HAVERHILL PUBLIC LIBRARY

STRATEGIC PLAN FOR
FISCAL YEARS 2023–2027

Submitted by:
Sarah Moser, MA, MSLIS
Library Director
(978) 373-1586 x621
smoser@haverhillpl.org

Haverhill Public Library, 99 Main Street,
Haverhill, MA, 01830

HAVERHILL
PUBLIC LIBRARY

Haverhill Public Library
Strategic Plan for Fiscal Years 2023–2027

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INTRODUCTION

Input from the community survey, the community planning committee, Board of Trustees and Friends, and Library staff guided the focus of this new plan, including the creation of goals and objectives. During the Library's Strategic Planning process, several areas of need were identified and incorporated into four service goals for the FY2023- FY2027 Strategic Plan. This strategic plan will help form the basis for the work we do over the next five years to help the Library best serve our community. It is important to note that COVID-19 protocols limited the strategic planning process; most meetings took place virtually. Our community survey respondents were encouraged to respond based on the last few years, not just 2020-2021.

BACKGROUND INFORMATION

Community Overview

The City of Haverhill, located 30 miles northeast of Boston on the Merrimack River, was established in 1640 as Pentucket; Haverhill was incorporated as a City in 1870. Although originally settled as farmland, the City evolved into a major industrial center through the establishment of saw and grist mills in the late 17th century, tanneries and boatyards in the 18th century, and shoe manufacturing in the 19th century. The City remained a thriving industrial center until the severe depression of the 1930s. In the late 20th and early 21st 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 most recent data, the population of Haverhill is approximately 67,787, an increase of 5.2% from the 2010 Census. The demographics of Haverhill have changed over the years, with approximately

25% of Haverhill residents claiming Latino heritage. 21.9% of residents speak a language other than English at home.

From the 1930s through much of the 1970s, Haverhill was in a depressed and declining state, but growth and change were the major themes of the last few decades. Housing trends in the 20th century led to the conversion of several old factories into loft apartments and condominiums. Harbor Place, a mixed-use residential and commercial space, replaced the long-vacant Woolworth building along the riverfront. Haverhill Heights, another mixed-use structure, is nearing completion and will add a whole new look to the ongoing redevelopment of the riverfront. A recent community scan of the City is attached in Appendix E.

Library Overview

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 if the City accepted this gift, it 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. 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.

A seven-member self-perpetuating Board of Trustees governs the Haverhill Public Library. 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 fulfills its part of the agreement and 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, and its policies and procedures. Since the Library's inception, a priority of the Board of Trustees has been developing a Library Endowment, the interest from which is used to purchase materials and supplement the City of Haverhill's budget for the Library.

PLANNING PROCESS

The goals of a Strategic Plan are to identify key areas a public library must focus on to meet the community's changing needs and share that information with all library stakeholders—patrons, staff, and community. Selecting 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 professional consultant Barbara Alevras to help facilitate the strategic planning process and to supplement the work done by the administration. This process focuses on assessing the needs of the community that the Library serves. The Library determines which of these needs can be met by the Library and addressed in the strategic plan.

The Library formed a Community Planning Committee to help assess the needs of the Haverhill community in the next five years. Barbara conducted two meetings of the Community Planning Committee to gather input and identify possible service responses and goals for the Library. The group also considered a vision for the community of Haverhill.

To solicit staff input, Barbara led a focus group with all staff that included an analysis of strengths, opportunities, aspirations, and results (SOAR) of the Library, followed by consideration of possible service responses for the Library, and finally, a vision and possible goals for the Library.

Barbara also hosted a similar SOAR exercise with the Board of Trustees and members of the Friends of the Haverhill Public Library Board.

The final data came from a Community Survey the Library posted on its website, made available in-house, and distributed to other community locations.

THE RESULTS

Through our community survey and planning meetings, we received extensive, valuable feedback. Each group—staff, public, Trustees and Friends, and Community Committee—aligned on certain key areas while also providing us with unique perspectives on the importance of these areas.

The goals we have derived from this feedback are:

COMMUNITY INCLUSION
TECHNOLOGY AND INNOVATION
COLLECTION DEVELOPMENT AND EXPANSION
RELEVANCY AND EVOLUTION

Data was collected from each SOAR group activity and the community survey. The Community Committee distilled this data into priorities. Priorities were pared down by staff into four major goals. These goals are the basis of the strategic plan and annual action plans. For more insight into this process, see *Appendix F—Strategic Plan Focus Flowchart.*

THE PLAN

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 is 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 needs of the community.

Core Values

Goals and Objectives

GOAL 1: Community Inclusion - Seek to be a place for all, listen to all voices

1.1 Work closely with members of the community to diversify collection, programming, and outreach offerings.

1.2 Continue to build stronger relationships with community partners and non-profits.

1.3 Reach out to traditionally underserved communities to build stronger connections to staff and the Library.

GOAL 2: Technology and Innovation - Offer up to date services and instruction

2.1 Build and routinely assess a building-wide technology plan, upgrade items as needed.

2.2 Stay current on trends in the library field, update offerings, manage budget money to be able to provide needed technology to patrons and staff.

2.3 Mobilize technology, make it easier for staff to bring technology out of the building to residents.

GOAL 3: Collection Development and Expansion - Evaluate the needs and wants of the community

3.1 Maintain and up to date, relevant, wide-ranging collection. Expand access to Special Collections.

3.2 Weed and remove items from circulation when needed. Remove collections if no longer used by patrons. Do not become attached to outdated formats or items.

3.3 Look for new materials and formats that appeal to our patrons. Expand collections based on circulation data.

GOAL 4: Relevancy and Evolution - Market the Library and our services, change to reflect the community

4.1 Seek regular input from patrons and non-patrons on services, collections, and outreach. Adapt and expand offerings as needed.

4.2 Expand marketing and outreach to the community at large, as well as organizations, city officials, and corporations.

4.3 Engage staff with the community outside of the building. Encourage staff to become involved in other organizations, groups, and boards.

Annual Action Plans

The Haverhill Public Library will develop and update an annual Action Plan made up of specific activities and strategies designed to help the Library achieve its strategic goals. The Action Plan captures new initiatives and tasks designed to support the Library's specific objectives and address changing needs. The Action Plan is updated annually and kept on file at the MBLC. To view the Action Plan, see *Appendix D- Haverhill Public Library Action Plan Fiscal Years 2023-2027*.

Evaluation

The Director and managers will evaluate the Strategic Plan twice annually to monitor the progress being made. Each annual action plan will be closely evaluated with potential changes and updates made. The Director will report on the status of the Strategic Plan annually to the Board of Trustees. Any major changes to the plan will be filed with MBLC.

BOARD OF TRUSTEES' APPROVAL

The Board of Trustees reviewed a final draft of the strategic plan at their August 19, 2021 meeting and voted unanimously to accept the draft and submit it to MBLC.

