



**99 Main Street  
Haverhill, MA 01830**

**Strategic Plan  
FY2012 – FY2015**

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## **THE CITY OF HAVERHILL**

The City of Haverhill, located 30 miles northeast of Boston on the Merrimack River, is one of the oldest and most historic communities in the Commonwealth. 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 in the 19<sup>th</sup> century. The City remained a thriving industrial center until the severe depression of the 1930's. In the late 20<sup>th</sup> and early 21<sup>st</sup> century, the City has seen a resurgence of growth, with computer technology and research industries moving into Haverhill's industrial parks and central business district.

According to 2010 U.S. Census Data, the current population of Haverhill is 60,879, an increase of 2,000 people from the 2000 Census.

From the 1930's through much of the 1970's, Haverhill was in a depressed and declining state, but growth and change have been the major themes of the last few decades. Housing trends in the 20<sup>th</sup> century led to the conversion of several old factories into loft apartments and condominiums. The Washington Street area gained new dining and entertainment spots, and federal funds were secured to build a new 350-space parking garage scheduled to open in the fall of 2011.

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

## **THE HAVERHILL PUBLIC LIBRARY**

The Haverhill Public Library was established in 1873 in an agreement between wealthy industrialist E.J.M. Hale and the City of Haverhill. The agreement stipulated that Mr. Hale would donate land for a building site and half the money necessary to build and furnish a library 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 assume responsibility for the annual operating expenses of the library. The original library building opened on November 18, 1875. In 1965 the Trustees decided to build a new library facility to replace the original building. With pledges from the community, proceeds from the sale of the original building, a federal library construction grant, and the fundraising efforts of the Trustees and Friends of the Library, construction began in 1966 and the new library opened in June of 1969. A subsequent renovation project, completed in 1997, increased space for materials, seating, and overall size from 30,500 to 44,000 square feet.

The Haverhill Public Library is governed by a seven-member self-perpetuating Board of Trustees. The City is responsible for funding the maintenance of library facilities and staff salaries. As the owners in trust of the Library, the Trustees are responsible for ensuring that the City lives up to its part of the agreement, as well as providing an annual appropriation of funds for the purchase of library materials

and other services. Ultimately, the library's Board of Trustees is responsible for the Library, its facilities and services, policies and procedures. Since the Library's inception, a priority of the Board of Trustees has been the development of a Library Endowment, the interest from which is used to purchase materials and to supplement the City of Haverhill's budget for the Library.

Founded in 1956, the Friends of the Haverhill Public Library has as its mission to raise funds for the library. The Friends Gift Shop, established in 1989, was one of the first gift shops in the area. The Friends also sponsor book sales to further support the Library, including an online sale that began in 2010.

### **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. That Library provides exceptional service, materials, and programs to meet those informational, recreational, and cultural needs.

## **THE PLANNING PROCESS**

The goals of a Strategic Plan are to identify key areas a public library must focus on in order to meet the changing needs of the community and to share that information with all library stakeholders – patrons, staff, and community. The selection of some goals over others does not mean that other aspects of the Library’s work are less important. The selection of a goal simply acknowledges that the Library will focus additional effort and resources in that area.

The Haverhill Public Library selected Sondra Vandermark of Vandermark Consulting to facilitate the strategic planning process. Sunny used the process outlined in *Strategic Planning for Results*, written by Sandra Nelson for the Public Library Association and published in 2008 by the American Library Association.

The Library formed a Community Planning Committee to create a vision of Haverhill for the next four years. Sunny conducted two meetings of the Community Planning Committee to gather input and identify preliminary service responses. To solicit staff input, she held a focus group with all staff that included an analysis of strengths, weaknesses, opportunities, threats (SWOT), followed by interviews with five staff members across all departments. The Director and Assistant Director held two additional staff meetings to discuss the process outlined in *Strategic Planning for Results* and to answer staff questions about how this process would be used to create the Strategic Plan. Departmental managers then held follow-up meetings with their staff. The final piece of data came from a Community Survey the Library posted on its website, made available in-house, and distributed to Haverhill Schools and community organizations. To encourage staff awareness and involvement, the Library set up a Wiki to communicate progress on the Plan and to solicit additional input.

### *Community Vision*

At its initial meeting, Sunny Vandermark led the Community Planning Committee in a SWOT analysis of the Haverhill community. The Committee identified community strengths that included a developing downtown business community; beautiful historic buildings; diversity of residents; a city with urban, suburban, and rural lifestyles; people who care and work to better their community. Weaknesses include residual areas of poverty, competing financial interests, the City’s image in the press and other areas of the Commonwealth, and political in-fighting. The availability of federal funds to assist in development was listed as an opportunity, followed by the genesis of a strong arts community, Northern Essex Community College’s strong support of Haverhill, tourism, success in attracting new businesses to empty mills, the City’s new parking garage (scheduled to open in the fall of 2011), and the availability of train service to link commuters to Boston and surrounding areas. Threats included a culture of pessimism, water resources, state and federal budget cuts, overbuilding, and a tax-free New Hampshire at the City’s back door. The Planning Committee envisioned a Haverhill that is a destination city, an arts community that is also known for having the best school system in the Commonwealth, a city characterized by economic development, with recreation and social opportunities for all citizens.

