

Library Name: Morrill Memorial Library, Norwood, MA

FY22
ACTION PLAN

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Goal #1 – All ages of the Norwood community will have enrichment and cultural experiences at the library through library events and programs.

Objectives	Actions	Timeframe for Activity	By Whom
Provide targeted programs to all age groups including young readers and seniors.	<ul style="list-style-type: none">• Focus on providing curated programming rather than increased programming, as we have limited space.• Continue to seek out and offer targeting programming for our residents whether it is virtual or in person.• Continue recording virtual programs with non-traditional residents or those with busy schedules to that they can view programming later.• Collaborate on partnerships with community organizations who are trying to organize programming and book groups.• Seek out community partners to help develop and offer diverse programming for our community.• Explore non-traditional off-site program venues, such as local breweries, local restaurants, and especially local apartment complexes such as The Commons at Windsor Gardens, bringing programming to audiences who might have trouble getting to the library.• Revamp efforts to create programming to appeal to Millennials and parents.• Collaborate with the Children's staff to offer bilingual story times at The Commons at Windsor Gardens. Build community partnerships at The Commons to implement bilingual Storytime and/or other programming.	July 2021– June 2022	Adult and Information Services
	<ul style="list-style-type: none">• Collaborate with Adult Services to find more programs with broad family appeal (similar to the 2018/2019 Henna programs.)• Collaborate with other town departments and community organizations to reach new populations"• Incorporate sensory elements into all programming for all ages.	July 2021– June 2022	Children's Services
	<ul style="list-style-type: none">• Continue Pop-Up Library and other efforts to bring library materials and staff into the community.• Implement different styles of programming beyond story time for children 0-6.	July 2021– June 2022	Children's Services
	<ul style="list-style-type: none">• Continue to offer book discussions, crafts, and field trips for seniors in our community.• Continue to partner with Norwood Senior Center, Norwood HS and Coakley Middle School for programs, workshops, and field trips.• Coordinate Winter and Summer Reading Bingo with the Adult Services Staff	July 2021– June 2022	Outreach and Technology Staff
	<ul style="list-style-type: none">• Continue to program the Harvest Dinner in the fall for students, tutors and library staff. Explore the possibilities of a guest speaker for the event.• Hold a Holiday Open House in December.	October – December 2021	Literacy Staff
	<ul style="list-style-type: none">• Create hybrid remote and in person programming post-COVID-19.	July 2021– June 2022	Adult Services, Children's staff, IT Librarian
	<ul style="list-style-type: none">• Continue to collaborate with other library departments to deliver technology programming to patrons of all ages.	July 2021– June 2022	Technology Staff

