



HAVERHILL
PUBLIC LIBRARY

**99 Main Street
Haverhill, MA 01830**

**Long Range Plan
FY07 through FY09**

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Vision Statement

The Haverhill Public Library is the institution in the City that connects citizens 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 the informational, recreational and cultural needs of the community.



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Plan approved by Board of Trustees on September 22, 2005

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Acknowledgements

This plan is the result of the hard work and dedication of many members of the community and library staff.

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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 17th Century, tanneries and boat yards in the 18th 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 U. S. Census Bureau, Census 2000, the current population of Haverhill is 58,969, a 14.7% increase over 1990. Projected for the year 2010 is a population figure of 62,279, a 5.6% 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 has increased in recent years. In 1970, less than 2% of Haverhill's population was non-white, while in 2000 non-whites comprised 15.8% of residents.

The U.S. Census Data lists the median household income at \$36,945, ranking 214 in the state; the per capita income is \$15,464, at 242 in the state.

Haverhill's population has become increasingly better educated: 78% of the population (of persons 25 years and older) are high school graduates or higher, and 21% (of persons 25 years and older) have bachelor's degrees or higher.

The unemployment rate is .5% higher than the statewide rate with the majority of Haverhill's population working in services (9,420), manufacturing (6,901), wholesale and

retail trade (4,609) and government (3,441). It was determined that 4,418 people are under poverty status and 8.8% below poverty level. The statewide average is 8.9% below poverty level.

Of the commuters, 79.7% drive alone, 11.6% carpool, and 2.7% use public transportation. The average commute time is 21.86 minutes. Of residents, who walk or work at home, the number is 5.46%.

The sale of the municipal hospital in 2001 saddled the community with a \$20 million debt that has plagued city budgets since. The city begins each budget cycle with a \$7 million deficit. Combined with the state and national economic downturn that also began in 2001, Haverhill has experienced severe financial hardship in the past four years.

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 164 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 21st 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. Thus, the following attempt was made by the trustees to prioritize the library's service responses:

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 statewide economic downturn, the city budget, which covers staffing, utilities, and facilities 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.

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, staffing reductions began in FY03. 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.

Despite its reduced size, the staff remains one of the key elements in the quality of the library and its services. The community survey conducted for the development of this plan clearly indicated the excellent service that the staff delivers.

Because of city financial problems, salaries at the library have not been raised in over four years and are significantly below compensation for similar jobs in Haverhill and surrounding communities. The staff union contract with the city, which expired in 2002, has not been renewed at the writing of this plan. 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 staff 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 group, 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 was to replace 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, and was completed in 1997. This project increased space for materials, seating, and overall gross square feet from 30,500 to 44,000 square feet.

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, 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 nearly 200,000 individual volumes of books, serials and non-print materials. The current materials budget is \$193,000. Of this budget \$168,000 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. Except for our Special Collections, all collections are weeded regularly to discard worn or unused items. 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.

Another rapidly changing part of the collection is the audiovisual collection. In FY05, over 30% of the library's total circulation was in this collection. This is a very popular, fast growing collection that has outgrown its current space and is challenging staff to consider alternative uses of our space resources.

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. Currently, the library does not have a well-defined area for young adults. As we consider future use of library space, this group of users needs particular attention.

Of note in the children's collection is the Early Childhood Resources Center, which provides materials for parents and teachers. Materials and staff to maintain and market this collection are funded on a state grant.

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 in areas of Haverhill History, John Greenleaf Whittier, Genealogy & New England Town Histories, and a Rare & Children's Rare Book Collection. 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. Unfortunately, as budgets have been cut, it has not been possible to adequately fund this unique area.

CIRCULATION / ATTENDANCE

Despite a reduction in service hours, circulation statistics for the library have not declined. The library users borrow over 400,000 items annually.

Circulation is only one means of measuring use and determining library users. Reference librarians answered over 73,000 questions in FY05. With advances in technology, users can now access the library remotely by computer. In FY05, the library's webpage was accessed 426,500 times. This figure is up from 184,400 in FY04, indicating the growth and popularity of computer service in the library.

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. Currently, nonresidents are responsible for approximately 15% of the library's circulation.

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.

A new door counter confirms that 6,500 people use the library weekly.

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, and I&R information. 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.

PLANNING PROCESS

This new Long Range Plan was developed over the course of six months from March to September 2005. The Northeastern Massachusetts Regional Library System (NMRLS) guided the process by providing structure and expertise. The process involved three formal planning meetings and a public survey.

