Department of Líbrary Servíces Annual Report 2009

"The man who enters a library is in the best company this world affords; the good and the great welcome him, and humbly ask to be allowed to become his servants."

Andrew Carnegie, 1895















ANNUAL

REPORT

2009

DEPARTMENT OF LIBRARY SERVICES

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MISSION STATEMENT

To provide contemporary, comprehensive, and integrated library, archives and information services relevant to the social, cultural, educational, business and informational needs of the community.





1. OVERVIEW

The year 2009 was one of challenges and opportunities for the Department of Library Services. It was a year of financial cut backs which greatly impacted on the department's ability to fill critical vacancies. Despite the challenges, however, 2009 proved to be a productive and relatively successful year for the department. Despite not being able to secure the usual funding for the main facilitator, the Children's Library Annual Summer Programme (CLASP) was successfully undertaken and the department was able to launch its Audio Visual Loan Service.

This was also a successful year for the department as three members of the staff completed undergraduate degrees with a high degree of success while another staff member set out on a career path that would eventually lead to the attainment of archival and records management qualifications.

Significant improvements in the quality of the department's product were also achieved with the purchase and commissioning of new computer equipment, the continued upgrading of the department's inventory and the corresponding growth in overall library usage. Undoubtedly, the challenges presented in the year under review were met and surmounted by a team that continues to work at improving both collegiality and productivity.





2.1 Collection Development

The library's collection continues to grow through the purchasing of new information resources such as books and periodicals and the generous contributions from donors in the Anguillian community. Thus, items for circulation have been added to various sections in the library like the reference section, the fiction and non-fiction sections and the West Indian section.

Additionally, since April 2009 information resources in the form of DVD and CD formats are now available for loan. The CDs and DVDs are currently available to loan to only adults, so consequently this means that parents interested in using any audiovisual materials for their children will need to sign up for this new service in order to borrow. Adult patrons who sign up for this service can either pay an annual subscription fee of only EC\$25.00 or they can pay EC\$5.00 per DVD each time they borrow. Once an adult patron has chosen to subscribe or pay as you go then that adult is allowed to borrow no more that two DVDs or CDs at a time. The loan period for CDs and DVDs is usually for three days with a chance of renewing the loan for another three days if no one else has requested those items.

This new service of DVD and CD formats adds quite an interesting and exciting dimension to the library collection as they complement the topics and subjects in print format. It offers information on a variety of subjects such as the environment, biology, mathematics, religion and parenting as well as for entertainment purposes. In addition, this collection of audiovisual resources is available for parents and educators to share with children to support literacy and numeracy. It is also worth mentioning that no fees are charged to patrons such as teachers and other educators who wish to use these audiovisual resources for

educational purposes. Further, through the audio recordings of books on CDs the library can also reach out to those who may be visually impaired in the community. Initially, just over two hundred DVDs and CDs were processed for loan when this new information service came into fruition. By the end of 2009, the library had processed well over 400 DVDs and CDs in its collection for loan and this will continue to grow throughout 2010. Soon enough patrons will also be able to borrow more than two DVDs or CDs at a time.



Another interesting aspect to the growing library collection was the allocation of shelf space to create a Parents Zone. This part of the collection focuses on providing guidance to parents raising teens. It covers general developmental information, communication issues, sexuality and substance abuse.



2.2 Circulation and IT

While acquiring information resources is a major and important function that supports all life in the library, equally important is the activity of circulating information resources to a library's customers. Circulation of information resources is what libraries are really all about, it is the heart and centre of the library. It is through circulation activity that a library will get a true picture of what is really taking place inside of the organisation. It is also a gauge of how well a library is doing to support the needs of its customers. It even supports other activities or functions of a library like the selection and acquisition of library resources. From circulation statistics libraries are able to see what kinds of information resources are going out and what is being the most requested and popular. With the evidence produced by the usage of information resources, libraries have an opportunity to acquire information resources that will further support the demands and needs of its growing customer base.





According to a 2001 annual report the total items or information resources like books and periodicals checked out were 12,159. In 2008, the department saw the number of information items checked out rise to 21,311. Therefore, it does appear that throughout the last decade the library has seen steady growth in the usage of its information resources. We can clearly see this steady increase by looking at the overall comparison of the circulation statistics of the years 2008 and 2009. In 2008, as stated above, the overall checkouts for the year was 21,311, whereas in 2009 the overall checkouts totalled at 22, 409 (see figure 1). The following tables 1 and 2 also break these numbers down by month for the last two years.