BOARD OF TRUSTEES

- The Honorable **James J. Fiorentini**, Mayor of Haverhill, Chairman
- **Richard J. Sheehan**, Vice Chairman
- **Deborah Y. Coletti**
- **William J. Klueber**
- **James A. Rurak**
- **Kathy Bresnahan**
- **Kate Veasey Sirois**

ACKNOWLEDGEMENTS

The Library would like to thank all members of the community who completed our strategic plan survey, as well as staff, Friends of the Haverhill Public Library, and Community Committee members who have their time and enthusiasm in helping to draft this plan.

Community Committee Members

- Jenny Arndt, Haverhill Promise Director, Haverhill parent
- Cindy Cavallaro, Friends President
- Jackie Ellis, HPL Staff
- Andrew Herlihy, Community Planning and Development
- Katrina Hobbs-Everett, Director of POSE
- Tim Jordan, City Council, Haverhill parent, Team Haverhill
- Ron Mills, Director of Common Grounds
- Luis Santiago, Director of Veterans' Services
- William Spirdione, Pastor Newlife Assembly
- Dianne Tarpy, HPL patron and volunteer

LOOKING FORWARD

The Trustees and Staff of the Haverhill Public Library are dedicated to an ongoing planning, implementation, and evaluation effort, with the formal collection of data; an annual review; and the development of recommendations for future Action Plans. The Strategic Plan is a living document and is only meant to represent our findings and goals at this point in time. We complete it knowing the needs of the Library and our community can and will change.

APPENDICES

Appendix A—Haverhill Public Library Community Survey Results 2021: The results of the community survey conducted by HPL in 2021. The survey was made available in hardcopy format in the Library and virtually via our website. The survey was available in both English and Spanish.

Appendix B—HAVPL Focus Group Results Report 2021: The virtual focus group was conducted in June 2021. The questions posed and a summary of participants' input are presented in the report.

Appendix C—HAVPL SOAR Summary Results 2021: This report documents the results of an environmental assessment of the Library's strengths, opportunities, aspirations, and results.

Appendix D—Haverhill Public Library Action Plan Fiscal Years 2023-2027: The Library's *Action Plan* presents specific tasks scheduled for completion during the *Strategic Plan's* five-year term.

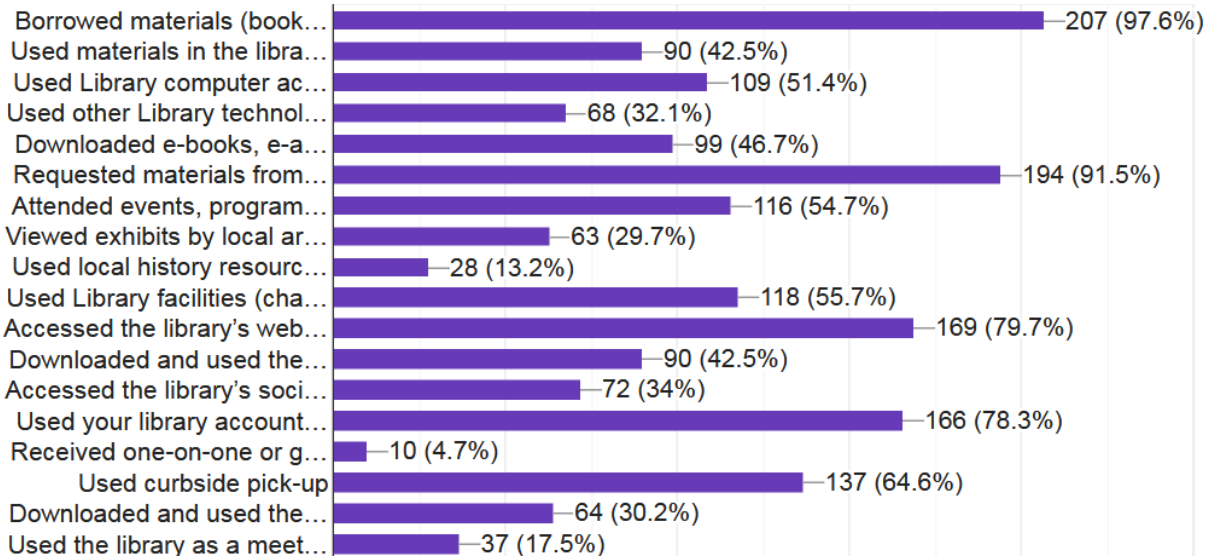
Appendix E—Haverhill Community Scan 2021: This document presents a snapshot of Haverhill as a community in 2021.

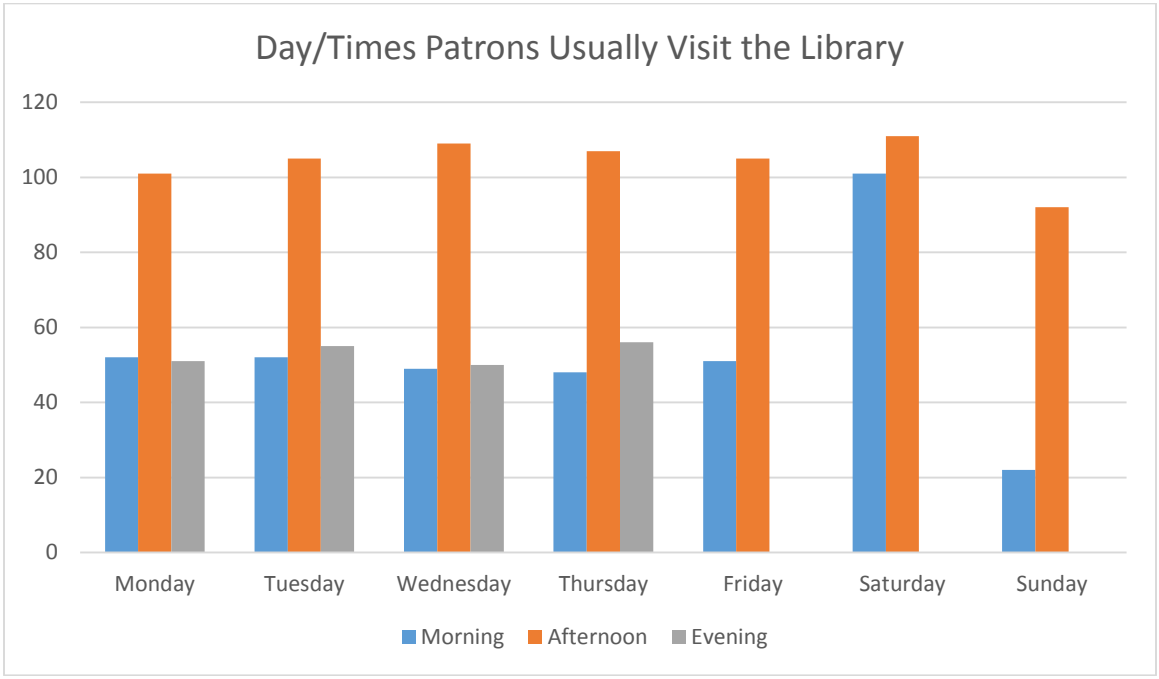
Appendix F—Strategic Plan Focus Flowchart: Documents the feedback and priorities collected from the strategic plan workgroups.