	<ul style="list-style-type: none"> • Provide programming that supports the collection, including a focus on the Library of Things. 	July 2021– June 2022	Technology Librarian, Technical Services, and Library staff
	<ul style="list-style-type: none"> • Continue to provide effective trainings and programs for volunteer tutors and students. 	July 2021– June 2022	Literacy Staff
Provide opportunities for people from the community to display and share elements of their culture and creative ability.	<ul style="list-style-type: none"> • Seek members of the community with different skills and areas of expertise to share as library programs: Calling all Norwood Talent – Experts in Our Community. • Work with Susan Clare/Together Yes/Progress Norwood to curate diverse programming by and for our community members. • Continue to offer the display case for community members to share their cultural and creative abilities. • Coordinate with Jim Croak about ways to hang community art displays in the library, using one or both of the locations identified by Adult Services: space for approx. 8 paintings along ramp on 2nd floor and 6 on left hand wall as you approach restroom on 2nd floor (Reference area). Visit other libraries that have art display space and learn best practices. • Develop and implement art display space policy. • Advertise display space opportunity to community. Consider and accept proposals for art displays focusing on diverse programming and groups. 	July 2021– June 2022	Adult and Information Services
	<ul style="list-style-type: none"> • Continue to use virtual platforms to expand access to in-person programming. • Continue literacy outreach and support by providing take-home style programming. • Seek out ways to incorporate more inclusive practices into all aspects of program planning to ensure all families feel welcome. • Work with local communities to create culturally diverse programs • Increase the children's world languages book collection to reflect the different languages spoken in Norwood. 	July 2021– June 2022	Children's Staff
Provide and continually support the Literacy Program.	<ul style="list-style-type: none"> • Explore possibilities of Introduction to the Library with Literacy families. • Create programs or guides on Children's Services for literacy tutors and students. 	July 2021– June 2022	Children's Staff
	<ul style="list-style-type: none"> • Continue to work with literacy to provide patrons with innovative literacy software. • Promote Mango Languages to Literacy students and tutors. • Provide individual instruction to tutors and Literacy students as needed to support their literacy objectives. 	July 2021– June 2022	Technology Librarian, Literacy Staff
	<ul style="list-style-type: none"> • Assess collection needs of the Literacy community and weed/add to collection appropriately. • Explore purchase of more bilingual books and books in native languages as requested by Literacy students (for themselves and raising bilingual children). • TS will continue to help with collection analysis and assistance in acquisitions/cataloging of FL materials. 	July 2021– June 2022	Technical Services and Literacy Staff
	<ul style="list-style-type: none"> • Showcase Literacy titles on the website in conjunction with tutor training following an update to the Library's website. 	July 2021– June 2022	Literacy Staff
	<ul style="list-style-type: none"> • Continue to apply for the Massachusetts Literacy Volunteers funding. • Provide the LVM Executive Director with information requested for grant application. 	July 2021– June 2022	Literacy Staff
	<ul style="list-style-type: none"> • Provide patrons with current information for Literacy programs. 	July 2021– June 2022	Circulation

Communicate with school personnel and encourage cooperation and collaboration.	<ul style="list-style-type: none"> Maintain improved relationship with school personnel to promote Pop-Up Library, summer reading program, and other collaborative literacy efforts for Norwood students. 	July 2021– June 2022	Children's Staff and Technical Services
	<ul style="list-style-type: none"> Create an outreach strategy to provide library visits to local preschools. 	July 2021– June 2022	Children's Services Staff
	<ul style="list-style-type: none"> Create a menu of services to teachers and school librarians to showcase how the library can support them as educators Advertise menu of services for schools to key school staff via a formal letter and email at the beginning of the school year. 	Sep 2021- May 2022	Children's Services Staff
	<ul style="list-style-type: none"> Provide on-site and virtual tutorials for HS and middle school students to learn about digital services like Hoopla!, OverDrive and databases. 	July 2021– June 2022	Technology Librarian
	<ul style="list-style-type: none"> Continue to plan the Literary Lunch for middle school students and senior citizens, and pursue other intergenerational opportunities. Continue to apply for Boch grant and implement the annual essay contest for the Norwood community. 	July 2021– June 2022	Outreach Staff
	<ul style="list-style-type: none"> Circulation Chief and HS librarian work together to provide information and services MML has for HS students, specifically summer reading materials, Hoopla! and OverDrive services. 	July 2021– June 2022	Circulation Staff
	<ul style="list-style-type: none"> Inform HS personnel about passport services for students going on trips abroad as international resumes post-COVID-19. 	FY22 Ongoing	Passport Agents
Work with the Friends organization to promote the library's mission, vision and goals.	<ul style="list-style-type: none"> Continue to include information about the Friends in e-newsletters and at events sponsored by the Friends. Continue to find materials to stock FOL permanent book sale and investigate a permanent location for children's materials to be sold. Assist Friends with outreach to young parents and families by recommending and promoting virtual platforms to reach a wider audience. 	July 2021– June 2022	Children's Staff
	<ul style="list-style-type: none"> Work with the Friends to promote an app or online service to collect membership dues and donations and to encourage more young people and families to join the Friends. 	July 2021– June 2022	Children's Staff and Technology Staff
	<ul style="list-style-type: none"> Support the Friends by offering suggestions about popular presenters for them to book. Continue to align our collection management goals with the need to stock the FOL book sale. Brainstorm new fundraising ideas with the Friends. 	July 2021– June 2022	Adult and Information Services
	<ul style="list-style-type: none"> Ask for the Friends' support of Norwood 101 spring event. AD will attend FOL meetings as liaison. Encourage additional events, open to the public (restaurant fundraiser nights, for example) and report FOL board meeting discussions and plan to the Board of Library Trustees and library staff. Continue to improve the FOL book sale program through direct sales to booksellers and reorganizing storage of book sale books. 	July 2022	Library Director/Assistant Director/Trustees Library Staff
	<ul style="list-style-type: none"> Continue to support the Friends of the Library at Norwood Day by staffing the booth and engaging patrons and providing an exciting/attractive outdoor program at the Norwood Day booth. 	Sept. 2021	Children's, Adult Services, Literacy and Outreach Staff