The Community Planning Committee identified eight preliminary service responses.

- Connect to the Online World: Public Internet Access
- Create Young Readers: Early Literacy
- Discover Your Roots: Genealogy and Local History
- Know Your Community: Community Resources and Services
- Make Informed Decisions: Health, Wealth, and Other Life Choices
- Satisfy Curiosity: Lifelong Learning
- Stimulate Imagination: Reading, Viewing, and Listening for Pleasure
- Succeed in School: Homework Help

Preliminary service responses were shared with all staff, who added one more – Celebrate Diversity. The Library’s administrative staff offered recommendations based on the Community Survey results, demographic information, and their professional experiences. Data from the Community Planning Committee and staff sessions, as well as survey results, were presented to the Board of Trustees on May 9, 2011. Four final service responses emerged.

- Create Young Readers: Early Literacy
- Celebrate Diversity & Cultural Awareness
- Satisfy Curiosity: Lifelong Learning
- Connect to the Online World: Public Internet Access

Staff and Trustees felt that these four service responses met the vision of the Community Planning Committee, reflected staff goals, aligned with community needs, and are attainable based on current library resources.

### ***Community Survey Findings***

Five hundred and fifteen people took the Community Survey from mid-March through April 30, 2011. The majority (90%) of respondents have a library card. The majority (42%) have been library users for more than 10 years. 63% are female; 37% are male. The majority (26%) visit the Library one to two times per month. Nearly one quarter of respondents (23%) are not library users.

Providing materials (90%), providing materials and technology for those who cannot afford it (43%), and promoting literacy (35%) emerged as top priorities. The majority (92%) use the library to check out materials, followed by using library technologies (47%). Other popular activities include attending programs (28%), viewing local art exhibits (16%), using local history resources (12%), and downloading ebooks (10%). 51% of respondents access library databases from inside the library; 10% renew or reserve materials online from outside the library; 27% access the Internet via Library WiFi or Library computers.

Lack of time is the #1 deterrent to using the Library. When asked to prioritize programs, activities and programs for children (34%) emerged as a top priority, followed by literary events for adults (27%). The majority of respondents indicated that we should focus resources on collections/materials.

The Community Survey and Survey Analysis are included as Attachment A of this document.

## **CURRENT COMMUNITY CONDITIONS**

The City of Haverhill remains in fiscal crisis – a combination of the ever-present Hale Hospital debt along with the extreme downturn in the state and national economy. Since FY2009, the City has not been able to meet the Municipal Appropriation Requirement (MAR) established by the Massachusetts Board of Library Commissioners, and the Library has been forced to apply for a waiver to maintain accreditation.

At a time of peak usage, the number of library staff is at an all-time low. In FY2011, library visitors borrowed 495,305 items, an increase of 9.2% over the preceding fiscal year. Reference staff answered 24,752 reference questions. Library users continue to access the Library from home, school, or workplace. In FY2011, tracking software indicated that approximately 1,114 people visited the Library's website weekly, and an average of 4,825 people came into the Library weekly.

The Library continues to look for opportunities to partner with community organizations. In September, 2011, the Library's Johnson Auditorium became an after-school program site for the YMCA. Career Resources of Haverhill uses the Library's Auditorium and Computer Lab to provide vocational services to people with disabilities.

## **NEEDS STATEMENT**

During the course of the Library's Strategic Planning process, several areas of need were identified and incorporated into four service goals for the FY2012-2015 Strategic Plan.

### ***Service***

Outstanding customer service is a hallmark of the Haverhill Public Library, and it is fundamental to the Library's purpose. In fulfillment of its promise to carry out its mission with "exceptional service," our focus must be on delivering services that meet community need and ensure continued community support. Growth and diversification of library services depend upon the Library's ability to maintain its focus as a customer-driven organization.

### ***Collection***

The Library's collection remains a great strength. Funded solely by the Trustees' endowment fund, individual donations, and library-generated revenue, the collection has remarkable depth. As the diversity of Haverhill grows, it is imperative that the Library's collection reflect the cultural, ethnic, religious, economic, and gender diversity of the community.

### ***Building***

It has been 14 years since the Library's last renovation and expansion, and during that time, use of the facility has increased dramatically. The Library has faced significant infrastructure issues in the last few years. Upgrades have been made to the security system, HVAC system, roof, and building entrances. Carpet has been replaced in public service areas, and the Library is now fully ADA accessible. Systems are aging and repairs expensive, but a facilities plan and capital improvement plan are critical to maintaining a clean, safe, accessible building that meets community needs.

### ***Technology***

The Library continues to experience an ever-increasing demand for wireless access and for all technology, especially mobile technologies. The Library's 45 public computers are used by more than

1400 people weekly. As economic conditions have worsened and the digital divide continues to grow, the Library faces increased pressure to serve as the community technology center. For many in our community, the Library's technology is the only technology available. We must continually evaluate and upgrade computer services to meet community needs.

***Staff Development***

In recognizing that the Library's most valuable resource is a highly-trained, knowledgeable staff, we must continue to provide professional development opportunities for all staff. Technology needs change quickly; the demand for ebooks and electronic resources requires knowledgeable staff with the tools necessary to teach the community to use new resources.

