

Three Year Strategic Plan FY2011- FY2014

Goals/Objectives/Action Items Update January, 2012

Goal # 1:

Memorial Hall Library is a one stop, “free shopping mall” for a wide variety of popular library materials and formats that instruct, enlighten, and entertain.

Objective	Action Items	FYStart	Finish
A. To emphasize popular, in-demand items in collection development decisions	<ul style="list-style-type: none"> Reassess reference budget in light of the change in “regional” responsibilities <i>print reference reduced</i> 	2011	2011
	<ul style="list-style-type: none"> Examine serials and microform subscriptions and eliminate subscriptions no longer necessary to the collection <i>microform subscriptions reduced, serials reduced with plans to buy more duplicates for browsing in fy12</i> 	2011	2011
	<ul style="list-style-type: none"> Increase the amount of e-book content available remotely <i>bought Safari Tech Books online, Safari Business Books online, Freegal, Universal Class, Overdrive Advantage, Rocket Languages, Consumer Reports, Global Warrior</i> 	2011	2012
B. To reduce the size of the collection, where appropriate, to accommodate more heavily used materials and formats, and more patron work space	<ul style="list-style-type: none"> Aggressively weed those items that are no longer being used, are out-of-date, are in poor condition or don’t meet current publishing standards (typography/layout/design) <i>ongoing</i> 	2011	<i>ongoing</i>

	<ul style="list-style-type: none"> Determine collection size goals for various subjects and formats and weed accordingly <i>approx 1/3 of nf collection weeded to make more space for patrons to work. Microforms also weeded heavily.</i> 	2011	2012
	<ul style="list-style-type: none"> Eliminate the remains of the videocassette collection <i>done</i> 	2011	2011
	Also accomplished in 2011		
	<ul style="list-style-type: none"> Eliminated the books on audiotape collection 	2011	2011
	<ul style="list-style-type: none"> Contracted for Chinese language cataloger to maintain the Chinese collection 	2011	2011
	<ul style="list-style-type: none"> Moved several collections to make them more accessible and attractive – <i>travel, large print, bks on cd, ref, pbs, etc.</i> 	2011	2012
	<ul style="list-style-type: none"> Reorganized CR space and collections 	2011	2012
	Additional Action Items Added FY12		
	<ul style="list-style-type: none"> Remove DVD rental fees - <i>done</i> 	2012	2012
	<ul style="list-style-type: none"> Remove most limits in preparation for Self-Check - <i>done</i> 	2012	2012
	<ul style="list-style-type: none"> Review and revise budget allocations for library materials in all formats to reflect current usage trends <i>done</i> 	2102	2012

Goal # 2: Memorial Hall Library is a vibrant, attractive, free, and busy public space, with designated areas for quiet study.

Objective	Action Item	FYStart	Finish
A. To make Level Two quieter (a SILENT study area), more attractive, and more usable	<ul style="list-style-type: none"> Move the Chinese and Russian collections to the Ground Floor <i>determined that they provide a needed noise buffer</i> 	2012	Decided not to do
	<ul style="list-style-type: none"> Reconfigure and refurbish the November Club Room area 	2013	
B. To provide quiet options in other parts of the library	<ul style="list-style-type: none"> Make the Ground Floor a “Quiet Area”, as opposed to the “Silent” Area on Level 2 	2012	
	<ul style="list-style-type: none"> Investigate possibilities and costs of soundproof individual study carrels in various locations 	2013	
C. To update worn and shabby library furniture and carpeting	<ul style="list-style-type: none"> Replace beige carpeting throughout the building - <i>done</i> 	2011	2012
	<ul style="list-style-type: none"> Replace library upholstered chairs on Level 1 and 2 <i>Decided to work with interior planner to replace all</i> 	2012	2012

