



Memorial Hall Library
Andover, Massachusetts
www.mhl.org

Five Year Strategic Plan FY2016- FY2020

Action Items for FY2016/2017



Staff on Rear Patio

Memorial Hall Library in 2015

Memorial Hall Library began serving the town of Andover on Memorial Day, 1873. Since then, the library has experienced four building additions. The 1987 addition, which doubled the size to 55,000 square feet, produced an architecturally beautiful building on four levels. Although the four levels are challenging in some respects, until recently the building met most of the library's space needs. However, the explosion of new materials formats, the space needs of technology, and the growing role of the library as community hub has resulted in library visitors competing for space with library materials. Another expansion of the library is not a realistic possibility. Therefore, in the past few years we have focused on finding more room for people of all ages to use their town library for multiple purposes, not just for a quick visit to pick up a couple of books. We have made great progress in making attractive space for patrons. With so much progress made, this plan will be able to focus more on adapting our services to creating a commons for civic engagement, a third space that is neither home nor work, where people of all ages can come together and engage with ideas and each other.

The population of Andover is currently 34,000. Sprawling over 34 square miles at the intersection of Routes 495 and 93, Andover has a sizable tax base, above average income levels, excellent schools, and a well-run municipal government. The town has historically supported its library well, and the library has benefited from this support. Memorial Hall Library is universally regarded as a leader library in Massachusetts. MHL is a part of the 36 member Merrimack Valley Library Consortium (MVLC), and our patrons greatly benefit from sharing the resources of our neighboring library communities.

The biggest challenge facing Memorial Hall Library, and indeed all town departments, is how to provide the excellent service our citizens have come to expect in a cost-effective manner. Many of the Action Items in this plan reflect the need for the library to operate more efficiently, employing staff reorganizations and technology to help us deliver quality services more economically.

MHL has many assets and it pays to note these assets. We will rely on them as we move forward with this Five Year Plan.

Assets:

- The extremely strong support of Andover citizens
- The ongoing support of the Board of Selectmen and Town Manager
- A large popular materials library with "something for everyone"
- A 55,000 square foot building

- A strong program of children’s services
- An after-school library “home” for Andover teens
- An excellent reference department
- Rich and varied program offerings
- Superior library technology
- Library Director is a member of the Town Manager’s Senior Staff
- An active and successful FRIENDS group
- A supportive and engaged Board of Library Trustees
- A central location in the heart of Andover
- A well-earned reputation as a leader library that embraces “reengineering” to meet changing community needs
- Strong community partnerships
- Materials in Chinese and Russian

Methodology

One standard methodology for developing a long range plan involves working with a committee comprised of librarians, trustees, educators, and other community representatives. One problem working with such a committee is that the non-library members have a difficult time envisioning what is possible in a library. Librarians, on the other hand, are aware of what other forward-looking libraries are doing – we are aware of what is possible.

However, it is crucial in forming a plan is assessing the needs of the stakeholders. Good librarians are aware of what their patrons need, but actually asking the patrons provides great insight and sometimes surprising data.

Therefore, for this plan, the Director worked primarily with her Senior Staff, who meet weekly, to put together surveys, conduct focus groups, and work out the statements that form the structure for the plan's elements. As the Department Heads moved through the process, one crucial document, two crucial surveys, and input from several focus groups became the heart of the plan.

First, as a byproduct of rewriting our Mission Statement, we worked on defining what an excellent 21st century public library is. In defining what we strive to be, we found we had our overall goals.

Second, in conducting our community survey, our staff surveys, and our focus groups, we found we had our objectives.

Once we had the goals and objectives, the Action Items were developed from ideas culled from the surveys, the focus groups, and submitted by the entire staff.

The Action Items are in chart format and can easily be updated over the course of the five years.

The Plan will be shared with all stakeholders – Staff, Trustees, Friends, patrons, town department heads, Selectmen, FinCom, and other interested organizations. It will also be available on the library's web page.

Mission / Vision / Core Values Statements

OUR MISSION

Memorial Hall Library's mission is to be an exceptional and innovative public library for the Andover community. The library provides materials in a wide variety of physical and electronic formats, as well as the space, technology, programs, and staffing essential to public library service in 2015.

OUR VISION

Memorial Hall Library is a community partner and community space dedicated to the free and open exchange of ideas. Library patrons experience Memorial Hall Library as a responsive, vital resource for meeting their individual and family needs. Lives are enriched through a lifelong relationship with literature, art, information, technology and each other.