<p>Market library services within the library and through local newspapers, NCM, new channels of communication, and personal visits in the community as well as on library and community websites and via library emails.</p>	<ul style="list-style-type: none"> • Continue to use professional design software and train more staff in its use, including implementing Adobe Print Shop software. Continually update the website. • Continually train new staff on Canva. • Continue online training in design software such as Adobe Illustrator and WeVideo. 	<p>July 2021– June 2022</p>	<p>Media/Marketing Asst., Technology Staff, and Library Staff</p>
	<ul style="list-style-type: none"> • Continue to work closely with the Marketing/Media Asst. to market all library services across multiple platforms and formats. 	<p>July 2021– June 2022</p>	<p>Adult and Information Services Staff</p>
	<ul style="list-style-type: none"> • Explore make-over of informational/welcome handouts for new patrons. • Create quarterly 11x17 newsletters about library (perhaps in conjunction with the Friends of the Library.) • Post newsletters on the website. • Working on a new logo, using Canva and Adobe Illustrator. 	<p>July 2021– June 2022</p>	<p>Media/Marketing Asst.</p>
	<ul style="list-style-type: none"> • Continue to use Mailchimp for email blasts/e-newsletters. • Explore new, more effective ways to advertise services and programming on social media. • Manage Mailchimp audience list considering recent pricing changes. • Increase emails to patrons during times of library closure (e.g., COVID-19.) 	<p>July 2021– June 2022</p>	<p>Children's Staff and Adult Services Staff</p>
	<ul style="list-style-type: none"> • Librarians from all departments will continue to write weekly columns that provide readers' advisory, market our collection, and advertise our services, (including the Library of Things. 	<p>July 2021– June 2022</p>	<p>All departments, including Marketing/Media Asst.</p>
	<ul style="list-style-type: none"> • Onboard all new library professional staff to contributing columns for the Transcript & Bulletin and add them to the writing schedule. 	<p>July 2021– June 2022</p>	<p>Assistant Director</p>
	<ul style="list-style-type: none"> • Continue to submit PR to MLA PR Awards (every two years); e.g. News category. • Continue to update file in Canva to save potential entries to the PR Awards. 	<p>Jan 2022</p>	<p>Library Director Assistant Director Marketing/Media Asst.</p>
	<ul style="list-style-type: none"> • Post events to web site, social media (FB, Twitter, etc.) • Utilize marketing and social media aggregator tools (e.g. Agorapulse, MailChimp) to increase efficiency. 	<p>July 2021– June 2022</p>	<p>Adult and Information Services, Technical Services, Technology, Marketing/Media Asst.</p>
	<ul style="list-style-type: none"> • Following the website update, market, and update book groups on the Library's website, including a running blog of titles. 	<p>July 2021– June 2022</p>	<p>Outreach Staff</p>
	<ul style="list-style-type: none"> • Continue to market services through personal visits, bookmarks and flyers, cable television, and library website. • Redesign marketing collateral and revamp the website to increase clarity and visibility of services. • Pursue distribution of marketing collateral to locations that likely serve our patron base (Guild Medical Center and other health centers.) 	<p>July 2021– June 2022</p>	<p>Outreach Staff</p>
	<ul style="list-style-type: none"> • Continue to publish Literacy Department newsletters. • Continue to participate in Norwood Day to promote Literacy services. 	<p>July 2021– June 2022 Fall 2021</p>	<p>Marketing/Media Asst. Literacy Staff and Director</p>