***Community Involvement***

The 21<sup>st</sup> century library is often the heart of the community – a place where diverse groups come together to interact and find the resources they need to live their lives. The Library must look for opportunities to partner with 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 a valuable part of sharing the Library's message and mission.



**ACKNOWLEDGEMENTS**

**Library Strategic Planning Committee**

Carol Verny, Library Director  
Beth Gallaway, Assistant Director  
Nancy House, Reference Librarian, Staff Liaison to Community Planning Committee  
Nancy Rea, Board of Trustees  
Sunny Vandermark, Vandermark Consulting

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**Additional Staff**

Faris Bennett, Head of Reference and Information Services  
Alissa Lauzon, Head of Youth Services  
Cathy Page, Head of Circulation

**Approved by the Board of the Trustees of the Haverhill Public Library on September 15, 2011**

**Haverhill Public Library  
Strategic Plan  
FY2012-FY2015**

**I. CREATE YOUNG READERS: EARLY LITERACY**

**Children from birth to age 5 will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.**

**GOAL:** Infants ages 0-2 will get a head start on literacy through the Library's participation in ALA's "Born to Read" initiative.

**Objective:** By FY2012, Youth Services staff will be trained in the "Born to Read" initiative.

**Activities:**

- Apply for grant for training and materials as needed.

**Implementation:** Head of Youth Services

**Measure:** OBE

**Objective:** By FY2014, 50% of parents who attend story time programs will increase their knowledge of early literacy and their skill in using literacy tools by at least 20% through modeling in story time and practice at home.

**Activities:**

- Develop and evaluate a collection of materials for lapsit programs, including books, puppets, and manipulative devices.
- Conduct a pre- and post-story time survey to assess parent knowledge.

**Implementation:** Head of Youth Services

**Measure:** OBE

**Objective:** By FY2015, distribute READ packets to 25% of local newborns through hospital and physician partnerships.

**Activities:**

- Apply for grant for training and materials as needed.
- Seek partnerships to implement READ packets.

**Implementation:** Head of Youth Services

**Measure:** Count

**GOAL:** Haverhill children will have access to reading readiness resources through the Library's adoption of ALA's "Every Child Ready to Read" initiative.

**Objective:** By FY2013, 100% of youth services staff will be trained in the "Every Child Ready to Read" initiative.

**Activities:**

- Attend "Every Child Ready to Read" training.
- Purchase "Every Child Read to Read" resources.

**Implementation:** Head of Youth Services

**Measure:** OBE

**Objective:** By FY2013, offer developmentally-appropriate story times in eight 6-week session blocks, requiring registration, for ages 2-3, 3-4, and 5-6.

**Activities:**

- Design story time curriculum that is easy to replicate, interchangeable, and still engaging to staff.
- Separate participants by age to meet developmental needs.

**Implementation:** Head of Youth Services

**Measure:** Count

**Objective:** By FY2014, implement puppets, flannel board storytelling, and rhythm to finger plays, songs, and books to 25% of story time sessions.

**Activities:**

- Evaluate and develop a collection of flannel board materials, puppets, and manipulative devices.

**Implementation:** Head of Youth Services

**Measure:** Curriculum Review by Head of Youth Services

**Objective:** By FY2015, model pre-literacy activities, such as dialogical reading, to parents who attend story time programs.

**Activities:**

- Offer program for parents and caregivers on pre-literacy activities.
- Design OBE surveys & evaluate program.

**Implementation:** Head of Youth Services

**Measure:** OBE

## II. CELEBRATE DIVERSITY & CULTURAL AWARENESS

**Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.**

**GOAL:** Haverhill residents will have access to materials and services in the native languages of their country of birth.

**Objective:** By FY2012, increase the presence and availability of culturally diverse materials throughout the library.

**Activities:**

- The number of Spanish-language materials will increase by 5% annually.
- Spanish-language materials will be added to the New Book area.
- Explore the possibility of shelving foreign-language AV titles into the full collection.

**Implementation: Management Team**

**Measure: Count**

**Objective:** By FY2012, 5% of children's programming will be bilingual.

**Activities:**

- Increase bilingual story times to two per month.

**Implementation: Head of Youth Services**

**Measure: Count**

**Objective:** Each quarter, the Youth Services Department will celebrate one multicultural program of interest to the community.

**Activities:**

- Celebrate significant cultural events and holidays such as Dia de Los Ninos/Dia de Los Libros (April), Cinco de Mayo (May), Dia de los Muertos (November), and/or holiday programming (December) encompassing Christmas, Hanukkah, solstice, and other celebrations.
- Seek partnerships with community organizations to produce programs to target audiences.

**Implementation: Head of Youth Services**

**Measure: Count**

**Objective:** By FY2012, the Library will make quarterly contact with the local Spanish newspaper and radio to increase awareness of library resources for Hispanic residents.

**Activities:**

- Provide Spanish media outlets with press releases, PSAs, and other marketing materials.
- Invite Spanish media outlets to bilingual and cultural events.
- Invite Spanish media outlets to attend library programs or to broadcast programs from the library on an ongoing basis.