OUR CORE VALUES

EQUALITY

Free, fair, and equal access for all

RESPECT

For our patrons, for each other, for privacy and confidentiality, for our institutional history, for the materials, space and funds entrusted to us

JOY

Of reading, of listening, of viewing, of service, of sharing, of diversity, of innovation

COMMUNITY

Creating a culture of community and belonging for the staff and for the citizens of our town, at all stages of their lives

FREEDOM

To know, to excel, to learn, to lead

DEMOCRACY

To fulfill the library's role as a fundamental institution in a democratic society

What Is Memorial Hall Library in 2015

1. **One stop access point** to a wide variety of popular library materials and formats, both physical and electronic, that instruct, enlighten, and entertain
2. **Vibrant, attractive, functional, and busy public space**, with areas for quiet study
3. **Community meeting and gathering place in the center of Andover**, where individuals, groups, and families can interact in a welcoming and comfortable environment
4. **Civic hub** that connects people to jobs, local information, news, education, services, health information, friends, family, and community
5. **Computer center**, providing free and open Internet access and computer help from trained staff
6. **Cultural and arts center**, offering exhibits, programs and events for all ages
7. **Literacy center**, sustaining citizens in their lifelong pursuit of learning and personal growth through reading, writing, thinking and exploring
8. **Third Space**, after home and work/school, for children, teens, and adults
9. **Preservation organization**, providing access to resources about the community's historical heritage
10. **Community partner**, forging links with local government, local groups, local businesses, and other libraries to enhance the quality of life for all
11. **Effective promoter/marketer** of what the library offers the community
12. **Free and equal service** in the middle of a world of fees
13. **Virtual, as well as a physical space**, offering library services to remote as well as in-house patrons, through a content-rich web page, shared online catalog, research databases, e-content, and online access to trained reference staff

14. **Customer service-based institution**, always adapting to meet the needs of the community and the staff
15. **Champion of free enterprise and individual initiative**, facilitating the acquisition of the skills, knowledge, and information competencies needed to succeed in a global economy
16. **Developer of strategies that deliver library services more effectively and economically**
17. **Environmentally aware organization**, working towards a sustainable future

Updating and Evaluation

The Action Items in this plan will be updated yearly at the start of the new fiscal year. The Table of Action Items will annotated to document whether the Action Item has been completed, and if has not been completed, what progress, if any, has been made. If the Action Item is not going to be completed, that will be noted. Thus, the Action Items table will provide a record of what was accomplished during the previous fiscal year.

Progress on the plan will be shared with the staff, as well as the Board of Trustees and the Town Manager.

At the end of the five year period, we will conduct another survey which will help us evaluate if the actions we have taken have met customer needs and expectations. This survey can also function as the basis of a new five year plan.

Trustees Approval

This plan was approved by the Board of Library Trustees on October 14, 2015. It was written by Beth Mazin, Library Director, in conjunction with the library's Senior Staff and Trustees.

**Memorial Hall Library, Andover, MA
Strategic Plan
FY2016- FY2020**

Goals/Objectives/Action Items for FY2016/2017

Goal # 1:

Memorial Hall Library provides one stop access to a wide variety of popular library materials and formats that instruct, enlighten, and entertain.

Objective	Action Items FY16/17	Assigned
A. Emphasize popular, in-demand items in Collection Development decisions	▪ Buy more Overdrive Advantage pop titles more quickly, regardless of cost	CCB
	▪ Make <i>Suggest a Purchase</i> link easier to locate	DB
	▪ Aggressively weed the Chinese collection to remove “classics” written in a format rarely read and update with “simplified” Chinese	WK
B. Provide readers with materials in a timely manner, to be competitive with their other options for obtaining what they need.	▪ Review and streamline book ordering and processing procedures for all collections	BMc
	▪ Keep purchase ratios low to minimize waits for holds	SK
	▪ All format purchasers will run Purchase Alerts regularly	Ref Staff
	▪ Review “holds to copies” ratio for all formats	SS
	▪ Develop a process and schedule to weed duplicate copies when demand subsides	SK
C. Display items attractively, on appropriate	▪ Move graphic novels to a more visible area on new, deeper	SK