Appendix A—Haverhill Public Library Community Survey Results 2021

213 total responses (212 in English, 1 in Español)

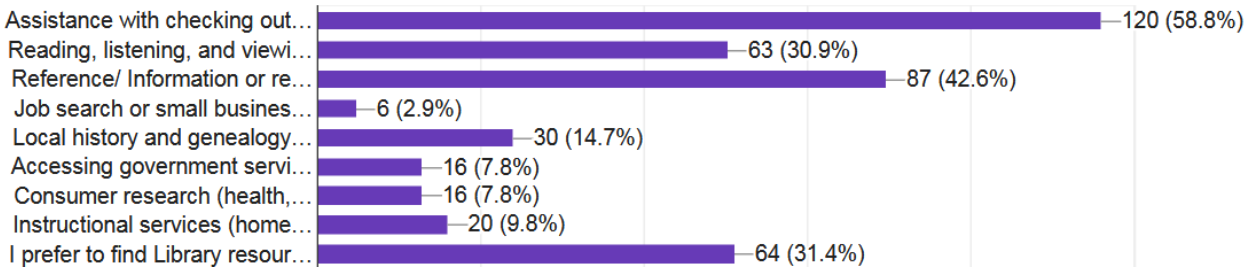
Library Services Used in the Past Two Years

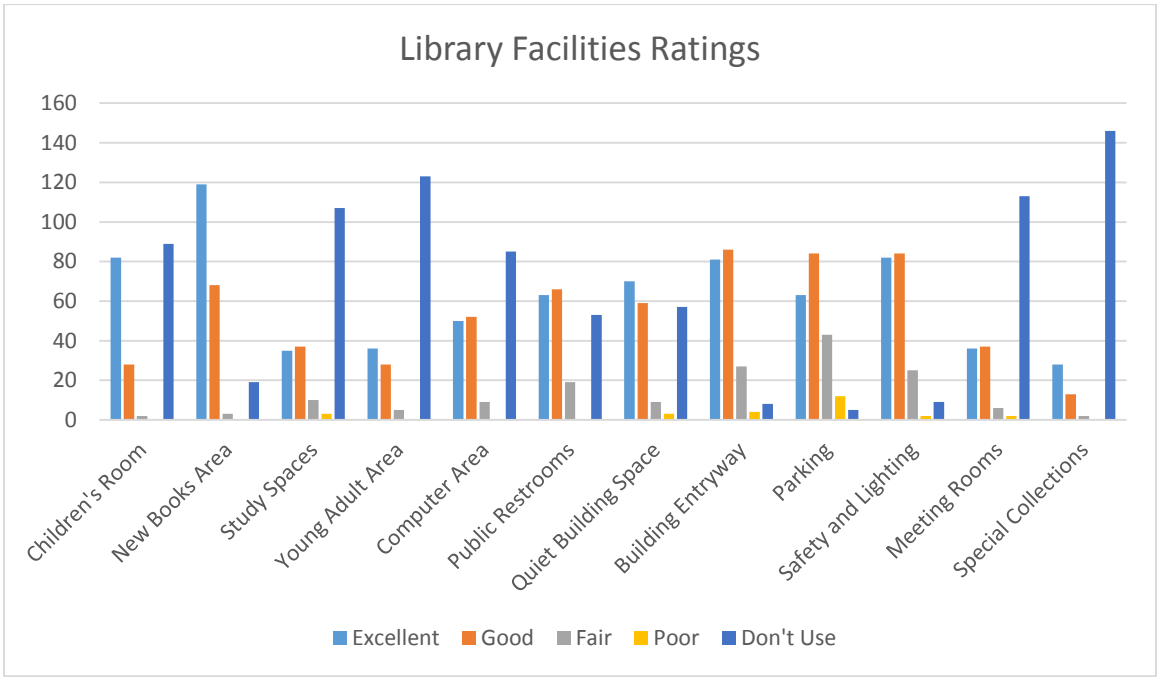




Which of the following types of staff assistance are you most likely to use at the Library? (Choose all that apply)

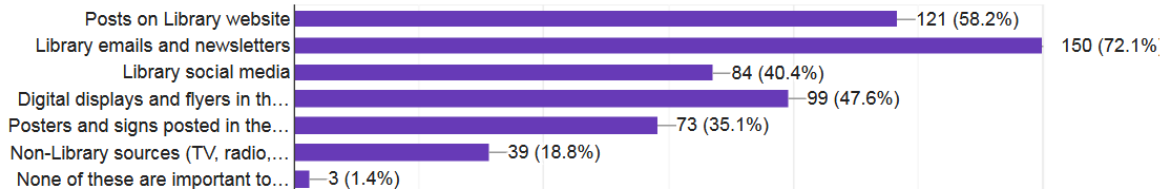
204 responses





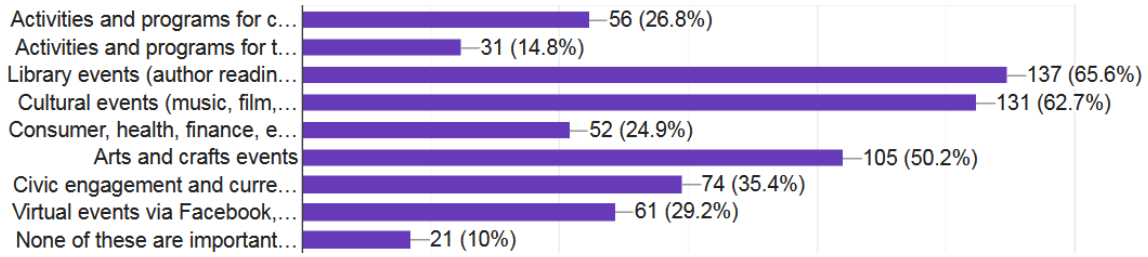
What method of advertising Library services and events would be most likely to draw your attention? (Choose all that apply)