**Implementation: Management Team**

**Measure: Survey, Count, OBE**

**Objective:** The number of Spanish-language materials will increase by 5% annually.

**Activities:**

- Increase the budget to levels necessary to build nonfiction, fiction, and media collections in Spanish.
- Market materials to the Hispanic community.

**Implementation: Management Team**

**Measure: Count**

**Objective:** By FY2013, all current policies and brochures will be translated into Spanish.

**Activities:**

- Seek partnerships with agencies willing to translate library marketing materials to ethnic groups reflected in the 2010 Census.

**Implementation: Management Team**

**Measure: Count**

**Objective:** By FY2013, library participation in community cultural events will increase by 50%.

**Activities:**

- Contact local event sponsors to indicate interest in library participation at all community events.
- Plan and package themed materials – activities, materials, promos – for community events.
- Purchase portable tent, awning, puppet theatre, library signage for community events.

**Implementation: Management Team**

**Measure: Count**

**Objective:** By FY2015, the Library's collection will reflect the diversity of the City of Haverhill by providing materials in two additional languages identified in 2010 Census data.

**Activities:**

- Evaluate Census data to determine ESOL populations to address after Spanish language.
- Review the Library's collection development policy and revise to address language collections.
- Add print and online resources to assist residents in learning foreign languages.

**Implementation: Management Team**

**Measure: Count**

**Objective:** By FY2015, all signage, posters, and fliers will be developed in English and two other languages represented in 2010 Census data.

**Activities:**

- Evaluate Census data to determine ESOL populations to address after Spanish language.

- Seek partnerships with agencies willing to translate library marketing materials to ethnic groups reflected in the 2010 Census.

**Implementation: Management Team**

**Measure: Count**

**GOAL:** Promote awareness of ESOL and literacy resources that are available to the Haverhill community.

**Objective:** By FY2012, work with the Community Development office of the City of Haverhill to develop a plan to increase awareness of the Greater Haverhill Adult Learning Program.

**Activities:**

- Meet regularly with Community Development office to discuss progress of program.
- Seek media opportunities (cable TV, newspaper, testimonials for website) to increase visibility of the program.
- Hire a Marketing/PR person.

**Implementation: Director, GHALP Coordinator, Trustees**

**Measure: Marketing Plan**

**Objective:** By June 30, 2012, secure a community partnership to continue funding of the Greater Haverhill Adult Learning Program.

**Activities:**

- Work with Northern Essex Community College to discuss collaboration.
- Identify possible funding sources.
- Submit a budget to the City that includes GHALP funding; apply for CDBG grant funding.

**Implementation: Director, GHALP Coordinator, Trustees**

**Measure: Identify funding source.**

**Objective:** By FY2013, survey community agencies to identify current literacy programs, resources, and instructors.

**Activities:**

- Survey community agencies to determine literacy needs of their clientele.

**Implementation: GHALP Coordinator, Assistant Director**

**Measure: Survey**

**Objective:** By FY2014, provide online access to community literacy programs and resources.

**Activities**

- Create website page to include this information.

**Implementation: Head of Reference**

**Measure: Count, OBE**

### III. Satisfy Curiosity: Lifelong Learning

**Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.**

**GOAL:** Haverhill residents will have access to materials for reading pleasure as well as personal enrichment, and to educational and informational resources.

**Objective:** By FY2012, staff will create quarterly promotional material and displays to engage readers in the pursuit of new titles.

**Activities:**

- Add new display shelving in high traffic areas.
- Explore use of digital signage to promote materials.

**Implementation: Management Team**

**Measure: Count**

**Objective:** By FY2012, the library will create a Reader's Advisory presence on the website.

**Activities:**

- Generate staff reviews of library materials.
- Establish a website presence with BookLetters.

**Implementation: Assistant Director, Head of Reference**

**Measure: Website Presence**

**Objective:** By FY2012, patrons will have access to "read alike" or genre booklists each month.

**Activities:**

- Train staff in how to create staff-generated reviews and booklists on the website.
- Feature staff-generated reviews in Book Chat program.

**Implementation: Management Team**

**Measure: Count**

**Objective:** By FY2013, 100% of staff will receive formal training in reader's advisory.

**Activities:**

- Provide both online and in-person training in book selection and Reader's Advisory.
- Identify staff areas of Reader's Advisory expertise.

**Implementation: Management Team**

**Measure: OBE**

**Objective:** By FY2014, library staff will facilitate quarterly book chats that will include an online component.

**Activities:**

- Investigate use of website, Facebook, Twitter, and other social media to determine best venue for chats.

**Implementation:** Assistant Director, Head of Reference

**Measure:** Count

**Objective:** By FY2015, develop a plan to purchase and install free-standing library kiosks throughout the community.

**Activities:**

- Survey libraries that use kiosks to gather data about their experience.
- Discuss with school officials and community leaders possible locations for kiosks.
- Survey teens to gather input for kiosks at Haverhill High School.
- Identify vendor solutions; plan and budget for kiosks.

**Implementation:** Director, Board of Trustees

**Measure:** Survey

**GOAL:** Create a friendly and welcoming place for all library visitors.

**Objective:** By FY2012, the Library will provide flexible space and comfortable furnishings that offer a variety of learning environments to support community needs.