shelving, in appropriate locations	shelving	
	▪ Consider moving <i>Travel</i> to a different appropriate location	SS
	▪ Decide what to put in the stairwell alcove on Level 1	Senior Staff
	▪ Move <i>Local Author</i> collection to a stable location with better signage	SK
	▪ Install more DVD shelving in the Circ Room	BMc
	▪ Study teen budget and space in light of heavy weeding that is now necessary	Teen Staff
D. Reduce the size of the collection, where appropriate, and/or relocate materials to accommodate more heavily used materials and formats, and make more space for patron activities	▪ Consolidate nonfiction where heavily weeded	SK
	▪ Make more space for audiobooks on CD and Playaways	SK
	▪ Free up more space for patron activities/ programs in the CR	BK
	▪ Move microform collection to a smaller, more appropriate location	DB
E. Connect readers with the materials that meet their needs	▪ Create staff recommended reading lists based on personal reading tastes	SK
	▪ Use social media to connect readers with books	Social Med
	▪ Expand Circulation's role in Readers Advisory	BMc
F. Be open to non-traditional collections	▪ Roll out the seed library	SK
	▪ Investigate lending non-traditional collections	SS

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

Objective	Action Items FY16/17	Assigned
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A. Address patron complaints regarding excessive noise on the Ground Floor	▪ Develop staffing patterns to monitor the area and keep noise to an acceptable level. Consider a constant staff presence on early release days and afternoons, especially Fridays	SS
	▪ Improve Roaming Reference/Roaming Circ	DB/BMc
	▪ Consider lending laptops within the building for those with noise sensitivity issues	DB/CY
B. Continue library renovations	▪ Complete renovation of the Reference area	DB
	▪ Renovate the Children’s Room to meet current needs	BK
	▪ Improve signage in the Children’s Room	BK
	▪ Work with Plant and Facilities to update/add bathrooms	BHM
	▪ Determine if non-public areas can be used for study rooms or other uses, such as Maker Spaces	BHM/CW
	▪ Reconfigure/renovate/paint the Teen Room	Teen Staff
	▪ Secure funding for replacement of windows in Memorial Hall	BHM
	▪ Replace light in the Trustees Room	BHM
C. Develop outdoor library spaces	▪ Create photograph of all living Trustees for the T Room	BHM
	▪ Build the Roof Deck and develop use policies	SS
	▪ Clean up and develop the landscape along the north side of the library	SK

Goal # 3: Memorial Hall Library is a community meeting and gathering place in the center of Andover, where individuals, groups and families can interact in a welcoming and comfortable environment.

Objective	Action Items FY16/17	Assigned
A. Serve homeschool families more effectively	▪ Develop a plan of service, including programs, tours, and improved section on mhl.org	KB
B. Keep developing the picture book area of the CR as a family space	▪ Research and implement ideas from the Family Place Libraries model	BK

C. Welcome learning and developmentally disabled patrons	<ul style="list-style-type: none"> ▪ Continue working with individuals, schools, and agencies to meet the needs of differently abled patrons 	BK
D. Develop strategies to make MHL feel more welcoming	<ul style="list-style-type: none"> ▪ Consider vending machines for snacks and drinks 	SS
	<ul style="list-style-type: none"> ▪ Consider soliciting and offering discount coupons to area coffee shops 	SS
	<ul style="list-style-type: none"> ▪ Consider Keurig vending machine or other more environment friendly option 	SS
	<ul style="list-style-type: none"> ▪ Make board games more readily available 	DB/SS
E. Use online crowdfunding (Kickstarter or Indiegogo) to fund a new service or equipment at the library	<ul style="list-style-type: none"> ▪ Identify a cool project for crowdfunding, possibly a closed-door media lab 	CW
F. Enhance outside of library	<ul style="list-style-type: none"> ▪ Improve lighting on the north parking lot side of the building 	BHM
	<ul style="list-style-type: none"> ▪ Investigate feasibility of emergency lighting outside the library 	BHM
	<ul style="list-style-type: none"> ▪ Evaluate landscaping contract after first growing season 	SK

Goal # 4: Memorial Hall Library is a civic hub that connects people to jobs, local information, news, education, services, health information, friends, family and community.