	<ul style="list-style-type: none"> • Further excellence and collaboration with NCM to produce Morrill Musing LibraryTV/Web programming and podcasts. • Continue to expand our online video presence via a library YouTube account for interviews and instructional videos. • Provide online access to programming via YouTube and live-streaming video. 	July 2021– June 2022	Library Dir., Asst. Dir, Technology Librarian, Children’s and Adult and Information Services Librarians
	<ul style="list-style-type: none"> • Technology and Media/Marketing Asst. will market library services throughout the library. • Connect with NCM about showcasing Outreach’s assistive technology, as well as some segments on our website. 	July 2021– June 2022	Library Staff Media/Marketing Asst. Outreach Librarian
	<ul style="list-style-type: none"> • Continue to use Canva to design visual marketing for use for engaging audiences on the library’s social media platforms. • Download Canva updates regularly. 	July 2021– June 2022	Adult and Information Services, Children’s Services, and Marketing/Media Asst.
	<ul style="list-style-type: none"> • Use Norwood 101 and Norwood Day to promote the Library of Things. 	July 2021– June 2022	Assistant Director, IT Librarian
	<ul style="list-style-type: none"> • In times of community need, continue to collaborate with other Town departments to provide manpower from library staff. Examples are staff working on the Town’s information call-in line and helping with the Flood Grant program. 	July 2021– June 2022	Library Staff

Goal #2 – The Norwood community and library staff will enjoy a well-maintained facility and welcoming community space.

Objectives	Actions	Timeframe for Activity	By Whom
<i>Maintain the building interior through scheduled maintenance, updates and prompt repair.</i>	<ul style="list-style-type: none"> • Inform the Town Facilities Department and the Board of Library Trustees of building interior needs. • Continue to attend regular Town of Norwood Capital Outlay meetings and Submit capital requests each year. 	Monthly July 2021– June 2022	Director
	<ul style="list-style-type: none"> • In-house repairs unless minor will be directed promptly to the Town Facilities Department (including HVAC, plumbing, electrical, security and painting.) 	July 2021– June 2022	Custodial Staff
	<ul style="list-style-type: none"> • Refresh signage throughout the Children’s room to reflect current collection. 	July 2021– June 2022	Children’s and Custodial Staff
	<ul style="list-style-type: none"> • Continue to seek funding to replace seating areas in the library. 	July 2021– June 2022	Library Director
	<ul style="list-style-type: none"> • Continue in-depth monthly reports to director and Board including current conditions. • Continue to update the Director, Town Facilities Department and Board on future repairs and upgrades. 	Monthly	Custodial Staff
	<ul style="list-style-type: none"> • Report issues or problems with the building promptly to the Town Facilities Department for a safer environment. • Promote and train staff to adhere to Town “green” guidelines and initiatives. • Encourage staff to acquire and share goals for a more sustainable library environment by incorporating recycling in the library space and in programming. (Continue to recycle coffee pods and grounds; separate waste; reduce consumption of paper products. In addition, continue programming such as the library herb garden and the staff swap. 	July 2021– June 2022	All staff