**Activities:**

- Analyze usage data for all library areas.
- Create a space plan and a proposal for reorganizing high-traffic areas.
- Add comfortable seating in the New Materials area.
- Plan for additional seating throughout the library.

**Implementation:** Management Team

**Measure:** OBE

**Objective:** By FY2013, create a facilities plan for maintenance and capital improvements to the facility.

**Activities:**

- Hire consultant to assist in development of facilities plan.
- Plan and budget for painting the building's interior.

**Implementation:** Management Team

**Measure:** Count

**Objective:** By FY2014, develop a plan to expand use of the Johnson Auditorium.

**Activities:**

- Track usage of existing space and the amount of time the Auditorium is not used.
- Investigate wall dividers.



**Implementation: Management Team**

**Measure: Count**

**GOAL:** Residents will have opportunities to attend a wide variety of educational, cultural, and entertainment programs designed to inform, inspire, and enrich their lives.

**Objective:** By FY2013, program attendance at adult programs will increase by 10%.

**Activities:**

- Survey community to determine program needs and date/time preferences.
- Market broadly as well as to target audiences.
- Offer incentives for attendance (i.e. free books at book chat).
- Invite audience members to present programs.
- Host select programs off-site and in partnership with community organizations.

**Implementation: Management Team**

**Measure: Count**

**Objective:** By FY2013, the library will offer at least six author visits, book signings, or other literary presentations annually to generate interest in reading.

**Activities:**

- Increase programs with local authors.
- Host an annual book fair and signing for independently-published authors.
- Participate in a "Haverhill Reads" One Book, One Community Program.

**Implementation: Management Team**

**Measure: Count**

**Objective:** By FY2014, at least four programs of special interest to older adults (55+) will be offered, with an average attendance of fifteen, with 90% of attendees indicating that the programs met their needs and expectations.

**Activities:**

- Continue to provide physical and virtual access, designed to enhance use of the library by older adults.
- Offer intergenerational programming designed to build a stronger sense of community between all age groups.
- Present library orientation programs for new users.
- Partner with Council on Aging, Senior Center, ElderInsider and other groups serving seniors to provide programs and services.

**Implementation: Head of Reference, Assistant Director**

**Measure: Count, OBE**

**Objective:** BY FY2015, the Library will improve access to genealogical and local history resources, with emphasis on Haverhill history.

**Activities:**

- Explore digitization grants to preserve Haverhill photograph collection and other popular resources.
- Continue to add cemetery records to staff-created database, and plan for its inclusion on the website.
- Provide the City of Haverhill a proposal for hiring MLS staff with preservation concentration and expertise.

**Implementation: Management Team**

**Measure: Count**

**GOAL:** Haverhill Public Library patrons will have access to popular materials in a timely manner.

**Objective:** By FY2012, collection development activities will be guided by a Collection Development Policy that is reviewed annually and updated as necessary.

**Activities:**

- Review policy annually and update as needed.
- Use Evergreen reports (when available) to analyze collection usage.

**Implementation: Management Team, Board of Trustees**

**Measure: Policy Revision**

**Objective:** By FY2013, the community will have access to an outstanding collection that is continuously weeded using the practices outlined in *CREW: A Weeding Manual for Modern Libraries*.

**Activities:**

- Train staff in use of the CREW method.
- Review vendor services and workflow annually to expedite shelf-ready processing.
- Review standing order plans, selection and de-accessioning practices, and outsourcing opportunities to improve access to new materials.

**Implementation: Management Team**

**Measure: Internal Tracking, MVLC Collection Statistics**

**GOAL:** Haverhill Youth will succeed in school through materials and services provided by the Library.

**Objective:** By FY2012, 50% of teacher requests (for assignment alerts, tours, teacher baskets, reserves) will be submitted electronically.

**Activities:**

- Revise all current forms and brochures for educators of pre-K – grade 12 youth and develop electronic versions.
- Market teacher services to target audience.
- Investigate feasibility of a Homework Help Center in the Library.

**Implementation: Head of Youth Services, Teen Services Librarian**

**Measure: Count**

**Objective:** By FY2013, 25% of students in grades 2, 6, and 9 will have a Library card.

**Activities:**

- Promote September as National Library Card Month.
- Increase tours and classroom visits to grades K, 2, 5, 6, & 9.

**Implementation:** Head of Youth Services, Teen Services Librarian, Head of Circulation

**Measure:** Count

**Objective:** By FY2014, 50% of students in grades K and 5 will receive a Library tour or classroom visit.

**Activities:**

- Promote use of databases and online services to educators.
- Increase tours and classroom visits to grades K, 2, 5, 6, & 9.

**Implementation:** Head of Youth Services, Teen Services Librarian

**Measure:** Count

**Objective:** By FY2015, increase number of card holders by 15%.

**Activities:**

- Promote September as National Library Card Month.
- Encourage Guest Pass users to register for a library card.
- Make library card registration available via an online form.
- Encourage library card registration at community events.
- Conduct on-site library card registration at school visits and community events.
- Explore incentives with local merchants (i.e. show your library card, get a discount or prize).