Objective	Action Items 16/17	Assigned
A. Provide a physical and virtual space for local information	<ul style="list-style-type: none"> ▪ Examine bulletin board policy and consider opening it to additional types of advertising (more space, virtual, local business services) 	ST
	<ul style="list-style-type: none"> ▪ Consider an <i>Andover Info</i> display area in the stairwell alcove on Level 1 	ST/BHM
B. Use our longer hours to help the Town Clerk's office	<ul style="list-style-type: none"> ▪ Serve as registrars for voter registration 	DB
	<ul style="list-style-type: none"> ▪ Give out voter registration cards in new library card packets 	ST
	<ul style="list-style-type: none"> ▪ Explore possibility of being an early voting location 	BHM

C. Create opportunities for intergenerational contact	<ul style="list-style-type: none"> ▪ Offer game events, family concerts, college prep series, etc. 	SS
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Goal # 5: Memorial Hall Library is a computer center, providing free and open Internet access and computer help by trained staff.

Objective	Action Items FY16/17	Assigned
A. Increase technology training	<ul style="list-style-type: none"> ▪ Offer more classes on e-content offerings 	DB
	<ul style="list-style-type: none"> ▪ Offer classes on Microsoft Word, etc. 	CW
B. Ensure that staff is able to meet the technological needs of the community	<ul style="list-style-type: none"> ▪ Provide in-house staff training opportunities at least three times a year 	SS
	<ul style="list-style-type: none"> ▪ Offer training on organizing electronic files, using Excel, managing email, etc. 	CW
C. Make Internet access faster	<ul style="list-style-type: none"> ▪ Upgrade Verizon FIOS speed to 300Mb/s 	CW
	<ul style="list-style-type: none"> ▪ Upgrade WiFi access in the entire building, and immediately outside 	CW
D. Transition to more services via the consolidated Town network	<ul style="list-style-type: none"> ▪ Work with Town IT to ensure quality customer service for patrons and staff as library servers, phones, speakers and wireless are migrated to Town infrastructure 	CW/BHM
E. Keep patron technology up to date	<ul style="list-style-type: none"> ▪ Add a color photocopier 	DB/CW
	<ul style="list-style-type: none"> ▪ Develop schedule for new public computer purchases 	CW/DB
	<ul style="list-style-type: none"> ▪ Consider adding graphics workstations 	DB
	<ul style="list-style-type: none"> ▪ Evaluate Internet workstations in the CR 	CW/BK
F. Protect our patrons' privacy and confidentiality	<ul style="list-style-type: none"> ▪ Work with MVLC to ensure the security and privacy of circulation records 	BHM

Goal # 6: Memorial Hall Library is a cultural and arts center, offering exhibits, programs and events all ages.

Objective	Action Items FY16/17	Assigned
A. Offer more diversity in materials and programs	<ul style="list-style-type: none"> ▪ Use the Diversity in Action curriculum from ALA to develop more family programs promoting diversity 	SS
B. Involve all staff in programming	<ul style="list-style-type: none"> ▪ Organize and facilitate a staff programming committee 	ST
C. Offer programs, inside and outside, beyond just 9-5 hours.	<ul style="list-style-type: none"> ▪ Explore holding Open Houses, Friday night events, musical offerings on the patio, roof deck, parking lot 	SS
D. Offer more family programs	<ul style="list-style-type: none"> ▪ Develop more STEAM programs and kits 	BK
	<ul style="list-style-type: none"> ▪ Expand multi-generational programming like family concerts and game events 	SS
E. Create more exhibit space	<ul style="list-style-type: none"> ▪ Use the tops of high shelving for art displays in the CR 	BK
	<ul style="list-style-type: none"> ▪ Replace glass case exhibits and move to Reference area 	VM
	<ul style="list-style-type: none"> ▪ Consider adding exhibit space to the elevator corridor on Level 1 	BHM
F. Encourage hands on learning and creativity	<ul style="list-style-type: none"> ▪ Offer more craft programs 	ST
	<ul style="list-style-type: none"> ▪ Organize a community how-to fair with booths set up inside and outside the library 	SS
G. Better serve 18-35 year olds	<ul style="list-style-type: none"> ▪ Explore new partnerships to provide programming for this demographic – bike tech workshops, beer/spirit tastings, speed dating, life-skill workshops, etc. 	ST and staff
H. Collaborate with community groups to offer programs and events	<ul style="list-style-type: none"> ▪ Prioritize jointly sponsored events with other community groups 	ST
I. Promote independent films	<ul style="list-style-type: none"> ▪ Hold a small-scale film festival 	SS

Goal # 7: Memorial Hall Library is a literacy center, sustaining citizens in their lifelong pursuit of learning and personal growth through reading, writing, thinking, and exploring.

