



**HAVERHILL**  

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**PUBLIC LIBRARY**

**99 Main Street  
Haverhill, MA 01830**

**Long Range Plan  
FY10 through FY11**

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## **Vision Statement**

The Haverhill Public Library is the institution in the City that connects our community to lifelong learning and enrichment.

## **Mission Statement**

The Haverhill Public Library serves as a focal point of our community, meeting the lifelong learning needs of all people. The Library provides exceptional service, materials, and programs to meet those informational, recreational and cultural needs.



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## **ACKNOWLEDGEMENTS**

### **Long Range Planning Committee**

Mary Johnson-Lally, Interim Library Director

Susan Katzenstein, Assistant Director

Catherine Page, Head  
Circulation

Leslie Todd, Head  
Youth Services

Faris Bennett, Head  
Reference & Information

### **Additional Staff**

Michael Hutchinson, Building Manager  
Building & Grounds

Stephen Berezansky, System Administrator  
Administration

## **THE COMMUNITY OF HAVERHILL**

The City of Haverhill, located in northeastern Massachusetts on the Merrimack River, is one of the oldest and most historic communities in the state. It is situated in northern Essex County, is bordered by the towns of Methuen on the west, Groveland and Boxford on the south, West Newbury on the east, and the State of New Hampshire on the north. Haverhill contains almost 36 square miles of area and a wide variety of land uses, ranging from rural agricultural areas to urban areas such as, the city's historic industrial center.

Established in 1640 as Pentucket, Haverhill was incorporated as a city in 1870. Although originally settled as farm land, the city evolved into a major industrial center through the establishment of saw and grist mills in the late 17<sup>th</sup> Century, tanneries and boat yards in the 18<sup>th</sup> Century and shoe manufacturing, its leading industry of 180 years. The city remained a thriving industrial center until the severe depression of the 1930's. Currently, computer technology and research industries thrive within Haverhill's seven industrial parks, business districts, and newly rehabilitated central business district. The city is also only 33 miles from Boston. Lowell, Lawrence, and Cambridge, MA, and Nashua, Manchester and Portsmouth, NH, are all within a 30-mile radius. Therefore, Haverhill also acts as a bedroom community for workers in those areas.

According to the Massachusetts Department of Revenue 2006 figures, the current population of Haverhill is 60,825, which shows less than a 2,000 increase in population from the 2000 census. Projected for the year 2011 is a population figure of 62,121, only a little above a 2,000 increase.

From the 1930's through much of the 1970's, Haverhill was in a depressed and declining state, but from the mid-seventies to the present, growth and change have been the major themes. The former decline in population represented the children growing up and leaving, as there were few opportunities "back home." In recent years, that trend has reversed, as Haverhill has been "discovered" by outsiders, and far more opportunities are available to bring the grown children back to settle and live.

The diversity of Haverhill's population like many urban areas continues to increase. In 1970, less than 2% of Haverhill's population was non-white, while in 2006 racial diversity comprised 17.8% of residents.

Massachusetts state data lists the median household income at \$56,922, and the per capita income as \$26,658.

Haverhill's education levels continue to rise: 83.5% of the population (of persons 25 years and older) are high school graduates or higher, and 23.3% (of persons 25 years and older) have bachelor's degrees or higher.

According to the Massachusetts Department of Revenue (2006), the unemployment rate was 4.6%, with approximately 8% of the population at poverty level. Given the economic upheaval of the past year, these figures probably do not reflect the true conditions.

The sale of the municipal hospital in 2001 saddled the community with a \$20 million debt that continues to plague city budgets. The city begins each budget cycle with a \$7 million deficit which the state has helped to offset with additional state funds. Still the long-term consequences of this debt loom annually as the city tries to present a balanced budget.

In FY06, FY07, and FY08 the city managed to meet the Municipal Appropriation Requirement (MAR) to fund the library budget. In FY07 the position of Assistant Library Director was restored.

With the FY09 city budget, 1 FTE position has remained unfunded; at the same time a 10 hr./wk. page position has been added. The library budget does not meet the MAR, and a Waiver Petition is being filed.