Objective	Action Item	FYStart	Finish
	<i>furnishings in the Circulation Area, followed by much of the rest of the library. Finished Circ area 2012</i>		
	<ul style="list-style-type: none"> Request a CIP article for a CR Circulation Desk that works with patron self-check 	2013	
	<ul style="list-style-type: none"> Refresh Lower Level entrance and hallway <i>carpeting replaced in 2011, more improvements to follow</i> 	2011	
	<ul style="list-style-type: none"> Install new lower library magazine shelving to replace high wood shelving in poor condition - <i>done</i> 	2011	2012
	Also accomplished in 2011		
	<ul style="list-style-type: none"> Worked with P&F on replacement slate roof and windows <i>done</i> 	2011	2011
	<ul style="list-style-type: none"> Painted main circulation room <i>done with state aid funds</i> 	2011	2011
	<ul style="list-style-type: none"> Instituted strategies to deal with problematic behavior in the library in a respectful manner 	2011	ongoing
	<ul style="list-style-type: none"> Replaced landscaping in the front of the library <i>done</i> 	2011	2012
	Additional Action Items Added FY12		
	<ul style="list-style-type: none"> Plan for renovation of the rest of the library. Begin with Ground Floor in FY13 	2013	
	<ul style="list-style-type: none"> Work with P&F on masonry repair, roof repairs, elevator refurbish, fireplace upgrade, etc. 	2012	

Goal # 3: Memorial Hall Library is a civic hub that connects people to jobs, news, education, services, health information, friends, family and community

Objective	Action Item	FYStart	Finish
A. To be Andover's public computer center, providing free Internet access and help from trained staff	<ul style="list-style-type: none"> Provide more power outlets and study space for patrons using our WiFi and their own devices 	2012	
	<ul style="list-style-type: none"> Install a simple-to-use public scanning station <i>made possible by gift of the FRIENDS</i> 	2011	2011
B. To be Andover's cultural and arts center, offering exhibits, programs, and events for	<ul style="list-style-type: none"> Implement web-based meeting/program booking software <i>completed for internal use</i> 	2011	2011

Objective	Action Item	FYStart	Finish
children, teens and adults	▪ Update Memorial Hall to 21 st century standards – HVAC, A/V presentation and recording, lighting, noise control, sound system	2012	
	▪ Update Activity Room to be able to show DVDs and play Wii	2011	
	▪ Optimize availability of meeting room space for CR programs and consider future expansion options - <i>deferred</i>	2011	
	▪ Investigate options for optimizing Teen Room space and furniture	2012	
	▪ Run 2 nd <i>Andover Reads</i> galaxy of programs <i>will do in 2012 – The Book Thief</i>	2011	
	▪ CR and Teen staff collaborate on Tween programs	2011	<i>ongoing</i>
	▪ Offer more Open Houses, like Memorial Hollywood <i>Will have Open House kickoff event for Andover Reads 2012</i>	2011	
	▪ Begin and then continue a Music Therapy program	2011	<i>ongoing</i>
C. To be Andover’s literacy center, sustaining citizens in their pursuit of learning and personal growth through reading, writing, thinking, and exploring	▪ Work with Conversational English group to start a <i>New Reader</i> collection <i>done</i>	2011	2011
	▪ Develop new mediated Interlibrary Loan policies and procedures necessitated by the new Massachusetts Regional Library System requirements <i>done</i>	2011	2011
	▪ Provide more seating space for people using the library to read, study, and compute – <i>planning underway for Ground Floor</i>	2012	
D. To be a preservation center, providing access to resources about the community’s historical heritage	▪ Develop a plan for digitizing Andover materials and resources, including indexing local newspapers	2011	
	▪ Expand the scope and depth of the Andover Wiki <i>done</i>	2011	<i>ongoing</i>
	▪ Consider changing glass wall of the Andover Room to solid wall to hang valuable pictures or for more shelving	2013	
E. To be a community partner, forging links with local government, local groups, local schools, and other libraries to enhance the quality of life for all citizens	▪ Take a very active role in strengthening MVLC in light of the demise of the regional library system	2011	<i>ongoing</i>
	▪ Continue to provide staff the opportunity to participate in statewide organizations, such as MLA and the new MLS	2011	<i>ongoing</i>