Fig 1 Shows the amount of library materials that were checked out during the years 2008 and 2009. These materials include DVDs, magazines, books, CDs.



| Month of Year | 1 time check outs | 2 or 3 time check outs | Checked In | Hold Request |
|---------------|----------------------|---------------------------|------------|-----------------|
| | | | | |
| January | 2306 | 337 | 1156 | 13 |
| February | 1451 | 2647 | 1073 | 25 |
| March | 972 | 336 | 971 | 16 |
| April | 1149 | 337 | 1112 | 9 |
| May | 988 | 310 | 951 | 10 |
| June | 739 | 743 | 1460 | 7 |
| July | 538 | 372 | 938 | 0 |
| August | 711 | 189 | 664 | 7 |
| September | 1780 | 532 | 1087 | 24 |
| October | 1743 | 371 | 1119 | 32 |
| November | 1232 | 359 | 1130 | 19 |
| December | 844 | 325 | 967 | 16 |
| Sub totals | 14453 + | 6858 = | 12628 | 178 |
| TOTALS | 21,31 | 1 | 12,628 | 178 |

2008 Circulation Statistics

Table 1 - This table shows the transactions of the circulation desk for information items that include books and periodicals for the period 01st January to 31st December 2008 arranged by months.



2009 Circulation Statistics

| Month of Year | 1 time check outs | 2 or 3 time check outs | Checked In | Hold Request |
|---------------|----------------------|---------------------------|------------|-----------------|
| | | | | |
| January | 1146 | 333 | 1058 | 17 |
| February | 2567 | 705 | 2460 | 37 |
| March | 1255 | 419 | 1297 | 22 |
| April | 1112 | 357 | 1066 | 11 |
| May | 1197 | 360 | 1147 | 13 |
| June | 1194 | 346 | 1218 | 18 |
| July | 883 | 270 | 988 | 9 |
| August | 1548 | 246 | 1560 | б |
| September | 1810 | 458 | 1671 | 10 |
| October | 1855 | 509 | 1432 | 11 |
| November | 1641 | 531 | 1592 | 5 |
| December | 1241 | 426 | 1388 | 4 |
| Sub totals | 17449 + | 4960 = | 16877 | 163 |
| TOTALS | 22,40 | 9 | 16,877 | 163 |

Table 2 - This table shows the transactions of the circulation desk for information items such as books, periodicals, CDs and DVDs for the period 01st January to 31st December 2009 arranged by months. This table shows that there was an increase in check-outs of information resources from 2008 to 2009.





Fig 2 – further illustrates the usage of information resources from Jan-Dec during the years 2009 and 2008.

The circulation of information resources continues to be aided and assisted by the library management system, Alexandria. Alexandria continues to play an instrumental role in linking the library's major activities like cataloguing and circulation. It is also the tool that links the library's patrons to its information resources and facilitates useful management reports. Since the last quarter of 2006 when automation of the bibliographic records began it is indeed commendable to note that over 17,000 items have been added to the database without suspending public access to the library for extended periods. It is still a work in progress. And efforts will continue to be made to increase the accuracy and comprehensiveness of the database by continuing the analysis and data entry for the backlogs in certain subject areas.

In terms of the public access computers, 1,875 bookings were recorded for the use of the Internet, a reduction of approximately 565 when compared to 2008. The

downturn in the global economy affected the 'tourist' customer base. Other factors include the frequent technical disruptions to the Internet service and the acquisition of home computers by some regular customers. The figure however, reflects use by those who pay a user fee and does not include use for research and instructional purposes. No data is available on the use of computer workstations for other IT applications like word processing or other recreation purposes. Mechanisms for recording data for other functions need to be established. A user survey could be a catalyst for data gathering relating to what is used now and what patrons expect a library to do for them.

With the valuable assistance of DITES, work continued on the design concept of a website with the addition of some content. This will not only raise the profile of the library but offers the advantage of remote access of some services to customers. Some glitches have to be ironed out with testing and editing before virtual access is launched.