## THE HAVERHILL LIBRARY

### ***HISTORY***

The Haverhill Public Library was established in 1873, with a lengthy community library genealogy going back to the 1790's. This first, truly public and free library was established in an agreement between E.J.M. Hale and the City of Haverhill. Hale would donate land for a building site and half the money necessary to erect and furnish a library building if the people of Haverhill would donate the other half. He further stipulated that the city, in accepting this gift, would establish a self-perpetuating Board of Trustees and that the city would accept the responsibility of providing funds annually to pay the current operating expenses of the library.

The original building was erected in 1874-5, and that library opened on November 18, 1875. The first librarian, Mr. Edward Capen, had also been the first librarian at the Boston Public Library.

One of the primary concerns of the trustees through all these years has been the development of endowment funds, the interest from which has always been used to supply their part of the agreement – the purchase of materials. From the first gifts of Hale to the present time, nearly 170 individuals have generously donated or bequeathed money toward these funds.

The Friends of the Haverhill Public Library, which was founded in 1956, has been a significant group that has raised funds for the benefit of the library. The Friends Gift Shop, established by the Friends in 1989, was one of the first in the area. The group also runs book sales several times a year and aids with adult programming for the library. From the shop and the book sale proceeds, the Friends make a generous gift to the library annually.

The history of the library in Haverhill runs parallel to the history of public libraries in America in general, with the changing emphases and programs, new priorities and new directions – as the needs of the public changed. Haverhill has always been willing to try innovative means toward the accomplishment of their perceived mission in this community.

From the beginning, the library has been involved in the community as an institution with programs and activities, but also by the direct involvement of the director and staff in community organizations and affairs. The 1970's saw the institution truly blossom as the cultural center of the community, as programs were offered, activities organized, and the facilities used by all manner of community groups. Direct involvement in establishing historic districts, in facilitating direct access to the local cable television channel and producing programs to be carried on it, are just a few examples of the library's diverse roles, interests, and activities.

The 1980's, despite fiscal restraints, was one of the greatest periods of transformation in the ways the library served its community. New technology, far more – and better – cooperative efforts among and between libraries, the sharing of ideas,

information and materials, have all been hallmarks of an increasingly information-based society. These trends have continued and indeed have grown exponentially in the first years of the 21<sup>st</sup> Century.

### ***GOVERNANCE***

The Haverhill Public Library was established on the basis of a trust agreement between a Board of Trustees and the City of Haverhill. The agreement drew the lines of responsibility with the city responsible for an annual appropriation of funds to cover the maintenance of library facilities and other operating expenses such as, salaries and electricity. The self-perpetuating Board of Trustees continues to this day as the owners in trust of the library. They are responsible for ensuring that the city lives up to its part of the agreement, as well as for providing library facilities and an annual appropriation of funds for the purchase of library materials.

Ultimately, the library's Board of Trustees is responsible for the library, its facilities and services, policies and procedures.

### ***SERVICE RESPONSES***

The Haverhill Public Library provides linkage between people of all ages – whether as individuals, in groups or as a community – and both information and ideas. The information must be timely, accurate, appropriate, and pertinent to their needs. The ideas should be useful and/or stimulating.

To fulfill that mission in a community as diverse as Haverhill, it is necessary for the library to fulfill many roles. However, it is unrealistic to think that the library can function equally as well or with the same amount of energy, effort, and resources in all responses. Service responses remain as previously ranked.

Primary:

Basic Literacy, Current Topics and Titles, Formal Learning Support and General Information.

Secondary:

Local History and Genealogy.

Other Responses of Importance:

Community Referral, Consumer Information, and Information Literacy.

### ***FINANCES***

The director and the library staff prepare two annual budgets, one for the Trustees and one for the City of Haverhill. These are both reviewed and subject to approval by the Board. The city's budget then goes to the mayor and from the mayor to the City Council for final approval. Although it has usually been necessary for the mayor to make cuts in the proposed budget, over the past ten years the City Council has never cut that budget further.