Objective	Action Item	FYStart	Finish
	<i>ongoing</i>		
	<ul style="list-style-type: none"> ▪ Lead MVLC libraries in purchasing online content collectively (Safari Tech Books Online) <i>done</i> 	2011	2011
	<ul style="list-style-type: none"> ▪ Work with the Town leadership to advance the goals and objectives of the Town <i>ongoing</i> 	2011	<i>ongoing</i>
	<ul style="list-style-type: none"> ▪ Work with Andover Public Schools on the proposed Russian/Chinese language grant 	2011	Grant not approved
	<ul style="list-style-type: none"> ▪ Work with the FRIENDS on new fundraising, outreach, and publicity projects 	2011	<i>ongoing</i>
	<ul style="list-style-type: none"> ▪ Work with FACT to clean up the pocket park on the north side of the library: <i>Task given Landscaping Committee</i> 	2012	
	<ul style="list-style-type: none"> ▪ Work with local garden clubs and the Town Parks Division to improve landscaping around the library <i>Note: Created a Landscape Committee to work on this</i> 	2011	<i>ongoing</i>
	<ul style="list-style-type: none"> ▪ Work with the Senior Center and volunteers to provide outreach to shut-ins and the elderly 	2012	
	<ul style="list-style-type: none"> ▪ Establish relationship with the new Superintendent of Schools and work on collaborative projects with the schools 	2011	<i>ongoing</i>
	<ul style="list-style-type: none"> ▪ Support computer networking at Andover Youth Services 	2011	
	<ul style="list-style-type: none"> ▪ Provide more services and support to Homeschooling groups 	2011	<i>ongoing</i>
	F. To be a common meeting and gathering place where individuals, groups, and families can interact in a neutral and comfortable environment	<ul style="list-style-type: none"> ▪ Develop strategies to increase parking availability, including the Pearson Street properties – <i>staff lot created</i> 	2012
<ul style="list-style-type: none"> ▪ Optimize use of social networking tools (Facebook, Twitter, SOPAC) to build online interaction & community 		2012	<i>ongoing</i>
<ul style="list-style-type: none"> ▪ Reorganize schedules to open Thursday evenings, so Memorial Hall is available again on Thursdays for community meetings and events as well as for regular library use - <i>done</i> 		2011	2011
<ul style="list-style-type: none"> ▪ Increase staffing in the Teen Room – <i>increased hours to</i> 		2012	2012

Objective	Action Item	FYStart	Finish
G. To be an effective promoter/marketer of what the library offers as a civic hub	<i>library aides</i>		
	<ul style="list-style-type: none"> ▪ Develop a marketing plan for the library (branding, web site redesign, etc.) that will increase community awareness of library services and programs, and reach new audiences and new residents <i>defer to FY12</i> 	2011	
	<ul style="list-style-type: none"> ▪ Update design and use of MHL-Mail, including special alerts for children's programming and services 	2012	
	<ul style="list-style-type: none"> ▪ Purchase, with the financial support of the FRIENDS, a new in-house print station to handle our publicity and outreach needs - <i>done</i> 	2011	2011
	<ul style="list-style-type: none"> ▪ Investigate installation of digital signage – <i>applied for grant</i> 	2012	
	<ul style="list-style-type: none"> ▪ Redesign library cards, also making available key cards – <i>key cards now available</i> ▪ Redesign library gift plates 	2012	2012
	Also accomplished in 2011		
	<ul style="list-style-type: none"> ▪ Applied for IMLS award ▪ Offered a Civil War Sesquicentennial series in cooperation with community groups 	2011	
	Additional Action Items Added FY12		
	<ul style="list-style-type: none"> ▪ Replace plantings at the front of the library - <i>done</i> 	2012	2012
	<ul style="list-style-type: none"> ▪ Develop landscape plan for the entire library property, including securing funding 	2012	
	<ul style="list-style-type: none"> ▪ Work with Plant and Facilities to create a people plaza as part of the masonry repair project at the parking lot entrance 	2013	
	<ul style="list-style-type: none"> ▪ Add historic house information to the Andover Wiki 	2012	
	<ul style="list-style-type: none"> ▪ Explore options for making MHL a refuge during weather and other emergencies 	2012	