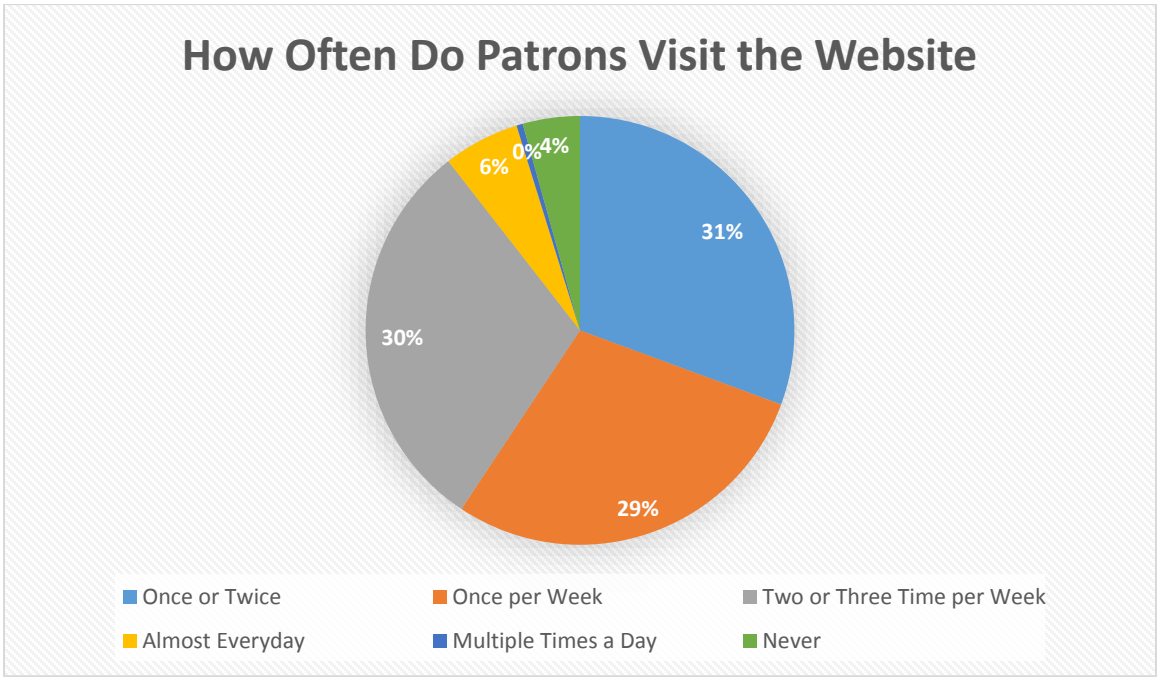
208 responses



Which of the following types of programs would you be most likely to attend? (Choose all that apply)

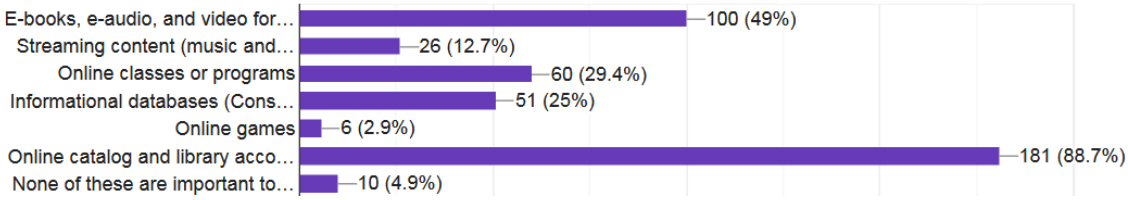
209 responses





Which of the following online resources are most important to you? (Choose all that apply)

204 responses



OPEN-ENDED QUESTIONS:

What does the library offer that you value most? (188 responses)

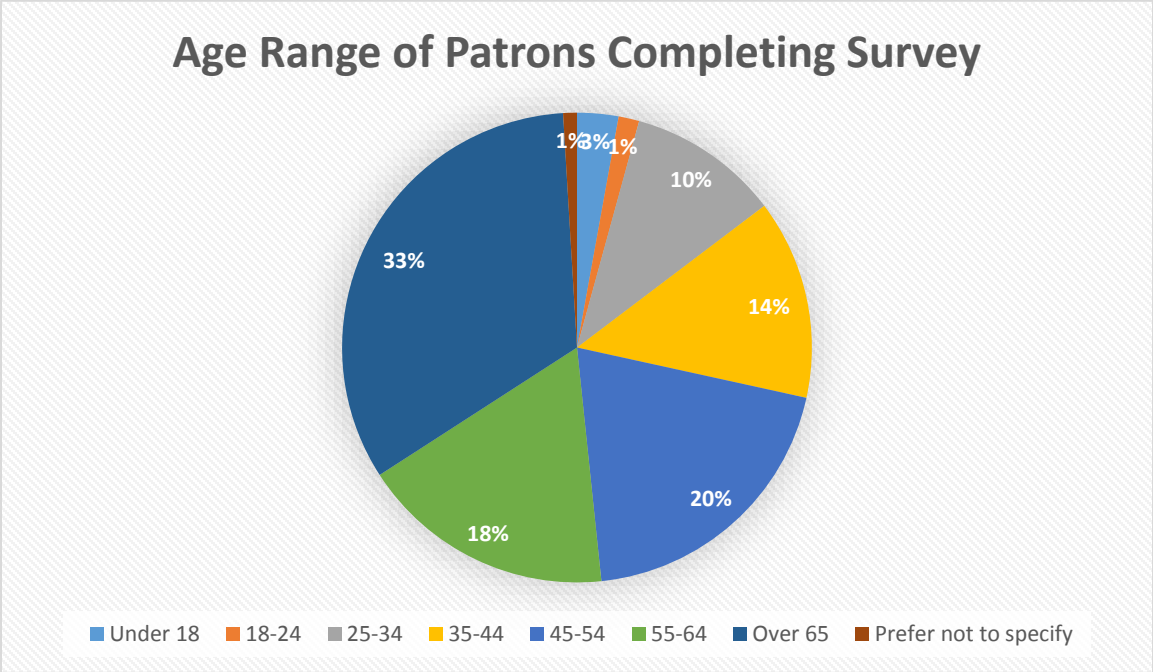
Patron responses centered on books and access to materials through the consortium and interlibrary loan. The great customer service provided by the library's staff was also heavily mentioned.