2.3 Patrons

Another key aspect to any library has to be its customer base. The Department of Library Services is very committed to serving the entire community of Anguilla. Our services and information resources continue to strive to meet the needs of a cross section of the Anguillian community that include children, teenagers, adults, educators and the elderly. The library offers an array of services to patrons such as computer and Internet access, printing and photocopying services, reference resources, books loans, newspapers and magazines, CD loans, DVD loans, exhibition space, meeting spaces, children's library services, community bulletin board and outreach programmes.

The Department of Library Services currently has a total of 2439 patrons. There are currently eight (8) different categories that a patron can fall under.

The categories are Child (Primary), Child (Secondary), Special Reader (Child), Adults, Special Reader (Adult), Visitors, Organisations and Staff. Patrons who fall under the category of organisations include all of the Primary Schools, Rehabilitation and Probation Centre, Workshop Initiative for Special Education (WISE), HM Prison, a community resource centre located at Island Harbour and two pre-schools, the Island Harbour Pre-School and the Church of God of Prophecy Pre-school.





While the present statistics for the use of materials are encouraging, they are no excuse for complacency, the Department aims to attract a higher percentage of the population to use its services.



3.1 Management

The practice of weekly meetings for senior staff members continued in 2009. These meetings served to keep senior staff abreast of developments within the department and across the ministry. They allowed staff to share their ideas and to have input into the management and smooth running of the department. Some planning is also undertaken during these management sessions especially as it relates to information sharing with the rest of the department.

Additionally, the Director meets regularly with the permanent secretary during which updates on the department's activities and progress are given. During the year under review the permanent secretary also met with the entire Library Staff in a session which allowed for a frank exchange of views. The Education Planner has also been assigned to lend strategic support to the department.

3.2 Staff Development

During the year under review the Department of Library Services welcomed back two of its staff members who pursued studies abroad.

Misses Anika Hughes and Julianne Leveret successfully completed studies in Library and Information Management earning First Class Honours and Upper Second Class Honours respectively at the Manchester Metropolitan University (MMU) in the United Kingdom. Their newly acquired knowledge and skills have positively impacted both the attitudes to work as well as the level of productivity among the staff.



Meanwhile, the department saw the departure for the United Kingdom of Miss Anthea Roach who set out on a path leading eventually to a graduate degree in Archives Administration at the University of Wales at Aberystwyth. A meeting with Jan Liebaers, former archivist with the government of the Cayman Islands, further confirmed the need for an advanced planning consultancy for the development of archival and records management services for which the training of local personnel is an integral component.

Miss Ingrid Richardson was among the first cohort of graduates from the Open Campus of the University of the West Indies completing a Bachelor's of Science degree in Financial Management with First Class Honours, an achievement that saw her being one of the finalists for Valedictorian of the graduating class

The staff of Library Services was also exposed to and attended many workshops and training sessions throughout the year. For instance, the Department of Disaster Management (DDM) held a number of training sessions relating to post disaster activities to which three members of staff were exposed – Misses Jansie Webster, Julianne Leveret and Jane Grell. Miss Anika Hughes also participated in Customer Care training sessions run by the Anguilla Tourism Board. The Executive Secretary, Rozell Hennis-Richardson participated in a Public Financial Management Workshop facilitated by the Caribbean Public Financial Management Association (CAPFA). Joycelyn Mills and Anthea Roach benefitted from a 10 week course in Savings and Investments put on by ECCB and the Open Campus, UWI. Julianne Leveret also attended the Women's Affairs and Equality Workshop sponsored by the International Women's Association Factor of Anguilla.



3.3 In-House Matters

Staff development sessions aimed at revamping and/or creating policy guidelines to govern and protect the rights of patrons and staff within the Library environment were held. Although basic regulations were in place for the use of services it was felt that they were inadequate not only for dealing with violations of misconduct and the attention to etiquette demanded by the use of technology but also for serious concerns over the safety of young children without parental supervision. The Behaviour Policy was still in draft mode and in need of revision and consensus through consultation with all stakeholders.

A Health and Safety Development Session for the entire Library Staff, established and non-established, was conducted with the assistance of personnel from the Department of Health Protection. This session focussed on issues related to cleaning, more specifically the use of chemical cleaners. Sincerest gratitude is expressed to Mr Oliver Hodge who very ably led this particular session which the staff found very useful.



4.1 Schools' Library Programme

The programme that was put into operation four years ago whereby, a box of books was allocated to each classroom of the primary schools at the beginning of each term; and in turn collected at the end of the term seems to be functioning well.