**Implementation:** Management Team

**Measure:** Count

**GOAL:** Haverhill youth will stimulate imagination and satisfy curiosity about the world around them through a diverse collection that supports local school curriculum and assignment needs, and encompasses a variety of genres, topics, formats, and reading levels.

**Objective:** Circulation of youth materials will increase by 10% annually.

**Activities:**

- Review collection development policy for youth materials.
- Assess "Request for Consideration" form, policy, and procedure.
- Distribute a reading interest survey to area schools.

**Implementation:** Head of Youth Services, Teen Services Librarian, Head of Circulation

**Measure:** Count

**Objective:** By FY2014, library staff will be familiar with state curriculum standards and the school district's curriculum maps.

**Activities:**

- Purchase in subject areas specified by district curriculum maps.

**Implementation:** Head of Youth Services

**Measure:** OBE

**GOAL:** Haverhill youth will maintain literacy skills by participating in Summer Reading Programs.

**Objective:** Increase participation in Summer Reading programs for youth and teens by 10% each year.

**Activities:**

- Offer signup incentives to each age group.

**Implementation:** Head of Youth Services, Teen Services Librarian

**Measure:** Count, MVLC Circulation Statistics

**Objective:** Continue to offer annual programs, workshops, and events that support the statewide Summer Reading Program theme.

**Activities:**

- Utilize materials provided through CLSP.

**Implementation:** Head of Youth Services, Teen Services Librarian

**Measure:** Count

**Objective:** By FY2015, create survey for participants to evaluate Summer Reading Program package (programs, reading, online components, prizes, marketing, etc.)

**Activities:**

- Develop HPL survey or promote statewide survey.
- Partner with area schools to distribute survey to students.

**Implementation:** Head of Youth Services, Assistant Director

**Measure:** Survey

**GOAL:** Haverhill teens will celebrate Teen Read Week and Support YA Literature Day through programs and activities that encourage reading for pleasure.

**Objective:** By FY 2012, partner with City of Haverhill annually to declare Teen Read Week.

**Activities:**

- Utilize YALSA resources to create proclamations and generate PR.

**Implementation:** Teen Services Librarian

**Measure:** Count

**Objective:** By FY2013, host two programs in support of Teen Reading Week and Support YA Literature Day.

**Activities:**

- Plan and implement themed programs.
- Explore partnerships with youth-serving agencies.

**Implementation:** Teen Services Librarian

**Measure:** Count

**GOAL:** The Haverhill Public Library will provide community members with the information, resources, content, and training they need to become information literate and successful 21<sup>st</sup> century library users.

**Objective:** By FY2012, the library will offer at least four displays of literary or topical interest annually.

**Activities:**

- Investigate traveling displays.
- Seek partnerships with organizations (Le Leche, NAMA, Farmers Market, etc.).

**Implementation:** Management Team

**Measure:** Count

**Objective:** By FY2013, develop a marketing plan for library programs, collections, resources, and services.

**Activities:**

- Evaluate current marketing methods.
- Review marketing plans of other libraries.
- Explore use of website and social networking tools to gather customer feedback.
- Add digital signage to promote programs and services.

**Implementation:** Management Team

**Measure:** Count

**Objective:** Increase by 10% annually the circulation of eBooks (measure: count).

**Activities:**

- Expand the eBook collection by joining the OverDrive Advantage Program.
- Maintain subscriptions to NetLibrary and Safari.
- Investigate other sources of eBooks, such as 3M's Cloud Library.
- Market eBook resources to community.
- Train staff in downloading and using eBooks.

**Implementation:** Management Team

**Measure:** MVLC Statistical Reports

**Objective:** Increase by 5% annually the usage of electronic resources other than eBooks.

**Activities:**

- Market library database with a “featured database” post on website.
- Train community members in specific database use during site visits.
- Promote databases to new library card holders and tour attendees.

**Implementation: Management Team**

**Measure: Internal Tracking, Online Usage Reports**

**Objective:** By FY2014, the number of articles downloaded from premium databases will increase by 10%.

**Activities:**

- Market library database with a “featured database” post on website.
- Train members of the community in specific database use during site visits.
- Schedule informal demos of e-resources.
- Promote databases to new library card holders and tour attendees.
- Create a database advocacy message as part of phone system’s “hold” music.

**Implementation: Head of Reference, Head of Youth Services**

**Measure: Count**

**Objective:** By FY2015, increase overall adult fiction and non-fiction circulations by 20% from 2011 figures.

**Activities:**

- Weed collections on an ongoing basis.
- Evaluation collections based on traffic and turnover.
- Continue to take patron requests for new and retrospective materials.
- Investigate increasing materials budgets.
- Increase standing orders for popular materials.

**Implementation: Management Team**

**Measure: MVLC Circulation Statistics**

**GOAL:** The Haverhill community will discover a Library that reaches beyond its walls to make each person feel welcome, to invite individuals and groups to make full use of the facility and services, and to work with partner organizations to expand both the scope of services and public awareness of those services.

**Objective:** Beginning in FY2012, the Library will send letters of invitation to at least one community group per month to visit the library, including suggested resources for each group.

**Activities:**

- Create list of agencies to contact.
- Draft letter, and publicize service.
- Document suggested resources on website.