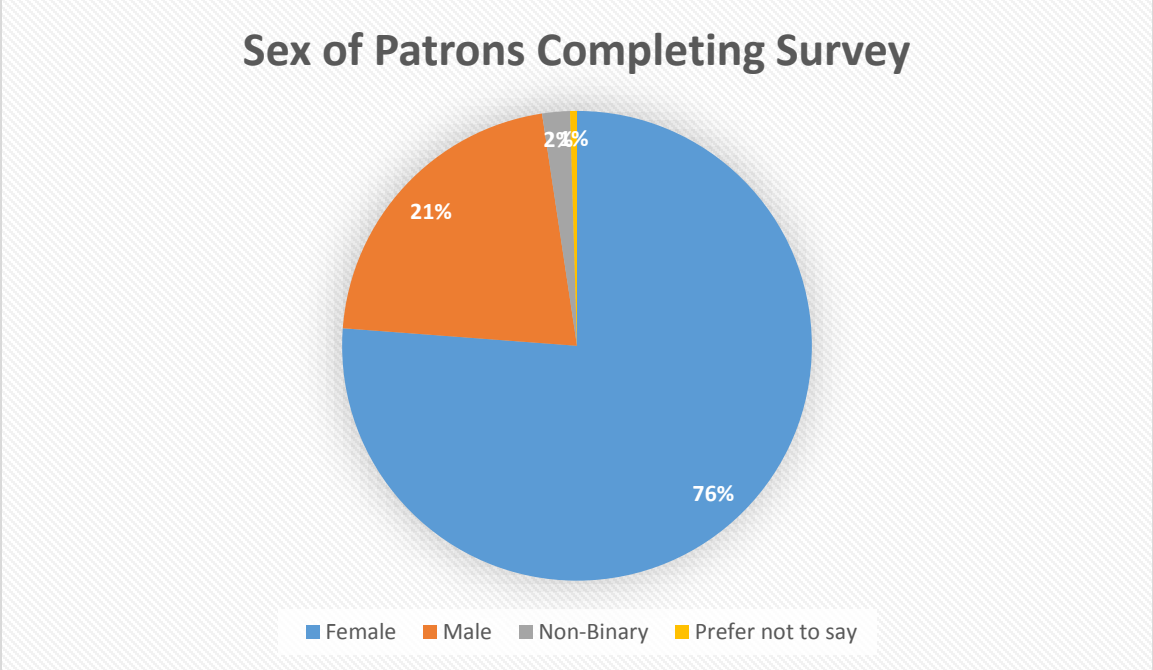
If the Library could do one thing to improve your experience, what would it be? (150 responses)

Since this survey was started right before we transitioned to our newest reopening phase, a lot of the feedback we received has already been addressed, such as staying open till 9:00 pm, opening the Children's Room, and expanding computer use time. Other feedback focused on more comfortable seating/study spaces, better parking (which is a City issue), and decreasing wait times for popular titles. A lot of patrons responded that they couldn't think of anything or that the library is doing a great job as-is.

What services have been most helpful to you during the COVID-19 pandemic?

Almost unanimously, patrons said curbside pickup was the service that they found most helpful. Other responses included access to e-titles, our reopening plan, zoom programming, and our databases.




Sex of Patrons Completing Survey
21%
2%
1%
76%
Female
Male
Non-Binary
Prefer not to say

HAVERHILL PUBLIC LIBRARY

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STRATEGIC PLAN FY23-27 INPUT
FOCUS GROUP RESULTS FOR JUNE 7, 2021, 6-8PM

PARTICIPANTS: 2 (Female = 2; Male = 0)

1. What are the very first <u>two</u> words you think of when you think about the Library?

- Books (x2)
- Reading
- Programs

2. Tell us a little about yourself and your family and about the Library programs and services you use (or don't use).

- One participant hasn't visited the Library or used any of its services yet. During the pandemic, she became interested in learning more about what the Library offers. She visited the website because she wants to start engaging with the Library.
  - This focus group is the first Library activity she has participated in.
  - She's interested in getting the Library's guidance regarding which books she should be read.
- Currently, she orders books online and picks them up once a week via the curbside pickup service. She also does a lot of crafts and has attended numerous Library virtual programs via Zoom. Before the pandemic, she visited the Library several times a week.

3. Which Library resources or materials do you use most frequently?

MOST VALUED RESOURCES OR MATERIALS:

- Books (x2)
  - Fiction and non-fiction books for one participant
    - For fiction, she enjoys murder mysteries, beach reads, and romances.
    - For non-fiction, she likes biographies and autobiographies.
    - Enjoys listening to audiobooks.
  - Historical fiction and children's books for the other participant.
    - Prefers to listen to her books. She finds audiobooks hold her attention more than physical books. They're easier for her to focus on.
- Programs:
  - Craft programs. She likes crafts and the website's craft corner activities. She enjoyed the bird feeder activity. Thinks the Library's crafts activities are "so creative" creative.
  - She tries to attend all the author talks, even if she hadn't read the book.
  - Occasionally, the Library brings in a reenactment group to make a presentation. She has liked the ones she attended.

- On a past Halloween, she enjoyed attending a mini "book fair" event at the Library. Well-known and local authors specializing in "spooky" books presented their work.

- The variety of programs mentioned sounds really interesting to one participant. She looks forward to experiencing theme-based activities, especially the book clubs.

LEAST VALUED RESOURCES OR MATERIALS: N/A - can't think of anything.

4. How can the Library's physical space be improved?

POTENTIAL BUILDING OR GROUNDS IMPROVEMENTS:

- One participant hasn't visited the Library, so can't offer feedback.
- The other participant likes the current facility, but it only has a couple of small meeting rooms. It would be nice to have more small meeting rooms that accommodate small groups. The current rooms fill up too quickly.

FACILITY AND GROUNDS' ACCESSIBILITY:

- Could use a little more signage. A community group she's in conducted a meeting at the Library. People who hadn't visited the Library couldn't figure out how to get to the meeting room.
- Some exterior doors lock at 6 pm, which forces you to use a different entrance. However, new visitors need better instructions regarding entering via a different entrance.
- Summer Street's entrance staircase to the main parking lot entrance is old.

IDEAS:

- Create a brochure map of the Library.
- Add more/better signage indicating what's on each floor and instructions regarding the doors to use after 6 pm.
- Update the Summer Street entrance staircase.

5. How can the Library improve its programs and services?

- The Library offers such a wide range of activities!
- She uses the Library's website to review events but gets frustrated because it frequently "bounces" you to other sites. She also uses the Libby application frequently, but the Library's mobile application isn't easy to use. Plus, HPL's app won't let you order books.

IDEAS:

- Have a book club that meets regularly
- Have a convention and/or book fairs
- Provide reader advisory information about which books are trending
- Offer more instruction regarding how to use the Library's many applications.
- Tell website visitors how to find things on the Library's website. Make the navigation more intuitive.
- She has four different Library-related applications on her phone (HAVPL's app, In Libra, Libby, and Overdrive). Would love for them to be consolidated into one mobile application.

6. What TWO words would you use to describe the librarians who assist you?

- Love Them!
- Friendly
- Helpful (x2)
- Responsive

7. Which of the Library's technology resources do you use either on-site or via the Library's website?

LIBRARY WEBSITE:

- One participant visits the website and thinks it's generally user friendly. She downloads music (Freegal), movies and books via Hoopla, and Kanopy movies on the website. After the recent website update, she was a little confused about where the content she's looking for is. She's still learning where to find the information she wants.
- The other participant has also visited the website. Thinks it's user friendly, but she got a little lost looking for the list of Library programs. She had to click through several links and was redirected to another page for the programs. She has also reserved museum passes online a couple of times, including discounted tickets to the Merrimack Repertory Theater in Lowell.