	<ul style="list-style-type: none"> Continue to move towards more eco-friendly cleaning products where possible. Town Facilities Department will eventually contact vendors for supplies. 	July 2021– June 2022	Custodial Staff and Director
	<ul style="list-style-type: none"> Library Custodial Staff will continue to clean and access maintenance issues. Anything requiring attention will be conveyed to the Director and the Town Facilities Dept. 	July 2021– June 2022	Custodial Staff and Director
Maintain the building exterior through scheduled maintenance, updates and prompt repair.	<ul style="list-style-type: none"> Inform the Board of Library Trustees and Town Facilities Department of building exterior needs. 	Monthly	Director and Custodial Staff
	<ul style="list-style-type: none"> Continue a proactive approach to building maintenance through regular schedules on an annual basis (e.g. interior and exterior painting, annual boiler inspection, etc.) 	July 2021– June 2022	Custodial Staff and Director
	<ul style="list-style-type: none"> Continue to address issues of low and high heat and lack of circulating air throughout the building as necessary. 	July 2021– June 2022	Custodial Staff and Director
Maintain and improve the library's operating systems and equipment.	<ul style="list-style-type: none"> Inform the Board of Library Trustees as to building equipment needs. 	Monthly	Director
	<ul style="list-style-type: none"> With Town Facilities Department, monitor security system for upgrades if needed. 	July 2021– June 2022	Custodial Staff and Director
	<ul style="list-style-type: none"> Continue to apply necessary updates to staff and public computers. Replace aging public workstations. 	July 2021– June 2022	Technology Librarian
	<ul style="list-style-type: none"> Establish a priority system for product replacement, updates and repairs. Evaluate repairs vs replacement. 	July 2021– June 2022	Director and Custodian
	<ul style="list-style-type: none"> Report issues or problems with technology promptly to the Technology department. 	July 2021– June 2022	All staff
	<ul style="list-style-type: none"> Maintain schedule for charging and checking batteries on circulating electronics and verifying their contents. Post COVID-19, recruit a volunteer to work on an inventory of L.O.T. 	July 2021– June 2022	Technical Services and Technology Staff
Annually evaluate and plan for future space and use needs, and explore the possibilities of a Planning and Design Grant for future renovation/expansion or reallocation of space.	<ul style="list-style-type: none"> Inform the Board of Library Trustees of space needs/complaints from staff and patrons. 	Monthly	Director
	<ul style="list-style-type: none"> Pursue a data-driven approach to collection development and space reallocation using Gimlet, Decision Center, and Create Lists tools. Adjust materials budget accordingly on an ongoing basis 	July 2021– June 2022	Technical Services
	<ul style="list-style-type: none"> Post-COVID-19, create play spaces funded by the Mind in the Making grant and circulate grant-funded sensory kits to patrons. 	July 2021– June 2022	Children's Staff
	<ul style="list-style-type: none"> Evaluate collection needs re: space, and alter plan according to growth and/or reduction in print resources. Continue to shift and weed to accommodate the goals of implementing RFID and making room for study pods. Prioritize the study pod space. 	July 2021– June 2022	Department Heads
	<ul style="list-style-type: none"> Continue to assess the magazines and space. Continue to quarterly assess periodical usage. 	July 2021– June 2022	Circulation and Technical Services Staff
	<ul style="list-style-type: none"> Encourage pages to reshelf the shelves in order to make room for books. Report to selectors that shelves are tight. Emphasize shelf-reading with paging staff. 	July 2021– June 2022	Circulation Staff

	<ul style="list-style-type: none"> Literacy department will survey tutors and check circulation numbers to see if there are titles we need duplicates of, especially as they are promoted on the website. 	July 2021– June 2022.	Literacy Staff
	<ul style="list-style-type: none"> Continue to weed all (especially audio-visual) resources and seek creative solutions for shelving. Continue to weed obsolete reference materials. Increase shifting to top and bottom shelves. Continue cost-analysis of various collections to determine the best use of funding for materials. Consider shifting more funds to non-print collections to support digital outreach to patrons. 	July 2021– June 2022	Adult and Information Services, Outreach, Children's Services, Circulation
	<ul style="list-style-type: none"> Continue to monitor space use trends in other libraries with the goal of possibly adding more comfortable seating and a book display area to the Reference Room. Weed as necessary to accommodate study space. Technical Services will provide data on collection usage. Spearhead a library staff task force to continue to evaluate the use of and best ways to promote the World Language collection, and its location. Collaborate with Technical Services to focus nonfiction weeding efforts with a goal of creating enough space on the Mezzanine to add small study rooms that can be reserved by patrons. Prioritize this in the new long-range plan. Continue to organize Norwood Collection in compact storage by format to use space more efficiently and make it easier to retrieve and reshelve items. 	July 2021– June 2022	Adult and Information Services and Technical Services
	<ul style="list-style-type: none"> Continue to use Friday morning hours to meet with vendors and perform maintenance that cannot be accomplished when patrons are in the building. 	July 2021– June 2022	Custodial Staff and Director
Continue to provide the community with quiet study and reading space within the library.	<ul style="list-style-type: none"> Purchase new soft chairs for adults and children to share reading. 	July 2021– June 2022	Children's Staff and Director
	<ul style="list-style-type: none"> Investigate the feasibility of adding small study rooms on the Mezzanine level. 	July 2021– June 2022	Director and Trustees
	<ul style="list-style-type: none"> Assess library policies about space and quiet areas but keep the Cushing Reading Room a quiet space as best as possible. Provide signage. 	July 2021– June 2022	Library Staff