Due to the sale of a municipal hospital and a continued statewide economic downturn, the city budget, which covers staffing, utilities, and facility maintenance, has been severely cut beginning with the FY03 budget. The library sustained a 14% cut in FY03 and a 17% cut in FY04. As staffing is a major part of the city budget, one-third of library staff was laid off or took early retirement. This reduction in staff necessitated cutting service hours by 17%, or 11 hours per week in FY04. For the first time in the history of the library, the city was not able, in FY04 and FY05, to fund the library to the level required by the Massachusetts Board of Library Commissioners. The city needed to apply for waivers both years to maintain the library's certification.

Since then the mayor and the city have funded budgets which meet the Municipal Appropriation Requirement (MAR), although staffing levels did not allow for a resumption of hours to meet the hours-open standard required by the Massachusetts Board of Library Commissioners.

Once more the City of Haverhill finds itself in fiscal straits – a combination of the ever-present Hale Hospital debt along with the extreme downturn in the national economy. Unfortunately at present, the FY09 city budget falls below the MAR, and the library will have to apply yet again for a waiver on standards to maintain certification.

The trustees' budget covers the costs of purchasing materials, as well as numerous other areas, which supplement the city's allocation. Over the past seven years, the city's tax-raised portion of the entire library budget has been about 70%. The rest has come from the trustees' invested funds, the money that is raised each year at the library (through fines, photocopy receipts, etc.), donations from individuals, the library Friends, local organizations, and finally from the state aid programs.

### ***STAFFING***

With reductions in city funding for the library in FY03, staffing reductions began. The library's staffing level went from 32.4 FTE in FY02 to 23.7 FTE by FY04. The number of library employees was reduced from 45 to 31 – a 33% cut. Because of this severe reduction in staffing, library hours needed to be reduced by 17% or 11 hours weekly. The library is now closed one night a week and opens an hour later in the morning. This reduction in hours puts the library below the state hours open requirement. As required by the Board of Library Commissioners, the library's state aid has been reduced by 25% as a consequence. Restoring staff and hours is a primary need of the community and library and is reflected in this plan.

In FY07 the position of Assistant Library Director was restored after a hiatus of many years, and the salary for the vacant position of Library Director was increased to bring it more in line with current director salaries.

Despite its reduced size, the staff remains one of the key elements in the quality of the library and its services. Excellent service continues to be the hallmark of this library even as the library staff serves increased numbers with fewer employees.

Because of city financial problems, salaries at the library have not been raised significantly, and are below compensation for similar jobs in Haverhill and surrounding communities. The staff union contract expired in 2008, and is currently under negotiation. Staff have left for better paying jobs and attracting professional staff to replace them has been difficult. A job reclassification is sorely needed to address compensation levels and to keep the library competitive and able to attract talented staff.

The library recognizes the importance of the staff as a major resource. Constant attention must be paid to the staff – their working conditions, benefits, wages, and feelings about their positions, the services they are providing and the library in general. They, more than any other resource, are our link to the people of this community.

### ***FACILITY***

In 1965 a decision was made by the trustees of the Haverhill Public Library to build a new library facility for the people of Haverhill. This replaced the 1874 original structure, which had become woefully inadequate for the provision of library services. In 1966, pledges covering about 50% of the needed funds were obtained from the people of the greater Haverhill area. With the help of the Trustees, the rest of the needed funds came from the sale of the old building and site, as well as a federal library construction grant. When the new building opened in June 1969, Haverhill made a 50-year leap in the provision of library services. The building was planned to allow for the projected 20-year growth in population, usage, collections, and services. A subsequent building project expanded and renovated the 1969 facility. It was completed in 1997. This project increased space for materials, seating, and overall gross square feet from 30,500 to 44,000 square feet.

In 2006 a space plan was created and executed, redesigning and maximizing current space. In 2007 a new telecommunications system was installed with city funding, bringing the library in line with city hall, and allowing the use of portable phones. Most recently the replacement of carpeting for nearly the entire building has been initiated.

Parking for the library is provided in a city lot that is shared with the courthouse for the Northern Essex District. Parking has always been and probably will always be a problem in this lot, which is directly adjacent to the library building. However, compared to other urban areas, parking could be a much greater problem. Also, within 300 yards of the library's front door, there are just fewer than 1,000 free public parking spaces available for "downtown" use.