GENERAL COMMENTS:

- Participant said she brings her computer and uses the Library's Wi-Fi. It has a strong signal. She hasn't used a computer in the Library, but sees people using them. It's a great resource for the community.
- The other participant didn't know the Library has publicly accessible computers. She would use them and the Wi-Fi.

IDEA: Museum and cultural passes should be promoted more.

8. What technology do you think the Library should focus on over the next five years?

TECHNOLOGY DEVICES: Likes the idea of the Library offering access to a 3D printer.

TECHNOLOGY PROGRAMS:

- ∉ Would be cool to learn about photography and photo editing.
- ∉ Wants to learn coding. It's very important these days
- ∉ Offer Robotics for kids
- ∉ Adding STEM programs, especially for young girls

GENERAL COMMENT: There are so many cool ideas for what the Library can offer. Great ways to keep people engaged. Lots of things to explore, do, and learn!

9. Are there any barriers to service—things that impede your ability to receive the service you need or want from the Library?

Barriers to Service:

- Wait times for books vary depending on how popular the book is. She understands that wait times for the most popular books are longer than older, less popular items. Overdrive always has a supply of audiobooks available, so she can always find something to read. Sometimes she finds it challenging because it seems like a lot of waitlisted items become simultaneously available, but she can't read them all in the time allowed.
- Program times vary, but evenings are more convenient for people who work, especially now that businesses are opening again, which means many people are resuming their commutes to/from their office.

IDEAS:

- Schedule activities that start a little later than 6 pm, because people who commute can't get there on time.
- Survey the community to find out what times are convenient for people to attend different types of programs.

10. What could the Library do to better serve Haverhill? What advice do you have?

GENERAL COMMENTS:

- One participant has lived in Haverhill for 3 years. Until recently, she didn't even think of the Library. However, during the pandemic, she became interested in learning more about what the Library offer. She recently visited the website and signed up for this focus group. It's her first Library activity.
- Before the pandemic, the other participant attended a lot of the programs and developed a group of "Library Friends." She misses them.
- The Library has cultivated a "nice little community," but there's a lot of opportunity to grow the group because the Library offers so much to so many. There's something for everyone.

IDEAS:

- The Library needs to do a lot more outreach and promotion. HPL has a lot of resources but needs to promote them more, so more people are aware of them and know how to access them. Stress how much value the Library offers. Promote all the programs people can take advantage of.
- Get out into the community more.
    - The Library's bookmobile goes out once or twice a week, so new people and people who can't visit the Library can access its offerings. Continue to expand that access.
    - In the past, Library had a booth at the Farmers' Market and provided information to people. Continue participating in community activities.
- Not sure how much the Library partners with local schools, but it should work with schools to encourage reading and promote literacy.

- Use social media more. It's where people are getting information and engaging with organizations. Expand presence beyond Facebook to other social media platforms. For example, be active on Instagram.
    - Library has a Facebook page, but one participant doesn't have a Facebook account.

11. How important is it to have a good library in our community?

Library Is/Isn't Important Because:

- Very important, because knowledge is power. The more you educate yourself, the more you grow. College-aged people and younger don't necessarily know where to start to think about what they want to do with their lives and/or what they want to learn. The Library makes information and materials accessible to everyone, not just those with money.
- The Library is very important because not everyone can afford to buy or store books.
- For students who need to do research, they need access to computers and Wi-Fi. It's important for these things to be accessible to EVERYONE!

If the Library Closed Tomorrow…:

- Years ago, the city considered closing the Library. The Library's hours were reduced. The community was very upset. It was very hard for those who really needed access to everything the Library offers.
- She would not be happy. She could use the school library, but many other people aren't in school, so wouldn't have access to resources at the only local place they can learn at. The Library enables you to keep your knowledge fresh/current. It enables people to advance their knowledge.
- The other participant said it would be devastating to have the Library close.
- Even if you have a computer, you only have so much information. Not all the information on the web is fact-based.

12. What issues now facing the town do you think may impact the Library?

- The economic downturn. Money is always tight. Financial issues can always come up again in town. Ensure the mayor doesn't touch the Library's budget.
- The economy is challenging. The pandemic hit the economy a lot. People and businesses' financial situations were hurt.

Ideas:

- Encourage the community to continually advocate with town officials on the Library's behalf.
- Having more fundraisers for the Library could help. Would help address the Library's potential financial problems with the city. Might help avoid the city potentially shutting the Library down.

13. What could the Library do to better serve Haverhill? What advice do you have?

- Some libraries are collaborating with other libraries to co-sponsor and/or cross-promote programs. During the pandemic, she attended several interesting non-local library-sponsored programs. It provided people with new opportunities to participate in many more interesting free events.
- Increase access to HPL and other Libraries' services. Increase cross-promotion. One participant has attended Tewksbury Library and Reading Library programs. Being able to find out about other libraries' programs on your "home" Library's calendar is helpful.
- If you attend an in-person program and you don't really enjoy it, it's embarrassing to leave. However, in a virtual program, you can easily bow out of a session. That's nice. It's much more comfortable. Continue offering some virtual programs even after the pandemic.
- Participant said she's really looking forward to attending an in-person program and workshops. She's interested in more than just borrowing books.

NOTE: A prioritized list of the ideas captured in this Focus Group session and all other community feedback activities is available for review in the supplemental *HAVPL Ideas and Input Report 2021*.