Objective	Action Items FY16/17	Assigned
A. Focus on educating our public about the role of the Library as a literacy/learning organization	<ul style="list-style-type: none"> ▪ Brand the CR and its preschool programs as an Early Literacy Center 	BK
B. Provide citizens with more opportunities for talking with each other	<ul style="list-style-type: none"> ▪ Facilitate monthly conversation circles around topics like current events and parenting 	ST
	<ul style="list-style-type: none"> ▪ Consider foreign language conversation circles 	ST
C. Focus on programs involving reading and literature	<ul style="list-style-type: none"> ▪ Plan more author events 	ST
	<ul style="list-style-type: none"> ▪ Organize 3rd Andover Reads galaxy of programs 	ST
	<ul style="list-style-type: none"> ▪ Add book club kits with newer titles 	GD
D. Expand opportunities for the FRIENDs book sale efforts on our behalf	<ul style="list-style-type: none"> ▪ Create a permanent FRIENDs bookstore or more sale area(s) as an alternative to periodic book sales 	ST

Goal # 8: Memorial Hall Library is a third space, after home and work/school, for children, teens and adults.

Objective	Action Items FY16/17	Assigned
A. To be a destination learning space for children and their caregivers	<ul style="list-style-type: none"> ▪ Renovate the CR to make more room for learning activities 	BK
B. To be a safe haven for teens to gather, with trained staff and activities	<ul style="list-style-type: none"> ▪ Rearrange the Teen Room, moving the computers to the glassed in room, and using the rest of the space for social interactions and homework 	Teen Staff
	<ul style="list-style-type: none"> ▪ Paint the Teen Room, and add furniture, shades, and shelving as needed to the main Teen area 	Teen Staff
	<ul style="list-style-type: none"> ▪ Offer more Teen programs in the evening, to reach more kids 	Teen Staff
	<ul style="list-style-type: none"> ▪ Offer more Teen programs and workshops on technology 	Teen Staff
	<ul style="list-style-type: none"> ▪ Hold workshops for parents and teens on web safety 	Teen Staff
C. To be a cozy place to read and study for adults of all ages.	<ul style="list-style-type: none"> ▪ Add soft seating and side tables to the Reference area 	DB

Goal # 9: Memorial Hall Library is a preservation organization, providing access to resources and the community's historical heritage.

Objective	Action Items FY16/17	Assigned
A. Maintain the historical nature of the library building	<ul style="list-style-type: none"> ▪ With the Trustees and P&F, develop a plan to replace the windows in Memorial Hall with historical equivalents 	BHM
B. Digitize Andover historical resources to make them more widely available and more easily searchable	<ul style="list-style-type: none"> ▪ Continue working with the Digital Commonwealth to digitize the third batch of materials from the Andover Room 	KL
	<ul style="list-style-type: none"> ▪ Develop a plan and begin the conversion of Andover newspapers on microfilm to searchable PDFs 	KL/CW
C. Preserve the Andover Room's physical collection	<ul style="list-style-type: none"> ▪ Apply for an LSTA Preservation Assessment Grant 	KL
	<ul style="list-style-type: none"> ▪ Thoroughly clean (dust) the materials and shelves in the Andover Room 	KL
D. Inform the public about local history collections and how MHL can assist with research	<ul style="list-style-type: none"> ▪ Write weekly blog posts for the new website highlighting local history materials, Andover history, etc. 	KL
	<ul style="list-style-type: none"> ▪ Post information quarterly about MHL's genealogy/local history resources on regional and national lists 	KL

Goal # 10: Memorial Hall Library is a community partner, forging links with local government, local groups, local businesses, and other libraries to enhance the quality of life for all citizens.

Objective	Action Items FY1 16/17	Assigned
A. Get out more into the community	<ul style="list-style-type: none"> ▪ Offer classes involving food, cooking, and nutrition in area restaurants 	SS/SK
	<ul style="list-style-type: none"> ▪ Create a story walk somewhere in town, ending at library 	BK
	<ul style="list-style-type: none"> ▪ Take programs to park, "picnic in the park" 	SS

