference service best practices. A smaller, more approachable desk will allow for staff to consult with customers, more easily come out from behind the desk and offer more on-floor service.

An additional Conference/ Meeting Room on the lower level will use a converted AV work area as a traditional conference room space.

An additional Program Room (Program Room #2) on the main level will have film-viewing and presentation capabilities.

The Audiovisual Area will have additional shelving added to house a growing collection that is currently below State Library standards. Space for future growth is available, if needed, keeping in mind that the rapid advent of downloadable e-books, audiobooks and movies may limit the need for significant space growth.

Gallery The area formerly occupied by 12 computer stations will be used as a flexible gallery/exhibit space. Moveable panels will be used for hanging the art work the library exhibits monthly with the assistance of a volunteer curator. Also: shelving for oversize art books collection.

Performance Area Our current 75-seat capacity program room is often too small for the larger audiences that major authors like A.S. Byatt or Bret Ellis Easton have drawn for our Writers' Live program or for community meetings with the Mayor. An existing, underutilized area on the lower level will be outfitted with a moveable stage and seating for flexible use for theatrical, musical or lecture events. Carpet and ceiling modifications as well as lighting and sound attenuation using moveable acoustical panels, baffles and electronic sound systems will make this a more productive, attractive space amenable to planned collaborations with Long Wharf Theater and other local groups.

STAGE TWO – Project to be completed:

Transition Center This center is a resource for adults 50 years and older and offers informational and cultural programming. The current area devoted to the 50Plus Transition program is located on the main level, near the Business/Nonprofit Resource Center, a major stack area, the main Circulation Desk and the Reference Desk. The space looks out onto a patio that looks out over the Green. This internal space will be expanded out onto the patio, with the addition of a 1,500 S.F. structure. The addition will add a conservatory-style space in keeping with the 1911 Georgian architecture of the Ives Main Library building.

Activities that will be offered here include: a consultation area for visiting AARP, Social Security, health professionals, etc. to meet and answer questions, a flexible program space accommodating up to 60 people, a research area with collections and four computer stations, a meeting space for book clubs and investment clubs, and a casual, comfortable space for formal and informal interactions for members of the community.

Key Systems/Processes:

The NHFPL is highlighting our hiring process because the Charter exempts Librarians, Managers and Administrators from the civil service process.

The Library adheres to a rigorous hiring process. For each and every vacant position, the four person Administrative team works as a unit to interview all candidates.

In addition to the actual interview question sets, a comprehensive 60 point total evaluative chart has been created to numerically rank applicants for managerial positions. The headings in the evaluative chart include:

Job Knowledge and Experience

- communication skills
- leadership versus management understanding
- vision for the department
- politically savvy and diplomacy

Supervisory Skills

- fosters a teamwork environment
- skilled in handling difficult people and situations
- problem-solving talent
- organization and project management ability

Organizational Agility

- can set strategy both locally and globally
- recognizes customer service as the priority
- ability to delegate
- future-oriented

Each of the above categories is ranked from 1 to 5, with 5 being the highest.

Additionally, the Library strives to recruit diverse employees whenever possible. For any managerial vacancy, the Library posts the positions through two national organizations:

Black Caucus of the American Library Association

The Black Caucus of the American Library Association serves as an advocate for the development, promotion, and improvement of library services and resources to the nation's African American community; and provides leadership for the recruitment and professional development of African American librarians.

REFORMA: The National Association to Promote Library Services to Latinos

System Deficiencies/Attention Required:

There are three main department deficiencies indicated within the following:

1. The Library is underfunded. The Library's operating income per capita is 40% below the average of similar size towns in Connecticut (approximately \$30 versus \$50), and the Library's operating income per capita is falling (2011 = \$31.38; 2012 = \$30.36). It is critical that the City increase the Library's budget, the Library find new sources of funds, and the Library Foundation increase its fundraising ability. Staff salaries should be examined as well.

2. Open hours to the public. The open hours in the four branches is off utmost concern. During the time frame of September to May the branches are only open 33 hours per week. Library systems comparable to the size of NHFPL around the state offer 41 to 50 branch open hours. What is even worse in the months of July and August 2013, the branches were only open three days a week (26 hours) due to union contract issues. If we have shuttered branches with minimal open hours, the NHFPL will not be seen as a dynamic organization and a destination in the community. It is imperative that we increase our staffing structure to be able to be open more open hours for city residents and strengthen neighborhood communities.

3. Staffing structure. In 2001 the Library had 76 full time employees. At that time, the NHFPL had three branches and the Main Library. Today, the NHFPL has four branches, a ReadMobile and the Ives Main Library. The full time staff has been cut to only 39 employees. The Library cannot have the open hours it needs for the public and provide the level of programs and services that we need to with this staffing structure. It is critical that the Library add multiple full time positions to the budget. The Library will again be making a recommendation during the budget process to add the following positions for FY 14-15:

- Library Assistant (Young Minds)
- Manager of Spanish Language Outreach (Reference Services)
- Manager of Digital Experiences (Technical Services)
- Young Minds Librarian (Fair Haven Branch)
- Young Minds Librarian (Mitchell Branch)
- Young Minds Librarian (Stetson Branch)
- Young Minds Librarian (Wilson Branch)