Goal # 4: Memorial Hall Library is a virtual, as well as a physical space, offering library services to remote as well as in-house patrons.

Objective	Action Item	FYStart	Finish
A. Redesign the library's web page www.mhl.org , using open source software	▪ Appoint and empower web redesign committee	2013	
	▪ Roll out new web page	2013	
B. Add functionality to mhl.org	▪ Add online program registrations for CR and Teen Room <i>done</i>	2011	2011
	▪ Add online Summer Reading functionality <i>done</i>	2011	2011
	▪ Enhance the <i>Reading Room</i> content	2011	ongoing
	▪ Update the online Collection Development Manual	2011	
C. Work with MVLC on the implementation of Evergreen	▪ Incorporate SOPAC (social networking) features in the new catalog <i>dependent on mvlc for this</i>		
	▪ Have MHL staff serve on all Evergreen committees	2011	ongoing
D. Make the library's services available via mobile devices	▪ Customize Boopsie to provide access to MHL services and collections – <i>MHL Mobile introduced</i>	2011	2012
	▪ Train patrons on use of e-book readers to download free library content from Overdrive	2012	

Goal # 5: Memorial Hall Library is a dynamic institution, always adapting to meet the changing needs of the community.

Objective	Action Item	FYStart	Finish
A. Institute Roaming Reference	▪ Determine how Roaming Reference will work at MHL <i>will do in conjunction with Self Check changes</i>	2013	
	▪ Train Circulation staff to help patrons on the floor once patron self-check frees them somewhat from the desk	2012	
	▪ Train Reference staff in basic Circulation functions	2012	
B. Develop strategies to educate patrons about using the ever-changing services of the library and finding resources in the library	▪ Install catalog look-up stations in the stacks	2012	
	▪ Explore the feasibility of staffing an Info Desk at the Lower Level entrance, at least some of the time <i>deferred</i>	2011	

Objective	Action Item	FYStart	Finish
	<ul style="list-style-type: none"> Improve signage in the Children's Room 	2012	
C. Encourage and train staff to be excited and involved in providing excellent customer service	<ul style="list-style-type: none"> Involve more staff in materials purchasing decisions, taking advantage of their wide expertise and interests 	2012	
	<ul style="list-style-type: none"> Involve staff as much as possible in committees and teams to implement these action items 	2011	ongoing
	<ul style="list-style-type: none"> Provide more training opportunities for staff, including Staff Development days and workshops 	2011	ongoing
	<ul style="list-style-type: none"> Cross train staff wherever possible to increase job satisfaction 	2012	ongoing
	<ul style="list-style-type: none"> Develop structures for better feedback to staff on their performance 	2012	
	<ul style="list-style-type: none"> Make sure staff have time to read their work email and respond to it 	2011	2011
	<ul style="list-style-type: none"> Take every opportunity to recognize staff for their achievements 	2011	<i>ongoing</i>
D. Evaluate and reorganize print reference	<ul style="list-style-type: none"> Move reference collection to the reference desk side of the stairwell <i>done</i> 	2011	2011
	<ul style="list-style-type: none"> Weed or move seldom-used reference sources to the mezzanine and keep or dispose of accordingly <i>done</i> 	2011	2011
	<ul style="list-style-type: none"> Assess value of Civil War and old children's books on the mezzanine and make decisions as to disposition 	2012	2012
E. Improve services to busy patrons	<ul style="list-style-type: none"> Investigate feasibility and options for providing mail delivery of materials for a fee 	2012	
	<ul style="list-style-type: none"> Investigate other locations, such as a dumpster, for easier and neater donation drop-off <i>perhaps use parking lot now that Pearson St lot has been opened</i> 	2011	
	<ul style="list-style-type: none"> Make it possible for Reference to do "simple" checkout of materials 	2011	
	<ul style="list-style-type: none"> Investigate adding other points of service (like kiosk at train station) 	2012	
F. Update policies, where necessary, to meet changing community needs and values	<ul style="list-style-type: none"> Create realistic cell phone use policy 	2012	2011
	<ul style="list-style-type: none"> Develop and use "No Log" exercise to improve customer 	2011	ongoing