	<ul style="list-style-type: none"> Determine feasibility of a Library on a Bike/Little Free Library on a bike service 	SS
	<ul style="list-style-type: none"> Partner with AVIS on walking tours of Andover 	ST
B. Reach out to Town Employees	<ul style="list-style-type: none"> Publicize library services and offerings to town and school employees 	SS
	<ul style="list-style-type: none"> Offer tours of the library to Town employees, especially new employees 	SS
C. Collaborate with Andover schools	<ul style="list-style-type: none"> Plan more school visits as well as collaborative programming 	BK/AT
	<ul style="list-style-type: none"> Collaborate on summer reading lists 	BK/AT
	<ul style="list-style-type: none"> Support Common Core through materials and programs 	BK
	<ul style="list-style-type: none"> Offer programs on college preparation, especially finances and applications 	ST
D. Support Memorial Circle residents	<ul style="list-style-type: none"> Continue bringing books to library 	AT
	<ul style="list-style-type: none"> Consider doing programming at Memorial Circle location 	SS
E. Support Large Print and DVD collections at the Center at Punchard	<ul style="list-style-type: none"> Refresh collections on a regular basis 	DB
F. Promote wellness	<ul style="list-style-type: none"> Offer more health and wellness programs and group activities 	ST
	<ul style="list-style-type: none"> Start a mindful living group 	ST
G. Forge links with nearby colleges/schools	<ul style="list-style-type: none"> Offer a speaker series or course 	ST
H. Increase parking availability in Town	<ul style="list-style-type: none"> Work on the parking study with the Planning Department 	BHM
I. Support Andover Commission on Disabilities	<ul style="list-style-type: none"> Create platform and host ACOD web page 	DB

Goal # 11: Memorial Hall Library is an effective promoter/marketer of what the library offers the community.

Objective	Action Items FY16/17	Assigned
A. Embrace social networking and collaboration tools.	<ul style="list-style-type: none"> Expand our social media presence on Facebook, Twitter, Pinterest, and Instagram and explore new platforms 	Social Media

	<ul style="list-style-type: none"> Use social media to connect with teens and parents 	AT
B. Improve marketing efforts on e-services like Overdrive and Hoopla	<ul style="list-style-type: none"> Promote the Overdrive Chinese language collection 	WK
	<ul style="list-style-type: none"> Create video tutorials for electronic resources 	CW/DB
	<ul style="list-style-type: none"> Promote e-services on receipt printer slips 	SS
C. Communicate regularly with the schools using both traditional and newer methods of outreach	<ul style="list-style-type: none"> Mail or email calendars and other publicity to school librarians and teachers 	SS
	<ul style="list-style-type: none"> Attend more school events and do more school visits 	BK/AT
D. Fine tune print newsletters and flyers	<ul style="list-style-type: none"> Consider one print newsletter and/or flyer for events for all ages 	ST
	<ul style="list-style-type: none"> Consider separate e-newsletters for children, adults, and teens 	ST/BK/AT
E. Support the FRIENDs of the Library	<ul style="list-style-type: none"> Help the FRIENDs expand their membership base 	ST
F. Make our marketing materials more professional	<ul style="list-style-type: none"> Contract with a graphic designer to help us with improving marketing materials and templates 	ST/BHM
	<ul style="list-style-type: none"> Send interested staff to photography training 	BHM
G. Improve library displays	<ul style="list-style-type: none"> Involve pages in displays 	GD
H. Use librarians more to promote the library	<ul style="list-style-type: none"> Institute <i>Book a Librarian</i> program 	DB

Goal # 12: Memorial Hall Library is a free and equal service in the middle of a world of fees.

Objective	Action Items FY16/17	Assigned
A. Remove “nuisance” fees that don’t generate much revenue but can generate less than optimal customer service	<ul style="list-style-type: none"> Examine all fees to determine if they are still justified 	BHM/BMc
	<ul style="list-style-type: none"> Examine current conditions to see if removing DVD late charges is advisable 	BHM/BMc
	<ul style="list-style-type: none"> Consider offering free fax service on the new color copier 	DB
	<ul style="list-style-type: none"> Consider adding free “courtesy” phone at one of the public service desks 	SS
	<ul style="list-style-type: none"> Determine if we want to continue charging for notarizing documents for patrons 	JL/BHM

B. Memorial Hall Library is a defender of intellectual freedom and individual privacy.	▪ Continue to be vigilant in protecting patrons' privacy and supporting their intellectual pursuits	SS
	▪ Purchase and use a staff shredder for safe disposal of patron records	CW
C. Memorial Hall Library will help bridge the digital divide between information haves and have nots	▪ Upgrade computers and offer more computer instruction	CW/DB
	▪ Collaborate with other library organizations to develop platforms that meet the needs of all citizens, not just those who have the ability to pay	KL
D. Memorial Hall Library takes its role seriously as a core institution of a democracy society	▪ Use our publicity platforms, like MHL-Mail, to educate our town leaders and our patrons about the importance of the library as a vehicle for creating an informed and engaged citizenry	ST/BHM

Goal # 13: Memorial Hall Library is a virtual, as well as a physical space, offering library services to remote as well as in-house patrons, through a content-rich web page, shared online catalog, research databases, e-content, and online access to trained Reference staff.