Although both students and teachers alike seem to look forward to having the books collected and renewed it is perhaps time to conduct a satisfaction survey to engage the teachers in an evaluation process.

In the year 2009 the system expanded beyond the schools. Requests for boxes of books were received from The Rehabilitation and Probation Centre, the Prison and the community resource centre located at Island Harbour. In addition, two preschools, The Island Harbour Pre-School and the Church of God of Prophecy Preschool joined the programme.

Reading is fundamental and it is our duty to encourage students and adults alike to use books for enjoyment and information.

4.2 Children's Saturday Morning Programme

The Library continues to host its weekly Saturday morning programme of stories, songs and other activities for children. The cushion club that was launched on March 21^{st} 2008 continues with an added incentive of "Race into Reading". This initiative targets children between the ages of 3 - 12 and encourages parents to read to their children and/or have them read for themselves and comment briefly on the books they have read.



The Saturday Morning Programme relies on volunteers and staff members who give of their time and skills to help our children. Special mention has to be made of Mrs Janice Elijah and Mrs Civilla Kentish for their dedication and voluntary support rendered to our Saturday Morning Programme.

4.3 Book of the Week

With the kind sponsorship of the Social Security Board and collaboration with Radio Anguilla, summaries of books are prepared for broadcast, one title each week. The priority focus for the selection of titles is on both juvenile and adult works out of the Caribbean and African American experience. "Book of the Week" offers the opportunity to publicise some of the library's resources and also make listeners aware of other people's thoughts and life lessons. Some books offer advice for self improvement, self-help activities or about topics for sharing with children. Certain titles are re-broadcast to coincide with special events on the national calendar like the Anguilla Revolution, Mothers' Day, carnival or Christmas.

4.4 Children's Library Annual Summer Programme (CLASP)

Collaboration with the Department of Disaster Management (DDM) was the driving force for the planning and implementation stages of CLASP with its thematic affirmation of "We Ready! We Safe!" For some time Susan Hodge, Programme Officer, COPE at the Department of Disaster Management (DDM) had been interested in using CLASP as an avenue for promoting positive responses to challenges young children may encounter, whether they are triggered from natural or manmade risks. The strategy was realized in 2009 when the DDM lent an arm of support with technical expertise, information resources, training, supplies and personnel for various activities. DDM staff was also involved in the orientation sessions facilitated by workshop consultant, Ad-Ziko Simba for all staff and volunteers between July 6 - 10, 2009. Volunteers included A.L.H.C.S students on job attachment at the DDM, teachers, visitors and the 'teen trainees', mostly teenagers, who had been past participants of CLASP.









From July $13 - 24^{\text{th}}$ over 90 children between the ages of 5 and 13 participated in CLASP 2009 operating out of two venues, the Library and Campus B. Faced with the constraints of a relatively short programme in relation to the scope of the theme, the participants in their various age groupings focused on the following subject areas representative of the main natural hazards to which the Caribbean area is prone:

| TEAM | FOCUS AREA |
|--------------------------------|-------------|
| Ever Ready Squad (5 – 6 yrs) | Floods |
| Preparedness Posse (7 – 8 yrs) | Earthquakes |
| Careful Crew (9 -10 yrs) | Volcanoes |
| Vigilant Vigils (11 – 13yrs) | Hurricanes |

Through the theme song, games, stories, experiments, talks, drama and craft activities the participants were sensitised to being ready and safe with a positive mindset. Field trips to the Royal Anguilla Police Force headquarters and WallBlake Airport provided onsite views to the functions of the National Emergency Operations Centre (NEOC), its Communications room and the Fire Department during emergency conditions. P.C Carbon, Mrs Elizabeth Klute of the DDM, James Willock, Ham Operator and Marcus Daniel of the Fire Department conducted interactive sessions with the children. On the trip to Sandy Ground beach Mr Kenroy Rawlins of the Department of Fisheries & Marine Resources introduced the basics of boating and water safety while the junior arm of the Anguilla Red Cross gave a first aid demonstration. The closing presentations featured the theme song with tips to be 'ready' and 'safe' and also a skit encouraging the audience to be prepared, always pay attention to accurate information and seek emergency assistance only when it is really needed.