### ***COLLECTIONS***

The library's materials collections consist of over 200,000 individual volumes of books, serials, and non-print materials. The current materials budget is \$213,000. Of this budget \$178,000 comes from the Trustees' Endowment income and library generated revenue; the remainder comes from state aid. No city tax funds are used for the purchase of library materials.

Currency and accessibility are stressed in the library's collection development policy. All collections are weeded regularly to discard worn or unused items. This year, in particular, our Special Collections has undergone major weeding and reorganizing. Staff continually purchase new materials to keep the collections fresh and timely. As stated in the library's mission statement, the library is committed to meeting the needs of all members of the community and continues to look for ways to serve the needs of growing diverse communities in the city.

As technology has changed and more materials are available online, funding for reference materials has been reallocated to electronic and online resources. Patrons can often access these resources from outside the library, making library use more convenient and relevant for users. As technology changes so rapidly, we regularly analyze our materials and spending in this area.

A Young-Adult Fiction collection is maintained separate from the Adult Fiction collection. Computer access in the library has brought a significant increase in young adult use of the library. The library is planning a defined space for teens through carpeting and painting walls.

Of note in the children's collection is the Early Childhood Resource Center, which provides materials for caregivers, parents, and teachers. A state contract with the Massachusetts Department of Education provides the funds for materials and staff to maintain and market this collection. This contract was renewed in June 2008 for another three years.

The Haverhill Public Library has from its early history purchased and collected rare books in a number of areas. In the 1890's the library's first separate and distinct Special Collection was endowed in the Fine Arts & Natural Sciences as the Gale Art Collection, which consists of approximately 7,500 volumes of expensive art reference materials. Other special collections developed separately through the years: Haverhill history, John Greenleaf Whittier, Genealogy & New England town histories. These collections are used about equally by Haverhill residents and nonresidents, many of whom come from great distances to use them. This has always been a major source of concern and pride for the library.

### ***CIRCULATION / ATTENDANCE***

Despite a reduction in service hours, circulation statistics for the library have not declined. Library users borrowed approximately 458,000 items in FY08.

Circulation is only one means of measuring use and determining library users. Reference librarians answered 57,000 questions in FY08. With advances in technology, users can now access the library remotely by computer. In FY08 the library's webpage was accessed 2,794,000 times. The people counter confirms that 6,900 per week enter our doors.

The resident users of this library reflect the diversity of the community itself. As a true microcosm of American society (rather than a homogeneous urban or suburban

area), the demand for and expectations of library services are extensive, broad, and also diverse. It is a constant “balancing act” to determine what can be offered with the limited staff, materials budget, and facilities.

The largest community college in Massachusetts – Northern Essex Community College – with 9,000 students is located in Haverhill. In addition, many residents of Haverhill and surrounding towns attend other colleges such as, University of Lowell, Merrimack College, Salem State, University of New Hampshire, as well as many in Boston. In addition, much in-house use has been made through the years by secondary school students from the Pentucket and Timberlane Regional School Systems. This academic population has been making good use of the Haverhill library for many years.

This fall the former campus of Bradford College will reopen as Zion Bible College, adding a host of new library users – students, faculty, and families of this new collegiate community.

### ***COOPERATIVE EFFORTS***

The library has a lengthy tradition of both formal and informal cooperation with other libraries, cooperative groups, and other community groups. From the first decade of this century to the present, Haverhill has not only participated in but has also actively developed, promoted, emphasized, and taken leadership roles in all such efforts.

The following groups have been the primary focus for cooperative efforts:

The Merrimack Valley Library Consortium (MVLC) is a network of public libraries that came together to more cost-effectively develop and utilize an automated system for cataloging, circulation, inter-library loans, as well as information and reference. Haverhill was one of the first five libraries in the group, which now numbers over 30. The library director is presently serving as president of the Executive Board of this organization.

The library staff and our customers actively use the services of the Northeast Massachusetts Regional Library System and its Andover Sub-region. The Region is responsible for the delivery of the many items that move from library to library at the request of users. This service has dramatically increased in the past three years as patrons can now place their own requests remotely.

With the local schools, Chamber of Commerce and Haverhill businesses, banking community, and all manner and type of local agencies, organizations, clubs, and social services agencies, cooperative efforts have been a constant and important part of this library’s community involvement.