**Implementation: Management Team**

**Measure: Count, OBE**

**Objective:** By FY2012, partner with Haverhill schools on a “Haverhill Reads” project.

**Activities:**

- Form committee to discuss book titles.
- Select author with adult/young adult appeal and arrange visit.
- Purchase books and give them away.
- Plan a slate of related activities at both Library and HHS venues.

**Implementation: Assistant Director**

**Measure: Count, OBE**

**Objective:** By FY2013, increase the number of volunteer hours by 10%.

**Activities:**

- Work with the Friends of the Library to highlight FOL volunteer activities.
- Use community television, the Library’s website, and other local media outlets to publicize and promote volunteer opportunities.
- Improve volunteer time management with online sign-in and tracking.

**Implementation: Assistant Director**

**Measure: Online Time Tracking**

**Objective:** By FY2014, the Library will present four library programs in community venues.

**Activities:**

- Investigate opportunities to partner with Merrimack Valley libraries on shared programming.
- Partner with Haverhill Schools to deliver programs in area schools.

**Implementation: Management Team**

**Measure: Count**

**Objective:** By FY2014, the Library will create “How We Can Help” contacts with churches, business leaders, and politicians.

**Activities:**

- Create a list of contacts and target one group per month.

**Implementation: Head of Reference**

**Measure: OBE**

**Objective:** By FY2015, identify and implement an annual staff community service project.

**Activities:**

- Foster collaboration with Haverhill City Schools, Chamber of Commerce, and the City of Haverhill to promote library services and our shared goal of community service.

- Partner with Haverhill Rotary on its annual Rubber Duck Regatta.

**Implementation: Management Team**

**Measure: Count**

**Objective:** By FY2015, offer two annual youth and adult programs with presenters from community organizations.

**Activities:**

- Generate new strategies for use of social media tools to connect with the community.
- Create ALA Read posters with community leaders.

**Implementation: Management Team**

**Measure: Count**



#### **IV. CONNECT TO THE ONLINE WORLD: PUBLIC INTERNET ACCESS**

**Residents will have high speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the internet.**

**GOAL:** Haverhill residents will have convenient access to electronic information resources through dependable technology and reliable telecommunications.

**Objective:** By FY2012, create a Technology Plan that addresses annual updates of hardware, software, and electronic resources.

**Activities:**

- Track current software and electronic format trends.
- Survey customers to determine community technology expertise and needs.
- Identify MVLC libraries of best practice and adapt practices for HPL.

**Implementation:** Systems Specialist, Management Team

**Measure:** Count

**Objective:** By FY2012, replace all public computers on a three-year schedule.

**Activities:**

- Evaluate software offered on computers to ensure currency and whether it meets community needs.
- Survey public computer users on ease of use, software availability, and online activities to guide purchase decisions.
- Incorporate assistive technologies and services to ensure that hardware and software are available to accommodate library visitors with a variety of physical challenges.

**Implementation:** Management Team, System Administrator

**Measure:** Count

**Objective:** By FY2013, the library will investigate additional express computers for the convenience of library visitors.

**Activities:**

- Identify/create space for short-term computers.
- Promote the availability of short-term computers and track usage.

**Implementation:** Management Team, System Administrator

**Measure:** Count

**Objective:** Continue to offer one-on-one computer training by appointment.

**Activities:**

- Continue development of the Technology Toolbox.

- Expand opportunities for library visitors to learn new technologies by providing space and devices to gain hands-on experience.
- Establish a program using tech-savvy volunteers, such as students, to assist and train library visitors in use of technology resources.

**Implementation: Head of Reference**

**Measure: Internal Tracking, OBE**

**GOAL:** The Library will provide the community with a highly-skilled, customer-focused, friendly, and professional staff dedicated to providing a positive and enjoyable library experience.

**Objective:** By FY2012, all staff will have the opportunity to attend at least one professional development per year.

**Activities:**

- Promote staff awareness of programs offered by MVLC libraries to their communities.
- Post training opportunities; budget and schedule staff to participate in MVLC, MLS, and other training opportunities.
- Continue to identify opportunities for staff to visit and observe libraries with notable program offerings.

**Implementation: Management Team**

**Measure: OBE**

**Objective:** Continue to assess, plan, and budget for additional personnel at levels required to support library services.

**Activities:**

- Make annual staffing proposals to City of Haverhill to restore positions lost since FY2003.
- Conduct job audit and make recommendations to bring salaries in line with ALA recommendations.

**Implementation: Management Team**

**Measure: City Budget Projections**

**Objective:** Make productivity improvements a continuous process by using automation that frees up personnel for value-added services.

**Activities:**

- Plan and budget for capacity improvements to the self-check and automated sorting systems.
- Explore RFID technology for materials management.
- Perform annual technology task audits for all positions.
- Use the library wiki to solicit staff suggestions for continuous improvements.

**Implementation: Management Team**

**Measure: OBE**

**Objective:** By FY2013, the Library will investigate the use of technology to make staff more visible and accessible to library users.

**Activities:**

- Plan and budget for mobile phones.
- Explore roving reference model, with staff using mobile technologies to interact with library visitors at point of interest.

**Implementation:** Management Team

**Measure:** OBE

**Objective:** By FY2014, all public services staff will demonstrate core competencies in browsing, searching, and evaluating Internet resources.