Goal #3 – The Norwood community will have a well-trained and educated library staff.

Objectives	Actions	Timeframe for Activity	By Whom
Provide varied professional development opportunities to all professional and para-professional staff.	<ul style="list-style-type: none"> Utilize Friday morning time to provide staff training programs. Promote cross-training between departments and explore learning opportunities for all staff. 	July 2021– June 2022	Director and Department Heads

	<ul style="list-style-type: none"> • Continue to encourage staff to take leadership roles in network meetings and groups. • Continue to encourage staff to take leadership roles in, or present at state and regional conferences and meetings. • Mentor staff in library leadership and presenting. • The Assistant Director will continue to participate in Massachusetts Library Association Leadership and Management group. 	July 2021– June 2022	Director, Assistant Director and Department Heads
	<ul style="list-style-type: none"> • Continue to encourage staff to attend all relevant continuing education classes (including MLN and MLA offerings) and professional conferences, including webinars. 	July 2021– June 2022	Director and Department Heads
	<ul style="list-style-type: none"> • Attend NELA 2020. • Take a more active role in NERTCL by attending the one-day conference. 	Oct. 2021 July 2021– June 2022	Children's Staff
	<ul style="list-style-type: none"> • Continue to attend conferences, workshops, and Coordinators' meetings. 	July 2021– June 2022	Literacy Staff
	<ul style="list-style-type: none"> • Encourage custodial staff to attend facilities and maintenance seminars and trade shows. 	July 2021– June 2022	Custodial Staff and Director
	<ul style="list-style-type: none"> • As budgeting permits, all staff will continue to attend state and regional professional conferences. • As budgeting permits, at least two department heads should attend a national conference (PLA or ALA) at least every other year beginning in FY22. • Formulate tentative schedule delineating which staff will attend which conferences 	July 2021– June 2022	Library Director and Department Heads
Encourage staff to learn skills and acquire knowledge using new tools and technology for continuous development.	<ul style="list-style-type: none"> • Continue to host training for staff on new tools and technologies as they become available. • Provide individual instruction to staff members looking to improve technical aptitude as requested. • Inform all staff about technology and programming changes that are pertinent to their jobs. 	July 2021– June 2022	Technology Librarian
	<ul style="list-style-type: none"> • Continue to encourage and support staff who are pursuing further educational endeavors (ex., those pursuing MLIS degrees and advanced certificates and training). 	July 2021– June 2022	Library Director and Trustees
	<ul style="list-style-type: none"> • Train the staff on technology materials (circulating electronics and online apps and databases) so that they can promote them. • Offer trainings to staff to assist them with staff software and subscription services. 	July 2021– June 2022	Technology Librarian
	<ul style="list-style-type: none"> • Develop competency with the most current assistive technology. • Pursue relationships with other organizations specializing in assistive technology and attend the regional center technology and technical trainings. • Continue the excellent working relationship with the Perkins School for the Blind. 	July 2021– June 2022	Outreach Staff
	<ul style="list-style-type: none"> • Encourage circulation staff to attend meetings, trainings, and workshops which will aid them in providing information to patrons (including webinars and MLN classes) 	July 2021– June 2022	Circulation
	<ul style="list-style-type: none"> • Continue to grow professionally, attend workshops and conferences, and webinars on emerging technology. 	July 2021– June 2022	Library Staff and Library Director
	<ul style="list-style-type: none"> • Organize a series of Friday morning in-service workshops for staff. 	July 2021– June 2022	Assistant Director