We are particularly pleased at the inception of a Summer Reading List Committee comprised of library staff, key school personnel, students, and parents. The committee will meet several times throughout the school year as a cooperative effort to promote reading and the development of summer reading lists.

## **PLANNING PROCESS**

This Long Range Plan was developed by library staff over the course of three months: July – September 2008 with the document completed in October 2008.

The interim director and supervisory staff recognized the need for a new plan and, in the spring of 2008, informally discussed how best to accomplish that task. Given the circumstances of having a long-term interim director with the possibility of a permanent director being hired by mid to late fall 2008, it was decided to submit a two-year plan. The new Long Range Plan would use the current plan as a starting point, would reflect progress made by re-thinking and re-defining goals and objectives, and create a short-term measure for the permanent director. Also, having a plan already on file at the Massachusetts Board of Library Commissioners would be extremely helpful for a new director appointed under the above-mentioned timeline.

Staff felt, and the Board of Trustees concurred, that a two-year plan would provide a guide for the new director during the initial year of learning the job, plus a second year in which the new director could reflect and determine the course of action in preparing his/her new Long Range Plan.

The Director, Assistant Director, and Department Heads decided that because of the unusual circumstances they would serve as the Long Range Planning Committee. Their discussion came to the conclusion that full-scale participation by outside groups and interests would be postponed until a permanent director was in place.

At a morning-long meeting offsite, the Director, Assistant Director and Department Heads discussed previous goals, winnowing six goals down to three, and began the task of listing possible objectives and activities. At that point, further discussion and information was needed.

Department Heads held meetings with their staff to elicit input. The Long Range Planning Committee as a group then met individually with the Building Manager and Systems Administrator to seek their input. Information gathered from those meetings was incorporated into objectives and activities.

Two additional meetings onsite refined the objectives and activities and reflected further staff input.

By mid-September the committee had prepared a document that was ready for submission to the Board of Library Commissioners.

## **NEEDS STATEMENT**

During the course of the library's strategic planning process, five areas of need were identified and incorporated into four goals which follow this statement.

### ***SERVICE***

Staff service was recognized as a great strength of the Haverhill Public Library. This is a strength that is fundamental to the library's purpose and needs to be nurtured.

In fulfillment of its promise to carry out its mission with "exceptional service," Haverhill Public Library needs to continue its services as an outgrowth of the community's needs and that those services are delivered in a manner that will ensure continued community support. Growth and diversification of library services depends significantly on the library's ability to continue and improve as a customer-driven organization.

### ***COLLECTION***

The library's collection was also identified as a great strength. Funded solely by the trustees' endowment funds and other individual donations, the collection has remarkable depth. Library staff recognized that Haverhill is a diverse community and the library collection needs to be reflective of this diversity. Diversity is defined in more than one way: culture, ethnicity, service delivery format, age, economic status.

### ***BUILDING***

Haverhill Public Library's renovation and expansion project addressed many of the physical needs of the staff and community to have a larger and healthier space. In order to sustain the building renovation initiatives and to ensure the highest quality environment, ongoing facility needs were identified. When the library was renovated in 1997, the library worked closely with the City of Haverhill's Disabilities Coordinator to identify ways that the library could be responsive to the needs of persons with disabilities. Now eleven years after the renovation, building conditions and access, plus grounds, are being evaluated.

### ***TECHNOLOGY***

The library is experiencing an ever-increasing demand for access to the Internet and other digital technology. The library's 30 public internet computers are used by over 180 patrons daily. The library has truly become the community technology center. The library's computer center provides computer access to all individuals within the community, who do not have these services in their home. As technology changes, the library must continually evaluate and upgrade computer services to meet the needs of the community.

### ***STAFF DEVELOPMENT***

In recognizing that the library's most valuable resource for carrying out its mission is a highly effective and knowledgeable staff, Haverhill Public Library has a need to continuously provide training opportunities. Staff development needs are driven by the library's focus on excellent service and also by the understanding that all staff members must have access to opportunities for professional growth.