Objective	Action Item	FYStart	Finish
	service, removing unnecessary barriers to superior service. <i>Have instituted a regular process for reviewing policies to enhance customer service</i>		
	<ul style="list-style-type: none"> ▪ Develop policy on accepting gifts 	2013	
G. To be more environmentally aware	<ul style="list-style-type: none"> ▪ Develop strategies for energy efficiency and a sustainable environment 	2011	ongoing

Goal # 6: Memorial Hall Library is a cheerleader for the new information age and its enduring value to a democratic society.

Objective	Action Item	FYStart	Finish
A. Provide help to those who need assistance in participating in the digital age	<ul style="list-style-type: none"> ▪ Offer basic computer instruction to seniors and others 	2011	<i>ongoing</i>
	<ul style="list-style-type: none"> ▪ Provide robust computing resources and help to those on the other side of the digital divide <i>installed new public computers</i> 	2011	<i>ongoing</i>
	<ul style="list-style-type: none"> ▪ Work with students and the schools to develop information literacy skills 	2011	<i>ongoing</i>
B. Provide support for parents concerned about their children's safe use of the Internet	<ul style="list-style-type: none"> ▪ Conduct workshops for parents on safe use of the Internet 	2011	<i>ongoing</i>
	<ul style="list-style-type: none"> ▪ Provide a safe place for Teens to gather and use computers 	2011	<i>ongoing</i>
C. Provide support to Town government on the use of social networking tools to increase citizen awareness and involvement	<ul style="list-style-type: none"> ▪ Provide demonstrations of social networking tools that are appropriate for Town use <i>done</i> 	2011	2011
D. Create library apps for mobile devices	<ul style="list-style-type: none"> ▪ Insure that Evergreen OPAC is usable on mobile devices <i>Boopsie! MHL Mobile.</i> 	2012	2013

Goal # 7: Memorial Hall Library is a developer of strategies that deliver library services more effectively and economically.

Objective	Action Item	FYStart	Finish
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Objective	Action Item	FYStart	Finish
A. Implement patron self-checkout to improve customer service and to operate more economically	<ul style="list-style-type: none"> ▪ Organize a committee to determine what features to include in a self-checkout system (RFID security, payment, patron self-checkin) <i>done</i> 	2011	2011
	<ul style="list-style-type: none"> ▪ Develop CIP article to purchase self-checkout systems <i>done</i> 	2011	2011
	<ul style="list-style-type: none"> ▪ Implement self-checkout systems <i>done</i> 	2012	2012
	<ul style="list-style-type: none"> ▪ Implement patron self-pickup of requests <i>done</i> 	2012	2012
B. Streamline internal record-keeping and processes	<ul style="list-style-type: none"> ▪ Update and simplify budget line items <i>done</i> 	2011	2011
	<ul style="list-style-type: none"> ▪ Automate pieces of the <i>Request for Payment</i> process <i>done</i> 	2011	2011
	<ul style="list-style-type: none"> ▪ Investigate ways of improving the acquisitions workflow across all departments <i>done</i> 	2011	2011
	<ul style="list-style-type: none"> ▪ Examine and optimize staffing schedules and responsibilities to achieve efficiencies 	2011	ongoing
C. Always be aware that we work for the citizens of Andover who fund MHL at a level that meets their expectations of excellent library service	<ul style="list-style-type: none"> ▪ Look for every opportunity possible to deliver excellent library service in a cost-effective way 	2011	ongoing
	Additional Action Items Added FY12		
	<ul style="list-style-type: none"> ▪ Removed expensive security cases to insure the economies of self-check <i>done</i> 	2011	2011
	<ul style="list-style-type: none"> ▪ Successfully worked with MVLC to migrate to a cost-effective open source automation system called Evergreen <i>done</i> 	2011	2011
	<ul style="list-style-type: none"> ▪ Work with the FRIENDS of MHL to increase Friends membership and gain more patron support 	2012	ongoing
	<ul style="list-style-type: none"> ▪ Evaluate staff scheduling software 	2012	
	<ul style="list-style-type: none"> ▪ Explore the option of the Evergreen Acquisitions model to streamline tech services processes 	2012	
	<ul style="list-style-type: none"> ▪ Re-barcode (on front cover) older materials to facilitate self-check and delivery 	2011	Ongoing