HAVERHILL PUBLIC LIBRARY S.O.A.R. EXERCISE 2021 - SUMMARY RESULTS

	FRIENDS OF THE LIBRARY & TRUSTEES BOARDS		PLANNING COMMITTEE		STAFF
	STRENGTHS - TOP 3 (in descending order)		**STRENGTHS - TOP 3** (in descending order)		**STRENGTHS - TOP 3** (in descending order)
1	Staff's Commitment, Especially Over the Past Year	1	Phenomenal, Knowledgeable, Helpful and Staff	1	Staff Provides Excellent, Positively Personalized Customer Service
2	Continuity and Tenure of Library Director/Leadership Team	2	Well-Balanced, Diverse Collections (digital and physical)	2	Large, Current Physical/Digital Collection Reflects the Community's Needs
3	Collaborative Relationships between Board of Trustees, Library Leaders, and Stakeholders (e.g., FOL)	3	Centrally Located Building	3	Generous Supplemental Funding (trustees' budget/endowment)
	OPPORTUNITIES - TOP 3 (in descending order)		**OPPORTUNITIES - TOP 3** (in descending order)		**OPPORTUNITIES - TOP 3** (in descending order)
1	Some Community Members are Unaware of What Library Offers	1	Underserved Low Income, Non-English-Speaking, and/or Immigrant Populations	1	Ability to Expand Library's Reach in Community (all groups—everyone!)
2	Untapped Partnerships/Collaborations (e.g., local non-profits, colleges)	2	New Technology Facilitates Ability to Foster Community Connections	2	Large, Underserved Spanish-Speaking Community
3	Need to Expand Digital/Virtual Access to the Library's Special Collections—The Senter Archive Project Donation	3	Need for Additional Academic Education Opportunities (GED, ESL)	3	New Post-Pandemic Community Needs
	ASPIRATIONS - TOP 3 (in descending order)		**ASPIRATIONS - TOP 3** (in descending order)		**ASPIRATIONS - TOP 3** (in descending order)
1	Competitive Salaries Attract and Retain High Quality Staff	1	Be Viewed as a Critical Community Resource Center	1	Be the "Go-To" Place; People Think of Library First for Information/Learning
2	Serve as the Hub of the City for All; Library's Presence Extends Beyond its Physical Footprint	2	Be Recognized as a Preeminent Community Organization in the Merrimack Valley	2	Talented, Collaborative, Committed Staff Reflect the Community's Diversity
3	Be Known as a Leader in Promoting Literacy	3	Serve as an Inclusive Community Hub—A Place of Belonging—Where Everyone Feels Welcome	3	Remain Relevant; Be Thriving in 10 Years
	RESULTS*		**RESULTS - TOP 3** (in descending order)		**RESULTS - TOP 3** (in descending order)
1	20% of Staff is Bi-lingual (Y/N metric)	1	Increased # Total Visitors	1	High % Staff Retention
2	Buy the 3rd Floor (Y/N metric)	2	Receive Consistent Full Annual Funding	2	Increased # Visitors (total, repeat, and non-local)
3	Increased # Joint Ventures with Other City Services, Schools, and Colleges	3	Increased Summer Reading Program Participation	3	Increased Positive Patron Feedback (surveys, socmedia reviews, etc.)

* *A technical issue experienced during the Trustees and Friends of the Library Boards' virtual SOAR exercise required participants to brainstorm a list of results (metrics) independently as a follow-up activity. The Boards' results presented above are not ranked or prioritized. They are the first 3 of the 10 results brainstormed and sorted alphabetically. See the RESULTS page of this report for the full list.*

Haverhill Public Library Action Plans FY23-FY27

FY2023

GOAL #1 Community Inclusion

- **OBJECTIVE:** Increase partnerships with unreached community organizations
  Actions:
  - Each member of the management staff will investigate potential partnership opportunities with aligned organizations in Haverhill
  - Managers will discuss with Director and choose organizations with similar missions

  Implementation: Director, Management Team

- **OBJECTIVE:** By June 2023 replace all carpet in publicly accessible areas of the building, during this replacement use the most environmentally friendly and physically inclusive materials possible.
  - Consider hiring a consultant to explore green materials and best materials for physical inclusiveness and ADA compliance
  - Visit other libraries
  - Develop plan to replace carpeting while remaining open

  Implementation: Director, Management Team

GOAL #2 Technology and Innovation

- **OBJECTIVE:** Assess options for digital signage, interactive wayfinders, and other products to ease patron use of the collections
  Actions:
  - Assess current products available
  - Monitor trends, reach out to vendors
  - Attend trade shows and conferences

  Implementation: Director, Management Team, IT Specialist

- **OBJECTIVE:** Continue to digitize photos and other materials in the Special Collections
  Actions:
  - Assess collection to select items for digitization
  - Consult with BPL/NEDCC
  - Contract for digitization

  Implementation: Management Team, Reference Team

GOAL #3 Collection Development and Expansion

- **OBJECTIVE:** Work to provide better physical access to Special Collections for the public
  Actions:
  - Encourage the City to fund an archivist position

- Expand archives training to additional staff
- Expand hours, including nights and weekends

Implementation: Management Team, Trustees

- **OBJECTIVE:** By June 2023, provide a more diverse collection of resources to reinforce the evolving education standards and various learning levels, including for adolescents
  Actions:
  - Assess current collection
  - Monitor trends
  - Purchase materials as indicated
  - Pay special attention to non-English materials for Youth

  Implementation: Head of Youth Services, Teen Librarian

GOAL #4 Relevancy and Evolution

- **OBJECTIVE:** Explore ways of better promoting databases and other online services, including to a senior population
  Actions:
  - Assess current databases
  - Determine community needs
  - Consult with MVLC and MBLC
  - Purchase databases as indicated
  - Promote databases to targeted populations

  Implementation: Management Team, Adult Services Team

- **OBJECTIVE:** By June 2023, increase civic related programs to five annually
  Actions:
  - Determine needs/interests of the community
  - Explore possible programs
  - Schedule and promote

  Implementation: Management Team, Adult Services Team

FY2024

GOAL #1 Community Inclusion

- **OBJECTIVE:** Annually evaluate and continue to build partnerships with other City agencies, what groups are still being missed?
  Actions:
  - Assess current partnerships
  - Reach out to other potential partners
  - Plan collaborative projects as appropriate

  Implementation: Director, Management Team

- **OBJECTIVE:** Increase the number of multilingual programs for each age group
  Actions:
  - Assess current offerings

- Determine community needs/interests
- Explore possible events
- Schedule and promote

Implementation: Management Team, Head of Youth Services

GOAL #2 Technology and Innovation

- **OBJECTIVE:** Staff will annually be offered development or training opportunities to enhance their skills and ability to serve the community's technology needs

  Actions:
  - Assess Staff training needs/interests
  - Monitor training opportunities
  - Make Staff aware of opportunities
  - Provide follow-up evaluation and opportunities to use new skills

  Implementation: Director, Management Team

- **OBJECTIVE:** By June 2024 begin to explore further "greening" initiatives, with the eventual goal of being a green building

  Actions:
  - Engage solar consultant
  - Conduct energy audit
  - Install solar panels, other green upgrades

  Implementation: Director, Trustees

GOAL #3 Collection Development and Expansion

- **OBJECTIVE:** Space study to potentially rearrange/rehouse collections for best access, including shelf replacement

  Actions:
  - Monitor trends
  - Potentially hire consultant
  - Visit other library and retail spaces
  - Purchase new shelving as indicated

  Implementation: Management Team, Director

- **OBJECTIVE:** By June 2024 reassess budget allocation to hardcopy vs. digital collections

  Actions:
  - Assess current collection
  - Monitor circulation numbers over the past decade
  - Purchase materials as indicated
  - Survey patrons

  Implementation: Management Team, Director

GOAL #4 Relevancy and Evolution

- **OBJECTIVE:** Increase outreach programming

Actions:
- Assess current offerings
- Determine community needs
- Monitor successful programs at other area libraries
- Purchase products as indicated
- Promote databases and services to targeted populations