For input on community needs, a community committee was formed to attend these formal meetings and to help define the past and future place of the library in the community. In forming this committee, the Library Board of Trustees and the library director were careful to make the group as inclusive as possible. Members represented city government, businesses, schools, the arts, the Hispanic community, the library Board, the library Friends group and library staff. The diverse composition of the committee was particularly effective. We would highly recommend giving careful thought to make a community committee for this purpose as representative of the community as possible.

Each meeting was facilitated by two NMRLS staff members and had a very specific agenda. At the first meeting, committee members were introduced to the planning process and then participated in an exercise that identified the strengths, weaknesses, opportunities and threats for the Haverhill Public Library.

A second meeting had the committee consider a vision for Haverhill and possible goals for the library that would align with their vision.

Between the second and third committee meetings, a community survey was conducted. Library department heads created the survey based on examples from other libraries and issues that had arisen in the community committee meetings. The survey was available in the library and on the libraries homepage. The online version of the survey was hosted by NMRLS, and they compiled the final results for the library.

A final meeting of the community committee gave the library director an opportunity to summarize the committee's work and survey results, to date. It was also an opportunity to thank the group for all their input and time.

After all the above information was gathered from the public, the library held an administrative retreat for the next steps of the process. Key staff met for a day to consider a mission statement and goals and objectives for the new plan.

We approached the task a little differently this year. From community input, six broad categories of need were defined. Staff considered and brought to the administrative retreat one to two ideas for moving the library forward in these six identified areas. Ideas were brought on index cards so that like ideas could be paired or ideas moved from one category to another. By the end of the day, the general categories had developed into six goals. Ideas, brought by staff, became objectives under these goals.

COMMUNITY SURVEY

In preparation for this new Long Range Plan, the community was asked to participate in a community survey. The results indicated that a majority of our users (76%) come to the library once a week or more and 68% use only the Haverhill Public Library. Reasons for using other libraries were, generally, that a user lived or worked in another community and used that library as well.

The survey also indicated that users still check out books in the greatest numbers (84%), followed by videos and DVD's (64%). Visiting the Children's Room, using computers and checking out CD's all ranked third (38-39%) as reasons for coming to the library. Patrons use our webpage to reserve items (42%), search the catalog (36%), and renew items (38%). The webpage was also where 27% of our users find out about library events.

Survey questions about the library building revealed that the community is very satisfied or satisfied with all aspects of the building and grounds except parking. More than a third of the respondents (36%) were not satisfied with parking at the library. Comments in this section of the survey were overwhelmingly about parking issues and the use of the parking lot by the adjoining courthouse.

Survey questions about staff service indicated that 98% of users are very satisfied (88%) or satisfied with staff helpfulness, knowledge, professionalism, and courtesy. Comments in this section of the survey were very complimentary of staff.

When asked about library hours, 30% of respondents indicated that current hours are not adequate for their needs and that they wanted the library to be open additional hours.

The top possible new services the public would like the library to offer if funding is available are a café (47%), an expanded video area (33%), followed by adult classes and more comfortable reading areas (both 30%).

When asked what they liked best about the Haverhill Public Library, the most frequent responses were staff, accessibility to a variety of materials, and computers. Suggestions for improvement involved parking issues, more hours and staff, and more computers and materials.

Survey responders were primarily female (80%) and 40-65 years of age (40%) or 20-40 years of age (37%).

NEEDS STATEMENT

Input from the community survey, the community committee and library staff guided the focus of this new plan and the creation of goals and objectives that strengthen the library as the lifelong learning institution in the city. During the course of the library's strategic planning process, six key areas of need were identified. They include the following:

SERVICE

Staff service was recognized by both the community committee and the public survey as a great strength of the Haverhill Public Library. This is a strength that is fundamental to the library's values and needs to be nurtured.

In fulfillment of its promise to carry out its mission with "exceptional service," Haverhill Public Library has a need to ensure that its services are an outgrowth of the community's needs and that those services are delivered in a manner that will ensure continued community support. This need recognizes that the growth and improvement 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 and other individual donations, the collection has remarkable depth. The community committee and library staff recognized that Haverhill is a diverse community and the library collection needs to be reflective of this diversity. To further enhance the collection all groups in the community need to be considered and served.