Research and apply for grant funding for staff enrichment.	<ul style="list-style-type: none"> Pursue grant opportunities to fund participation in professional development, such as attendance at professional conferences. 	July 2021– June 2022	Library Director
Encourage continuing and effective readers' advisory and customer service skills for staff.	<ul style="list-style-type: none"> Provide opportunities for both full and part-time staff to attend educational programs, meetings, and webinars. 	July 2021– June 2022	Library Director and Department Heads
	<ul style="list-style-type: none"> Develop a new pre-literacy collection for emergent readers to serve as a bridge between the picture book collection and the easy ready collection Provide knowledge for staff and patrons regarding reading levels for print materials and e-resources. 	July 2021– June 2022	Children's Staff
	<ul style="list-style-type: none"> Plan a morale-boosting and fun educational event for Staff Development Day. 	Preparation for June 2022	Staff Development Day Committee and Director
	<ul style="list-style-type: none"> Encourage circulation staff to become familiar with readers' advisory skills and resources. 	July 2021– June 2022	Circulation
	<ul style="list-style-type: none"> Encourage staff to host, lead, and participate in Library programming as community outreach (e.g., book clubs, arts and crafts programs, Norwood 101, Turn the Page, etc.) Turn the Page may become a hybrid of in-person and remote. 	July 2021– June 2022	Library Director and Department Heads
	<ul style="list-style-type: none"> Encourage more staff to become notary publics and passport agents. Assist in training new passport agents by providing opportunities for them to shadow. Plan and organize at least one Passport day a year. 		Library Director and Assistant Director

Goal #4 – Our users will have access to informative, educational, entertaining or enlightening materials in all formats through visits to the library or from remote locations.

Objectives	Actions	Timeframe for Activity	By Whom
Utilize and participate in automated resource sharing networks for access to all types of materials and information sources. Access and analyze reports generated by automated resource sharing networks and determine from those reports the most popular and desirable materials.	<ul style="list-style-type: none"> Continue membership in the Minuteman Library Network and request appropriate funding from the Town of Norwood. Promote this participation by displaying brochures and marketing materials. Encourage staff to take and pursue active roles in MLN and to advocate for patron-focused improvements. Liz will continue serving on DCWG through FY22, and will continue co-chairing the Metrowest Program Planners Group for the foreseeable future. 	July 2021– June 2022	Trustees, Library Director, and Department Heads
	<ul style="list-style-type: none"> Continue to serve on the Digital Content Working Group (DCWG at MLN) to purchase adult and juvenile OverDrive resources for network. Continue to support and promote digital services like OverDrive, hoopla, Flipster, and Kanopy and provide copies of instructions at Circulation on how to utilize these services. Analyze data for use of all digital resources. Refill guides consistently. Encourage patrons to use the Libby app as an easier way to access Overdrive. Continue to support student access to digital materials by 	July 2021– June 2022	Children's Services, Adult and Information Services, and Media/Marketing Asst.