**Activities:**

- Identify core technology/electronic resource competencies.
- Perform staff audit of technology competencies.
- Develop employee plan to address technology competencies as part of annual performance review.

**Implementation:** Management Team

**Measure:** Count, OBE

**GOAL:** Adult library users will have the necessary skills for using resources that connect them to the online world.

**Objective:** Each year, 140 Haverhill residents will attend Internet classes or receive one-on-one training.

**Activities:**

- Produce computer class handouts online.
- Survey customers about technology expertise and technology instruction needs.
- Offer online component to computer classes, such as video tutorial, podcast lessons, forum for "graduated" students to ask further questions.

**Implementation:** Head of Reference, Assistant Director

**Measure:** Count, Survey, OBE

**Objective:** Each year, 100% of participants in Internet classes and one-on-one training will report improvement in computer skills.

**Activities:**

- Survey customers about their level of technology expertise and technology instruction needs.
- Increase computer class offerings.
- Revise class evaluation.

**Implementation:** Head of Reference

**Measure:** OBE

**Objective:** In FY2013, a minimum of 50 library users will participate in demos and classes on use of mobile technologies available in the Library's Technology Toolbox.

**Activities:**

- Add mobile devices to the Toolbox annually.
- Plan for continuous staff training on new mobile devices.
- Consider new options for informal demos, such as brown bag lunch sessions.

**Implementation:** Head of Reference

**Measure:** Count

**Objective:** By FY2014, investigate possibility of developing a "tech corner" on the website accessible by the public to review gadgets, trends, formats, etc.

**Activities:**

- Provide classes and web programs on current and emerging technologies.

**Implementation:** Assistant Director, System Administrator

**Measure:** Count

**GOAL:** Library visitors will continue to have adequate access to free high speed Internet through public computers and the wireless network for the purposes of recreation, work-related research, and information.

**Objective:** Each year, maintain or increase the amount of time that public computers are in use.

**Activities:**

- Evaluate computer use.
- Redesign space and policies as needed.
- Improve WiFi access.

**Implementation:** Management Team, System Administrator

**Measure:** Track Usage.

**Objective:** Each year, increase the number of users of the wireless network by 10%.

**Activities:**

- Provide gadget-friendly furnishings for patrons to plug in laptops and other equipment.
- Increase efforts to promote the availability of wireless access at the Library.
- Enhance privacy and security for users to participate in e-commerce and e-government services.
- Investigate library card authenticated sign-in for wireless.

**Implementation:** Management Team, System Administrator

**Measure:** Track Usage.

**GOAL:** Haverhill residents will connect with the library through an interactive website and social networking tools.

**Objective:** Integrate interactive content on website by FY2012.

**Activities:**

- Link to social networking sites and encourage participation on Flickr, Delicious, Facebook, etc.
- Invite patron comments and content via the blog.
- Integrate frequent polls and periodic surveys.

**Implementation:** Management Team, System Administrator

**Measure:** Survey, Count

**Objective:** By FY2013, offer two programs through the Library's website, such as book discussions, online summer reading, book reviewing, and blog commenting capability.

**Activities:**

- Add electronic registration form to the Library's website.

**Implementation:** Management Team, System Administrator

**Measure:** Count

**GOAL:** Haverhill Public Library users will increase their technological literacy.

**Objective:** By the end of FY2012, offer one program per quarter for teens ages 12-18 on a technology topic.

**Activities:**

- Integrate technological literacy skills into technology programming.
- Integrate Internet safety and responsible online citizenship concepts into technology programming.

**Implementation:** Teen Services Librarian

**Measure:** Count

**Objective:** By FY2013, host two programs that support technological literacy skills.

**Activities:**

- Plan, implement, and evaluate programs on a variety of technology topics, including but not limited to video book trailers, game design, avatar creation, clubs based on online communities, etc.

**Implementation:** Management Team

**Measure:** Count, OBE

**Objective:** By FY2013, offer one program per quarter for children ages 6-12 on a technology topic.

**Activities:**

- Survey parents about technology needs of youth.
- Work with Haverhill Schools to present technology programs in the schools.

**Implementation:** Head of Youth Services, Teen Services Librarian

**Measure:** Count

**Objective:** By FY2014, cultivate two partnership opportunities to solicit volunteers to present classes and demos on specific topics.

**Activities:**

- Invite local businesses to present their expertise.
- Recruit and train volunteers.

**Implementation:** Head of Youth Services

**Measure:** Count, OBE

**Objective:** By FY2015, 75% of participants in Internet Safety workshops for educators and caregivers increase their skill at conversing with youth about responsible Internet citizenship by 50%.

**Activities:**

- Plan, implement, and evaluate an Internet Safety workshop for parents and caregivers.

**Implementation:** Head of Youth Services, Teen Services Librarian

**Measure:** OBE

### **Future of Strategic Plan**

The Trustees and Staff of the Haverhill Public Library are dedicated to an ongoing planning, implementation, and evaluation effort, with formal collection of data; an annual review; and development of recommendations for future Action Plans.

**Attachment A**

**FY2011 Community Survey  
&  
FY2011 Community Survey Analysis**