Objective	Action Items FY16/17	Assigned
A. Create and maintain a full-featured, easy to navigate webpage	▪ Finish new Drupal-based web page and launch	DB
	▪ Consider creation of blog on web page for staff use	SS
	▪ Evaluate utility of MHL-Mobile after rollout of new web page	DB
	▪ Investigate moving in-house web servers to a hosted service	CW
B. Add graphic and video content to mhl.org	▪ Create fun YouTube videos about library programs and services	SS
	▪ Develop online story time/program presence via You Tube	SS
C. Offer more e-content accessed from home	▪ Work at buying new, popular content quickly in our Overdrive Advantage account	CCB
	▪ Evaluate new e-content services that become available for possible purchase	DB

D. Increase utility and attractiveness of Constant Contact based e-newsletter (MHL Mail)	▪ Include more photos and images	ST
	▪ Examine and refine the frequency of MHL-Mail alerts	ST
E. Improve WiFi coverage in library and outside	▪ Work with Town IT to install new, improved WiFi service	CW
F. Work cooperatively with MVLC to improve public catalog and shared services	▪ Continue to have staff take an active role in MVLC leadership and committees	SS

Goal # 14: Memorial Hall Library is a customer service based institution, always adapting to meet the needs of the community and the staff.

Objective	Action Items FY16/17	Assigned
A. Enhance services to non-native speakers of English	▪ Add more ESL materials to the collection	JL/SK
	▪ Continue to build the Overdrive Chinese collection	WK
B. Enhance integration of new employees	▪ Provide better information on benefits, obligations, and opportunities to new staff	SK
	▪ Develop strategies to make pages feel more like part of the staff	GD/AM
C. Develop staff skills to provide better service and better job satisfaction	▪ Develop a plan to expand the possibilities for staff growth and contribution at every level of the organization	SS
	▪ Form a committee to decide how to begin a cross-training/cross department program for staff	SS
	▪ Create a customer service plan for all staff, but especially those who work on customer service desks	SS
	▪ Hold more computer training sessions for staff at every level	SS

	<ul style="list-style-type: none"> ▪ Schedule inter-departmental meetings for improved staff communication at least twice per year 	SS
	<ul style="list-style-type: none"> ▪ Provide more Evergreen training for staff at every level 	BMc
	<ul style="list-style-type: none"> ▪ Schedule more regular department meetings (6 per year) 	SS
	<ul style="list-style-type: none"> ▪ Create policy for more walking and talking, less pointing 	SS
	<ul style="list-style-type: none"> ▪ Develop physical and virtual suggestion boxes for staff 	BHM
	<ul style="list-style-type: none"> ▪ Consider better means of identifying staff to public 	BHM
	<ul style="list-style-type: none"> ▪ Develop “Bite-sized Learning” program for staff 	SS
D. Expose staff to outside programs and events	<ul style="list-style-type: none"> ▪ Every adult staff member will attend at least one outside program per year (MVLC, MLA, webinar, etc.) 	SS
E. Deploy public service staff more effectively	<ul style="list-style-type: none"> ▪ Examine and revise schedules as necessary to deliver optimum public service 	SS
	<ul style="list-style-type: none"> ▪ Examine and revise work assignments to deliver optimum public service 	SS
	<ul style="list-style-type: none"> ▪ Involve more staff at all levels of the organization in programming 	SS
F. Create opportunities for staff to “bond” and be healthy	<ul style="list-style-type: none"> ▪ Offer Yoga programs to staff before the library opens 	AM
	<ul style="list-style-type: none"> ▪ Organize lunch hour programs for staff – TED talks, walking tours, exercise breaks, etc. 	SS
G. Be open when the public needs us to be open	<ul style="list-style-type: none"> ▪ Consider being open later on Friday evenings 	SS
H. Make parking more convenient	<ul style="list-style-type: none"> ▪ Work with Town to create 15 minute free parking spaces 	BHM
	<ul style="list-style-type: none"> ▪ Create an alternate pickup locations for holds and returns, like a drive-up window, or call service 	SS
	<ul style="list-style-type: none"> ▪ Work with Public Safety to decrease the negative impact of large training sessions 	BHM
I. Serve new residents better	<ul style="list-style-type: none"> ▪ Continually add to new card packets 	ST/BMc
	<ul style="list-style-type: none"> ▪ Develop procedure for online library card registration 	BMc