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 eight years after the renovation, it is time to revisit building conditions and access to make sure that the community is being served as well as possible. Parking and grounds also need to be evaluated and maintained regularly.

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 and the library has truly become the community technology center aspired to in the library's previous Long Range Plan. 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 trained and knowledgeable staff, Haverhill Public Library has a need to continuously provide training opportunities, especially in the technology areas. Staff development needs are driven by the library's focus on quality service and also by the understanding that all staff members must have access to opportunities for professional growth.

COMMUNITY INVOLVEMENT

The community committee highlighted the need for the library to market itself in the community and educate the public on the role and needs of the library. 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, municipal departments and business organizations promoting the local economy. Community involvement is important in order for the community to know and support the library's role in the community.

Goals and Objectives
FY 2007 to FY 2009
Actions for FY 2007

GOAL I

Library provides services the community wants

Objective

By June 2009, library hours and staffing will meet minimum state requirement and community demands

Actions:

- Determine needs (FY07)
- Explore alternative staffing patterns (FY07)
- Develop a hiring plan
- Prioritize needs annually
- Include staffing needs in annual city budgets
- Lobby city officials to support needs and library budget
- Create advocacy group for the Library

Evaluation:

- Direct will report needs and plan to Board annually
- Expanded library hours and staffing will be in place

Objective

Biannually, the Library will survey the community to determine information and programming needs

Actions:

- Develop survey (FY07)
- Administer survey (FY07)
- Analyze results (FY07)
- Implement indicated changes

Evaluation: Board will see survey results

Objective

By June 2009, develop a plan to expand services to patrons in diverse community groups

Actions:

- Identify community groups (FY07)
- Assess needs
- Develop plan

Evaluation:

- Director will report identified groups and needs to Board
- Board will see plan

GOAL II

Library anticipates and responds to public demand by providing diverse resources for leisure and learning

Objective

By June 2009, the Library will develop or enhance three areas of the collection based on changing community demographics

Actions:

- Evaluate community demographics (FY07)
- Analyze collection and its reflection of community demographics (FY07)
- Determine collection of focus
- Create implementation plan
- Implement plan

Evaluation: Director will report enhancements to Board annually

Objective

By June 2009, the Library will provide improved access to three parts of the collection

Actions:

- Assess collection accessibility (FY07)
- Identify three areas for improvement (FY07)
- Develop plan for improvements through relocation or finding aids
- Implement improvements

Evaluation: Director will report improvements to Board annually

Objective

By June 2009, develop a vision and preservation plan for Special Collections

Actions:

- Consult with library professionals and Haverhill community (FY07)
- Assess collection preservation needs
- Develop vision and plan

Evaluation:

- Director will report assessment and vision to Board
- Board will see plan

Objective

By June 2009, the ordering and processing of materials will be streamlined

Actions:

- Explore acquisitions modules (FY07)
- Explore procedures used at other libraries (FY07)
- Develop process for departmental ordering
- Determine implications of a new security system.
- Investigate outsourcing for some tasks
- Investigate new technologies for processing

Evaluation: Director will report to Board annually

GOAL III

Library Building and Grounds are safe, attractive and accessible

Objective

The Library will develop an overall facilities maintenance plan by June 2007

Actions:

- Survey building, exterior, interior, and grounds (FY07)
- Develop a plan for repairs and replacement based on the facilities survey
- Evaluate and implement plan annually

Evaluation:

- Board will see survey
- Board will see plan receive annual implementation report

Objective

By June 2008, the Library's Disaster Plan will be updated

Actions:

- Review current plan (FY07)
- Make needed changes
- Enter plan in new state online format

Evaluation: Board will see revised plan

Objective

By June 2009, the Library building will be in compliance with current ADA Guidelines

Actions:

- Determine current guidelines (FY07)
- Survey building for compliance (FY07)
- Explore grants to fund any improvements needed
- Implement needed improvements

Evaluation: The Board will receive regular progress reports on guidelines and implementation

Objective

By June 2009, the Library will address with the City improvement of the city parking lot that serves library customers

Actions:

- Survey public to identify problem (FY07)
- Meet with Mayor and other city officials to discuss possible solutions (FY07)
- Develop a plan with the City for improving the parking lot used by the Library

Evaluation: Director will report annually to Board on progress

Objective

The Library will develop a Landscaping maintenance plan by June 2007

Actions:

- Determine needs (FY07)
- Develop partnerships (FY07)
- Develop plan (FY07)