Achievements FY 2011

1. Chinese cataloger hired to oversee Chinese collection
2. Safari Tech Books Online group purchase initiated by MHL
3. New AD hired
4. Helped AYS with network connectivity
5. Found new place for Denise with Senior Center
6. Freegal subscription started
7. Transition to loss of Regional funding
8. Major weeding of NonFiction and microfilm collection
9. CIP article for Self-Checkout Technology
10. Library slate roof and old windows replaced
11. Xerox print center installed with FRIENDS funding
12. Director serves on MVLC Executive Board and chairs Collection Development Committee
13. Overdrive Advantage started
14. Rocket Languages subscription
15. Consumer Reports subscription
16. Universal Class subscription
17. Policy review every week
18. Online events signup
19. Online meeting room calendar
20. Landscaping Committee formed and plan developed to re-plant the front of the library
21. Boopsie Mobile app purchased and configured
22. Public scanning station installed
23. Interior space planner hired for Circ Area
24. IMLS medal nomination and application
25. Two new Trustees – Stefani Traina and Anthony Straceski and John Hess returns
26. Safari Business Books subscription
27. New reference computers
28. Collections moved – Travel, Books on CD, Ref, Large Print, Intro, Book Club
29. Removal of security cases
30. Removal of most limits
31. Painting of Circulation area
32. Evergreen migration
33. Implement in-house print station, funded largely by the FRIENDS
34. Reorganization of Children's Room space, including relabeling of picture book collection
35. Re-carpeting and tiling of much of the library
36. CR developed a music therapy program for children on the Autism spectrum
37. Transferred all business information from the Andover paper vertical files to the Andover Wiki

38. Received approval to remove DVD rental fees

Achievements FY 2012

1. Projection improvement in Memorial Hall
2. Decluttering of library
3. Complete renovation of the Circulation Area
4. Planning for renovation of the Ground Floor
5. Patron self-check installed in Circulation Area (and a second station in the CR)
6. Gas fireplace insert installed
7. Main street side of the library replanted
8. Self pickup of holds instituted
9. Library lot freed up for patrons because library and public safety staff can now park in the Pearson Street lot
10. Working with P&F to build a retaining wall and patio at the parking lot entrance
11. Library served as a “refuge in the storm” during the Halloween snowstorm, leading to extremely positive PR for the library and the Town
12. Applied for a MA Innovation Grant based on the concept of the library as refuge in the storm (grant for electronic bulletin boards).
13. Staffing and schedules reorganized due to the changes from implementing Self-Check
14. P&F replaced the library’s underground oil tank
15. Library parking lot restriped
16. Masonry repair project – sidewalks and building
17. Rental fees removed for DVDs, leading to increased circulation of all materials
18. Second *Andover Reads* galaxy of programs – *The Book Thief* by Markus Zusak