Implementation: All staff

- **OBJECTIVE:** Increase programming and use by twenty and thirtysomething patrons that is not for their children

  Actions:
  - Determine needs/interests of this demographic
  - Explore possible programs
  - Schedule and promote
  - Expand collection offerings

  Implementation: Adult Services staff

FY2025

GOAL #1 Community Inclusion

- **OBJECTIVE:** Expand and promote Trustee scholarship program for local high school students

  Actions:
  - Assess current partnerships
  - Reach out to all high schools and home schooled students
  - Plan collaborative projects as appropriate

  Implementation: Teen Librarian

- **OBJECTIVE:** Work to recruit multilingual staff

  Actions:
  - Work with appropriate groups at library schools
  - Potentially build internship/training program
  - Offer language training courses to current staff

  Implementation: Management Team

GOAL #2 Technology and Innovation

- **OBJECTIVE:** Implement systems to better serve patrons with visual, auditory, or speech limitations

  Actions:
  - Assess Staff training needs/interests
  - Monitor training opportunities
  - Invest in necessary products and infrastructure
  - Provide follow-up evaluation with patrons and adapt as needed

  Implementation: Director, Management Team

GOAL #3 Collection Development and Expansion

- **OBJECTIVE:** Begin to explore expansion or addition to the library building

  Actions:
  - Monitor trends in library spaces, how are spaces adapting to the future
  - Potentially hire consultant and architect
  - Visit other library and retail spaces
  - Cost to benefit analysis, partner with City officials

  Implementation: Management Team, Director

GOAL #4 Relevancy and Evolution

- **OBJECTIVE:** By June 2025, develop ongoing, regular program "series" that can be advertised and planned well in advance

  Actions:
  - Determine needs of the community
  - Explore appropriate programming series
  - Contract with presenters as appropriate
  - Schedule and advertise series

  Implementation: Management Team, Adult Services Team

FY2026

GOAL #1 Community Inclusion

- **OBJECTIVE:** Update and improve the children's Library and program room spaces to offer more seating and interactive play opportunities; focus on creating an inclusive environment

  Actions:
  - Assess current space with new space plan in mind
  - Visit other libraries
  - Develop plan, update signage, increase multilingual materials

  Implementation: Director, Head of Youth Services

  OBJECTIVE: Annually assess security needs in the Library

  Actions:
  - Review incident reports
  - Explore possible solutions with Staff and Board

  Implementation: Director, Management Team

GOAL #2 Technology and Innovation

- **OBJECTIVE:** Explore online payment of fees/fines, credit card use for all printing and copying in the library

  Actions:
  - Explore options available
  - Consult with MVLC
  - Purchase software as appropriate

Implementation: Director, Management Team, IT Specialist

- **OBJECTIVE:** Expand and strengthen WIFI access, including to areas surrounding the building
  Actions:
  - Assess current status
  - Work with internet service providers to upgrade service and equipment

  Implementation: IT Specialist

GOAL #3 Collection Development and Expansion

- **OBJECTIVE:** Visually improve and emphasize most popular collections
  Actions:
  - Monitor trends
  - Purchase new shelving and signage as needed
  - Highlight collections on social media and website

  Implementation: Management Team, Department Staff

GOAL #4 Relevancy and Evolution

- **OBJECTIVE:** Explore ability to hold additional larger scale programs, potentially a film festival
  Actions:
  - Assess space issues
  - Look for community partners
  - Improve any necessary infrastructure

  Implementation: Management Team, Programming librarians

- **OBJECTIVE:** By June 2026 begin to start new strategic planning process
  Actions:
  - Develop new surveys
  - Identify potential members of community committee
  - Evaluate current plan and what we may have missed

  Implementation: Management Team, Adult Services Team

FY2027

GOAL #1 Community Inclusion

- **OBJECTIVE:** Work to improve adult literacy in Haverhill
  Actions:
  - Partner with organizations such as Community Action, NECC
  - Provide classes and instruction
  - Increase outreach opportunities at shelters, transitional housing

  Implementation: Head of Reference, Reference staff

  OBJECTIVE: Provide adults with more opportunities to gather and interact with each

other.

Actions:

- Host social events
- Offer chat and support groups
- Partner with wellness organizations

Implementation: Reference staff, Management Team

GOAL #2 Technology and Innovation

- **OBJECTIVE:** Help to bridge the digital divide

  Actions:

  - Survey what economically challenged residents need
  - Offer additional hardware for at-home use
  - Set up "pop up" locations for tech training

  Implementation: Director, Management Team, IT Specialist

GOAL #3 Collection Development and Expansion

- **OBJECTIVE:** Pre budget season, do a deep weed and reassessment survey of what collections are no longer being used

  Actions:

  - Monitor trends and circ stats
  - Assess budget needs and how funding can be reallocated
  - Weed and remove antiquated collections that are no longer needed or used

  Implementation: Management Team, Department Staff

GOAL #4 Relevancy and Evolution

- **OBJECTIVE:** Work to make Haverhill Public Library a "third space"

  Actions:

  - Assess space issues, comfortability
  - Work with homeschoolers, after school programs, adult daycare programs, etc.
  - Improve any necessary infrastructure

  Implementation: Management Team, Programming librarians

- **OBJECTIVE:** Increase areas for true "quiet study"

  Actions:

  - Explore Special Collections as a possible open reading room
  - Create small study rooms
  - Evaluate soundproofing measures for specific areas of the building

  Implementation: Management Team

Appendix E—Haverhill Community Scan 2021

HAVERHILL

a snapshot of 2021

population

67,787 Up 5.2% since 2010
69.7% white, 23.2% Hispanic or Latino
3.9% two or more races, 3.6% Black
98% HS Diploma or higher
29.8% Bachelors or higher

students

Haverhill Public School Enrollment: 8063
38.7 % Hispanic or Latino
9.6% English Learners
48.3% Economically Disadvantaged

households

Median Income 2019: $69,426
living in poverty: 12.5%
Homeowners: 57.1%
Median Home Value: $286,000
Speak language other than English at home: 21.9%

haverhill public library

Founded in 1873, a partnership between donor EJM Hale and the city of HaverhilL continues to this day.
A Self-Perpetuating Board of Trustees maintains a private 501(c)(3) to support the library and maintain the building and collection.

hpl stats

220,185 holdings
311,373 annual circs
51,994 haverhill cardholders
10,992 program attendees
42 public computers
695 average computer uses per week

*stats are from FY19 due to covid closure's disproportionate impact on FY20 & FY21 stats

library funding

City Budget FY21: $1,551,991
Trustee Budget FY21: $523,100

statistics are taken from: US Census, DESE, ARIS, ClearGov, Haverhill Public Schools

Appendix F—Strategic Plan Focus Flowchart