	<ul style="list-style-type: none"> ▪ Train staff to be voter registrars 	DB
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Goal # 15: Memorial Hall Library is a champion of free enterprise and individual initiative, facilitating the acquisition of the skills, knowledge, and information competencies needed to succeed in a global economy.

Objective	Action Items FY16/17	Assigned
A. Create a closed-door digital media lab by converting current space	<ul style="list-style-type: none"> ▪ Provide technology and staffing for a media/design lab, offering graphic design technology, VHS and cassette digitization, film and photo scanning, wide-format printing, voiceover and podcast recording, video editing, digital printer, etc. 	CW/BHM
B. Expand services to local businesses, start-ups and entrepreneurs	<ul style="list-style-type: none"> ▪ Move Graphics equipment (laminator, etc.) to a public space, creating a small business center 	CW
	<ul style="list-style-type: none"> ▪ Create technology classes that cater to local businesses 	CW
C. Offer new/more technology programs	<ul style="list-style-type: none"> ▪ Consider integrating a 3D printer into our program of services 	CW
	<ul style="list-style-type: none"> ▪ Consider programs on using iPads, Tumblr, online Travel resources 	CW/DB
	<ul style="list-style-type: none"> ▪ Offer weekend technology classes 	CW/DB
	<ul style="list-style-type: none"> ▪ Expand and promote one-on-one technology help classes 	CW/DB
	<ul style="list-style-type: none"> ▪ Create a technology skill share group 	SS
D. Use technology creatively in the Children's Room and in Children's programs	<ul style="list-style-type: none"> ▪ Develop technology-based services appropriate for children 	BK
E. Purchase e-book content and databases to support Common Core	<ul style="list-style-type: none"> ▪ Work with schools to identify content options 	BK

Goal # 16: Memorial Hall Library is a developer of strategies that deliver library services more effectively and economically.

Objective	Action Items FY16/17	Assigned
A. Adopt technological solutions to improve efficiency	▪ Integrate VoIP	CW
	▪ Add wireless speakers to alert patrons	CW
	▪ Add smartphone scanners to self-checkout machines	CW
	▪ Add VoIP help phones on the Ground Floor and Level 2	CW
B. Challenge the status quo by adopting more cost-effective staffing and service models	▪ Reorganize staff to reduce number of PT positions, as opportunities arise	BHM
	▪ Conduct usability studies for all our public services. Study what patrons actually do when they are here.	SS
C. Reuse furniture, where possible	▪ Move Reference carrels to the Teen Room	Teen Staff
	▪ Use Reference task chairs in the Teen Room	Teen Staff
D. Create more passive programming	▪ Create programs that can be done individually, any time a family visits the library	BK

Goal # 17: Memorial Hall Library is an environmentally aware organization, working towards a sustainable future.

Objective	Action Items FY16/17	Assigned
A. Recycle as much waste as possible	▪ Work with Town DPW on a pilot recycling program for staff and patrons	ST/BHM
B. Partner with other organizations working on environmental issues	▪ Create a Seed Library, in partnership with Historical Society, garden groups, Sustainable Andover, SHED, the schools, FACT, etc.	SK/AC
	▪ Find community partner to work with to reinstate shredding event	ST
	▪ Expand program offerings to include series related to the Seed Library	SK

	<ul style="list-style-type: none"> ▪ Find community partners for programs that focus on gardening, the environment, health, wellness, food, ecology, etc. 	ST
C. Encourage non-motorized transportation	<ul style="list-style-type: none"> ▪ Install bike racks where appropriate 	DB/BHM
D. Transition to lower cost mechanical and electrical systems	<ul style="list-style-type: none"> ▪ Install LED lighting in the Children’s Room and Reference area 	BHM
	<ul style="list-style-type: none"> ▪ Work with P&F to automate HVAC systems to reduce cost and control temperature better, especially on the Ground Floor 	BHM