Partnerships with government departments, interest groups, public spirited organisations and individuals fuelled the execution of CLASP 2009. Notwithstanding the slump in the economy the following institutions continued to assist with much needed sponsorship: Caribbean Commercial Bank, National Bank of Anguilla, First Caribbean International Bank, ANGLEC, Social Security Board, Sunset Homes, Anguilla Craft Group, Best Buy Supermarket, Ashley & Sons Ltd and JW Proctors.



4.5 Exhibitions

One other avenue that the Department of Library Services has taken to reach out to the Anguillian Community at large is through its exhibitions. Exhibitions are a great way and resource for bringing valuable information to the Anguillian community about pertinent and current issues. Exhibitions are also a great way of supporting our historical and cultural heritage.

In 2009, the department put on an exhibition to coincide with the Inauguration of President Obama as the 44th and first black president of the United States. The year opened with the world experiencing an infusion of hope generated by the upcoming inauguration of Barack Obama. In this spirit of goodwill and teamwork every member of the library staff contributed to the feverish activity of mounting a comprehensive exhibition to meet the deadline of January 20, 2009. Entitled "Path to the Presidency" the pictorial displays aimed to show the historical events, the struggles for human rights and advocacy from the age of discovery onwards that paved the road for this historic destination.



There was also an exhibition on the Anguilla Revolution as seen through the headlines of newspapers that existed during the days of the revolution, an exhibition on Disaster Preparedness which continued the theme of the Children's Library Annual Summer Programme (CLASP) which emphasized the importance of being ready and being safe in the event of an natural disaster such a hurricane, a tsunami, a volcano and an earthquake. There were also exhibitions on the Holidays

of December and National AIDS Day.







Exhibitions are also an excellent way of showcasing the library's information resources. During all of the 2009 displays, the library put forward information resources like books and DVDs for loan and distributed leaflets that were related to the current exhibition.

4.6 Library Lingo

After probably a year or more in recess it was decided to aim at bringing out an edition of the library's newsletter three times a year. Library Lingo was started in 2005 as an initiative to honour the memory of library assistant, Karel Richardson, who was tragically killed while studying in Jamaica in 1999.



A double edition appeared in September and highlighted CLASP 2009, headlines from regional and international newspapers about the Anguilla Revolution as well as excerpts from some of the winning poems from the 2007 Malliouhana Poetry Competition. The December issue focused on introducing readers to the pictorial recordings done in 1962 by the iconic folklorist, Alan Lomax, of traditional life in Staple features in Library Lingo are brief book reviews, historical Anguilla. flashbacks and a column celebrating nation language.



5. PHYSICAL ENVIRONMENT

On the outside the physical plant continues to be a public eye sore; the building is in a serious state of disrepair. The interior of the building is in much better shape; however, one challenge that persists is the ability to develop the old courtyard area into the proposed ICT Centre. The continuing lack of adequate funds has meant the continued suspension of this project.



In the latter half of the year, however, a proposal was drafted and sent to telecommunications provider LIME seeking a partnership in developing the proposed ICT Centre, the idea being that should LIME provide the funding the centre could effectively become the LIME ICT Centre. Feedback is being awaited.





No provision is made for the security monitoring of library property outside of business hours.

The building is largely unsecured and is susceptible to vandalism and break-ins. In fact the newly-acquired Library vehicle was criminally vandalized in November and in December the building was broken into and burglarized. When not in use the van is now parked on the grounds of the Police Station and attempts are being made to secure the building via the installation of surveillance cameras. That process is ongoing.





A number of important partnerships continue to be forged with community partners. It is well established that the library service relies on strong allies in the community in the areas of expertise, fundraising, collection building and outreach programming. Nowhere is this kind of collaboration more evident as in being able to facilitate the Children's Library Annual Summer Programme (see 4.5). Appendix 1 lists the various arms of support from individuals and organizations and more details are given below for some of these mutually beneficial partnerships.

One of the most significant partnerships realized in the year under review was the financial assistance of US\$10.000.00 provided to the Government of Anguilla for the purchase of computers for the Department of Library Services. The money was used to purchase eight (8) computers six of which were made available for public use with the other two being used in supporting role. This allowed for a significant upgrading of the computer product available for public use. Another computer was acquired through EducationUSA's programme for equipping participating countries with equipment and information resources for advising prospective students about the requirements for study at U.S colleges and universities.