### ***COMMUNITY INVOLVEMENT***

The library needs to be connected to, and involved with, many community organizations including service and charitable clubs, educational institutions, other non-profit service organizations, social groups, municipalities, and business organizations promoting the local economy. Community involvement is important in order for the community to know and support the library's role.

While recognizing the need for the library to market itself and educate the public on its role and expectations within the community, the Long Range Planning Committee decided to place that goal in abeyance until a permanent director was hired. As stated before, this plan gives a new director the opportunity to become familiar with the community before setting in motion ideas that bear his/her philosophical imprint. The committee felt strongly that a permanent director would want to undertake a survey and the information-gathering needed to update this key area for the next Long Range Plan.

**GOALS AND OBJECTIVES**  
**FY 2010 to FY 2011**  
**Actions for FY 2010**

**GOAL I**

**Library anticipates and provides services the community wants by providing diverse resources for leisure and learning.**

**Objective 1**

Library budget and hours open will meet minimum state requirements for full state aid funding; staffing levels will be adequate to meet community demands and provide a safe environment for staff.

*Actions:*

- Submit a city budget that meets minimum state requirements (FY10)
- Submit a city budget restoring at minimum 1 FTE Library Assistant (FY10)
- Submit city budget annually which increases staff levels until hours open requirement is met
- Lobby city officials to support needs and library budget

*Implementation:*

Director, Assistant Director, Trustees

*Evaluation:*

- Director will report to Board annually
- City budget will meet minimum state requirements and full amount of state aid will be awarded
- No waiver will be needed

**Objective 2**

The library will respond to community requests for services.

*Actions:*

- Analyze circulation data monthly to assess needs (FY10)
- Purchase materials as patrons demand (FY10)
- Restore formal computer literacy classes “x” times per year (FY10)

*Implementation:*

Department Heads

*Evaluation:*

- Circulation statistics will note increases in use
- Computer class participants will be counted and will complete survey

**Objective 3**

Expand services to patrons in diverse community groups.

*Actions*

- Develop plan to expand Spanish language collection (FY10)
- Weed and develop materials in adult literacy collection, especially ESL and ABE (FY10)
- Expand use of Jaffarian Memorial Room for seniors
- Develop and implement a maximum of 4 programs per year for ‘tweens (age 11-15)

*Implementation:*

Assistant Director, Department Heads, GHALP Coordinator, Teen Services Librarian

*Evaluation:*

- Track circulation statistics and amount of materials purchased in target areas (FY10)
- Plan for senior programs will be in place
- Count participation and numbers of ‘tween programs offered

**Objective 4**

Improve access to the collection.

*Actions:*

- Add electronic resources to the Reference and Special collections (FY10)
- Restore the Library Assistant –Special Collections position to 40 hours
- Improve patrons’ ability to search for and locate DVDs

*Implementation:*

Director, Assistant Director, Department Heads

*Evaluation:*

Number of electronic resources will increase; city budget will reflect increase.

**Objective 5**

Continue to streamline the ordering and processing of materials.

*Actions:*

- Expand number of standing orders (FY10)
- Initiate preprocessing of DVDs
- Expand all electronic ordering
- Streamline additional processing in Technical Services

*Implementation:*

Assistant Director, Technical Services, Department Heads

*Evaluation:*

Assistant Director and the Technical Services Department will report on progress.

## **Objective 6**

Integrate ILL and delivery of materials to reflect changes in technology and service patterns.

### *Actions:*

- List necessary tasks and determine number of staff needed
- Create ILL and delivery team from current s
- Develop schedule
- Team works together on a trial basis for “x” months
- Explore possibility of physical space for new ILL/delivery

### *Implementation:*

Director, Assistant Director, Department Heads, Staff

### *Evaluation:*

Trial is evaluated by ILL and delivery team with recommendations for permanent implementation.

## **GOAL II**

**Library Building and Grounds are safe, attractive and accessible.**

## **Objective 1**

The Library building will be in compliance with current ADA guidelines.

### *Actions:*

- Determine current guidelines
- Survey building for compliance
- Explore and secure grants to fund any improvements needed
- Implement needed improvements

### *Implementation:*

Director, Assistant Director, Department Heads, Building Supervisor

### *Evaluation:*

Progress will be reported to Board; compliance will be achieved.