Evaluation: Board will see plan

Objective

By June 2009, the Library will have an overall space plan to maximize use of resources

Actions:

- Engage a space professional to analyze space needs for the entire Library (FY07)
- Develop list of needs (FY07)
- Prioritize needs (FY07)
- Develop plan to implement identified needs
- Explore funding to implement plan

Evaluation:

- Director will report annual progress to Board
- Board will see plan

Objective

By June 2009, the Library will formulate a long-term plan for growth and renovation

Actions:

- Determine when next qualify for state funds (FY07)
- Determine process for securing funds (FY07)
- Identify renovation needs
- Develop plan

Evaluation:

- Director will report state funding status and process to Board by June 2007
- Board will see plan

GOAL IV

Reliable, leading edge technology supports the vision of the Library, making its resources and services accessible to the community

Objective

By June 2009, all computers in the Library will be replaced or upgraded to meet community needs

Actions:

- Create rotation plan for replacement (FY07)
- Explore new technology that may be useful to customers (FY07)
- Identify funds for computer replacement
- Implement rotation plan

Evaluation:

- Department Heads and Board will see replacement schedule
- Computer rotation for public and staff computers will be implemented

Objective

By June 2007, install at least one self check out station in the Library

Actions:

- Investigate system options (FY07)
- Obtain needed funding (FY07)
- Purchase station (FY07)
- Install station (FY07)

Evaluation: Self check out station will be operational

Objective

Annually, the Library will evaluate software and databases offered on library computers to ensure currency and meet community needs

Actions:

- Track current software and database trends (FY07)
- Determine community needs (FY07)
- Purchase software and databases to provide services indicated (FY07)

Evaluation: Reference will annually report to Department Heads

Objective

By June 2009, the Library will have an up-to-date, efficient collection/circulation security system in place

Actions:

- Research possible systems to update security system (FY07)
- Implement self check-out in appropriate areas of the Library
- Explore a check-in sorter system

Evaluation:

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

Objective

Annually, evaluate electronic formats offered to the public and available to the staff

Actions:

- Track future technology and new formats (FY07)
- Determine needs of the staff and public (FY07)
- Purchase formats as indicated

Evaluation: Department Heads and Director will report annually to the Board

GOAL V

Staff have the training and tools needed to provide excellent service

Objective

Staff will have an opportunity to attend at least one training annually

Actions:

- Post training opportunities (FY07)
- Budget for staff attendance (FY07)
- Develop process for requesting and evaluating training (FY07)
- Schedule cross training opportunities (FY07)

Evaluation: Director will report monthly to Board on staff training attendance

Objective

By June 2008, management will advocate for staff job reclassification and remuneration by updating all library job descriptions

Actions:

- Analyze tasks performed by each staff member (FY07)
- Update all job descriptions (FY07)
- Update job titles as needed

Evaluation: Board will see updated job descriptions

Objective

Staff equipment, tools and workspace will be evaluated annually

Actions:

- Conduct staff needs assessment (FY07)
- Prioritize needs (FY07)
- Budget for needed equipment and tools (FY07)
- Purchase as indicated and fiscally possible (FY07)

Evaluation: Director will report improvements to Board annually

GOAL VI

Community knows and supports the role of the Library

Objective

By June 2009, the Library will develop a Marketing Plan

Actions:

- Investigate plans of other libraries and not for profits (FY07)
- Consult with marketing professions
- Develop list of partners and community supporters
- Develop plan

Evaluation:

- Director will report annually to Board
- Board will see plan

Objective

By June 2009, the Library will undertake three projects that will increase awareness of the Library in the community

Actions:

- Identify possible projects (FY07)
- Prioritize and select projects (FY07)
- Develop and implement plan
- Publicize project

Evaluation:

- Director will report projects and plan to Board annually
- Public surveys to assess increased awareness before and after projects

Objective

The Library will increase or strengthen by 10% partnerships in the community

Actions:

- List existing partnerships (FY07)
- Develop list of potential partnerships (FY07)
- Develop list of possible partnering opportunities (FY07)
- Develop outreach events for partners

Evaluation: Report partnerships in Annual Report

Objective

By June 2008, the Library will establish an advocacy group to educate the community about the Library's mission and state requirements

Actions:

- List and contact potential members (FY07)
- Develop educational materials
- Hold training sessions

Evaluation:

- Board will receive annual reports from Director
- Group will be active in the community

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.