The department collaborated with the East Caribbean Central Bank Office in Anguilla in celebrating Literacy Month. Members of staff of the Anguilla office volunteered to read stories to the children during the Saturday morning Cushion Club sessions. An ECCB Corner has also been established in the Library where publications of the institution are displayed and made available to the public.

Collaborative work with the UWI Open Campus, the Department of Youth and Culture and Summit Chambers went into organising the 2009 Malliouhana Poetry Competition, using the theme "Standing at Crossroads...Facing Choices." This venture invited writers to reflect on personal or national dilemmas, the growing economic instability, or any experience that called for intense deliberation. Awards were given for the top three places in four age groups from five years old to adult as well as special awards in the categories of nation language and performance poetry. The AIDS/HIV Health initiative worked along with the Department of Library Services on the World Aids Day display in December. Pamphlets were donated to the library as well as information on various contraceptive methods that can be used to prevent the spread of HIV/AIDS.

Not enough can be said in appreciation for the invaluable support of the Department of Information, Technology & E-government Services (DITES) with helping to maintain our technological infrastructure and response to crises.



7. FINANCIAL SUMMARY

In direct response to the declining economy budgetary allocations were reduced. The following chart outlines the actual expenditure for goods and services in 2009.



Fig 4: shows expenditure on goods and services for 2009. The total utilities cover the cost of power consumption for both the library and the Teachers' Resource Centre.

User fees and fines put \$14,378.47 into government's revenue and shows the effects of the 'recession' when compared to the 2008 figure of \$ 20,241.00.



- While the declining economy will continue to affect tangible responses to capital outlay for reducing the deterioration of the Edison L. Hughes Library and Education Complex and for the completion of the roofed courtyard area, priority status should be assigned to these projects.
- Security is a serious concern for which the installation of surveillance equipment is essential to assist with reducing damage to property.
- Continue building the catalogue that would be an accurate reflection of all our holdings.
- Develop and conduct a satisfaction survey to assess how and why users choose to take or not take advantage of services offered.
- > Expand and promote the new audio-visual loan service.
- Implement website to increase visibility of the library, enhance information literacy and access to services offered.
- > Develop procedures for collecting more statistics to show use of the library.
- > Maintain collaborative partnerships in the public and private sectors.

The attempt at teambuilding to which the achievements attained are attributable continued throughout the year. There is, however, no doubt some room for improvement, and it is hoped that all members of the team will in fact continue to seek to better understand their role and by doing so help the department to move closer to the place where it can function optimally.



SOURCES OF SUPPORT

The following individuals and organisations made various donations to the library in 2009 to enhance collections, services or programmes. All inputs of time, energy, skills, funds and other contributions are greatly appreciated as they helped to maintain services or build collections.

Sponsorship (CLASP)

First Caribbean International Bank Caribbean Commercial Bank National Bank of Anguilla ANGLEC Social Security Board Sunset Homes Anguilla Craft Group Best Buy Supermarket Ashley & Sons Ltd J.W. Proctors

Sponsorship (Other)

Social Security Board First Caribbean International Bank EducationUSA

Networking

Ministry of Social Development Teachers Resource Centre Albena Lake Hodge comprehensive School Department of Information, Technology and E-Government Services Department of Disaster Management Department of Youth and Culture Open Campus UWI Summit Chambers Education Department AIDS Unit



The Media

Volunteers and Resources Persons

Janis Elijah Civilla Kentish Sharon Lake Lisa Bass Ad-ziko Simba Verrin Flemming Abiola Streete Laura Momgauari Isabel Rosario Alecia Sharpliss Kenisha York Ijahnya Christian **Reneal Rogers** Julisa Thomas-Carty Isa Gumbs Sharice Henry Mia Hughes **Courtney Mills**

Information Materials

Mr & Mrs Henry Meyer Mr & Mrs Warwick Butler Ms Patricia Baird Sean Cunningham Ruth Donbrowski L. P. Rossbach Althea Turner Paul Dawehy Evelyn Jackson Bill Hennessey Venis Carty Carol Ottley-Mitchell Janet Elsbach Elin Zcmarzceck Alisha Kendall Erimel Franklin John Evans Marjon Wind



Jacqueline Ebner Stephanie Stokes Oliver



APPENDIX 2 DEPARTMENT OF LIBRARY SERVICES – ORGANISATIONAL CHART