## **Objective 2**

The Library will refine the current landscaping plan to manage customer flow and improve ease of maintenance.

### *Actions:*

- Provide an inviting area away from entrances for people to gather
- Repair/replace areas where supporting structures (walls, fences, timbers, etc.) are weak
- Investigate possibility of removing trees and replacing with appropriate deciduous trees

*Implementation:*

Director, Assistant Director, Building Supervisor

*Evaluation:*

Customers will no longer obstruct entrances; structures will be safe and secure; garage drains will no longer overflow from locust leaves blocking flow.

**Objective 3**

The Library will formulate a plan for growth and renovation.

*Actions:*

- Explore expansion/reconfiguration of Circulation Department to reflect changes in usage
- Investigate reconfiguration of the Children's Department for improved sightlines and ease of supervision
- Identify and secure funding sources for these projects

*Implementation:*

Board, Director, Assistant Director, Department Heads, Building Supervisor

*Evaluation:*

Staff and patrons will benefit from physical improvements.

**GOAL III**

**Library will provide reliable, accessible technology that supports its vision.**

**Objective 1**

According to commonly accepted practice, all computers in the library will be replaced or upgraded every three years to meet staff and community needs.

*Actions:*

- Explore and acquire new technology that may be useful to customers and staff
- Identify and secure funds for computer replacement and/or expansion
- Continue to implement rotation plan

*Implementation:*

Director, Assistant Director, Department Heads, System Administrator

*Evaluation:*

- Department Heads and Board will see upgrade plan
- Computers will have requisite up-to-date specifications for public and staff use

**Objective 2**

Annually, the library will evaluate software and electronic formats offered on library computers to ensure currency and meet community needs.

*Actions:*

- Track current software and electronic format trends
- Determine community needs
- Purchase software and electronic formats to provide services indicated
- Work with Merrimack Valley Library Consortium (MVLC) to provide these services in a cost-effective way

*Implementation:*

All Departments, Systems Administrator

*Evaluation:*

Reference will annually report to Department Heads, Assistant Director, and Director.

**Objective 3**

The library will investigate automated circulation technologies.

*Actions:*

- Investigate implementation of additional self check-out stations in appropriate areas of the library
- Determine the implications of switching to other security systems
- Explore a check-in sorter system

*Implementation:*

Director, Assistant Director, Department Heads, System Administrator

*Evaluation:*

- Director will report progress to Board
- System will be in place and operating

**Objective 4**

Upgrade the technology in the public meeting rooms.

*Actions:*

- Evaluate the needs of each meeting room
- Purchase equipment as indicated
- Continue to implement upgrades

*Implementation:*

Systems Administrator

*Evaluation:*

All meeting rooms will have new technology installed for improved public service.

## **GOAL IV**

**Staff have the opportunity and means for professional growth to maintain excellent service.**

### **Objective 1**

Staff will be knowledgeable about current technology and library issues.

#### *Actions:*

- Post and budget for training opportunities
- Track staff attendance and follow-up
- On a monthly basis staff meetings will allot time for tech training
- Schedule cross training opportunities

#### *Implementation:*

Director, Assistant Director, Department Heads

*Evaluation:* Staff will report/will train staff; meeting notes will reflect tech topics

### **Objective 2**

Salaries will reflect the worth of employees' work, education, and expertise.

#### *Actions:*

- Continue to update job descriptions
- Work with union to change job titles, if needed
- Advocate to mayor and city council for pay equity
- Support job reclassification

#### *Implementation:*

Director, Union, all staff

#### *Evaluation:*

All job descriptions will be current; union contract will reflect pay increase.

### **Objective 3**

Equipment and workspace will enhance public service and staff workflow.

#### *Actions:*

- Assess and prioritize staff needs annually
- Budget for needed equipment/tools
- Purchase as indicated and fiscally possible

#### *Implementation:*

Board, Director, Assistant Director, Department Heads

#### *Evaluation:*

Director will report improvements to Board.

## **FUTURE OF PLAN**

The trustees and staff of the Haverhill Public Library are dedicated to an ongoing planning effort, with formal collection of information, statistics and input; an annual review; and development of recommendations for the Action Plan.