	supporting the SORA OverDrive app for Norwood students.		
	<ul style="list-style-type: none"> Use various tools to choose materials, re-evaluate formats, and determine demand for these materials and formats. Use analytics to determine usage, demand, return on investment, and cost per use for print and online resources. Prioritize this in the long-range planning process. On an ongoing basis, train staff on Decision Center and provide refresher trainings. 	July 2021– June 2022	Adult and Information Services, Selectors, and Technical Services
	<ul style="list-style-type: none"> Seek out new databases and other e-resources for children that support school curriculum and Norwood students. 	July 2021– June 2022	Children's Services
	<ul style="list-style-type: none"> On an ongoing basis, track, and report on circulation of special collections (e.g., Staff Picks and displays) 	July 2021– June 2022	Technical Services
	<ul style="list-style-type: none"> Revise call numbers for leveled reading books so that that are more discoverable. 	July 2021– June 2022	Technical Services
	<ul style="list-style-type: none"> Participate in network digital selection and opportunities to evaluate new digital services, 	July 2021– June 2022	Adult and Information Services
	<ul style="list-style-type: none"> Continue to utilize network generated reports to direct collection management decisions. On an ongoing basis, order extra copies of titles according to patron demand as evidenced by network requests. 	July 2021– June 2022	Selectors and Technical Services Staff
Provide excellent readers' services to all library patrons.	<ul style="list-style-type: none"> Provide in-house and digital readers' advisory to promote new titles, genre read-alike, and MML Staff Picks. Continue to maintain several displays of items in the library. Continue to manage Summer and Winter Reader's BINGO to support Norwood readers, including pop-up displays, seasonal & topical displays Continue monthly staff book discussions to inform Staff Picks and share recommendations via handouts and website. Update and maintain our Library of Things and Book Club Kits brochure. Assess new digital products for those patrons introduced to them during COVID-19. 	July 2021– June 2022	Adult and Information Services, Marketing/Media Asst., and Technical Services Staff
	<ul style="list-style-type: none"> Continue Ref-Chat services at public desks when library is open. 	July 2021– June 2022	Circulation, Adult Services and Children's Dept.
	<ul style="list-style-type: none"> Continue to implement statistics tracking software at all service desks, using data and statistical reports from services such as Gimlet, Beanstack, Mailchimp, Hoopla!, etc. to guide our services and staff efforts. 	July 2021– June 2022	Technical Services, Technology Librarian, Circulation, Adult Services and Department Heads.
	<ul style="list-style-type: none"> Analyze Gimlet data and provide insights on use of our services to the Director and Department Heads. Use Gimlet analytics to inform priorities during the long-range planning process. 	July 2021– June 2022	Assistant Director
	<ul style="list-style-type: none"> Work with Adult Services Department staff to find readers' advisory resources. Spend time working at each service desk to become familiar with our collection and reading trends. Work with Head of Adult and Information Services to provide scheduling tools so that Reference and Information Desks are staffed to provide assistance to patrons for all open hours. 	July 2021– June 2022	Technology Librarian, Library Staff
	<ul style="list-style-type: none"> Create topical picture book kits to increase picture book usage and make this collection more usable for patrons. 	July 2021– June 2022	Children's Services
	<ul style="list-style-type: none"> Utilize Novelist, Goodreads, Fantastic Fiction and IMDb (films) and other tools to assist patrons in finding materials. 	July 2021– June 2022	All public service staff

	<ul style="list-style-type: none"> • Offer workshops for patrons showing them how to effectively use the catalog, reading history, and Novelist/Goodreads. 	July 2021– June 2022	Technology Librarian, Adult Services Staff, and Children's Services Staff
	<ul style="list-style-type: none"> • Periodically survey the community in May re: reading tastes and preferences for formats. 	May 2021	Library Director
	<ul style="list-style-type: none"> • Explore opportunities to incorporate cultural diversity into the collection. 	July 2021– June 2022	Library Director and Library Staff Literacy Staff
Increase awareness of all library material formats through displays, instruction, print materials, and signage.	<ul style="list-style-type: none"> • Continue to use electronic pathways to inform patrons. Create displays and flyers for this purpose. • Continue to support digital signage. • Create endcap and directional signage as collections shift with weeding. • Promote resources and services via podcasting and YouTube channel. 	July 2021– June 2022	Library Staff, Technology Staff, Marketing/Media Asst.
	<ul style="list-style-type: none"> • Continue to create digital displays to promote our materials; displays will be used in-house, on the library's website and social media platforms, and in monthly emails. • Use physical signage promotions (outdoor signs, e.g.). • Investigate and implement new and creative ways of marketing outside the library. 	July 2021– June 2022	Adult and Information Services
	<ul style="list-style-type: none"> • Continue to provide design tools (ex. Canva and WeVideo) and instruction for creation of marketing materials • Raise awareness of our digital collection and databases through individual technology instruction with patrons. 	July 2021– June 2022	Technology Librarian
	<ul style="list-style-type: none"> • Continue to expand and promote the Library of Things – increase awareness through website presence and outreach to the community. 	July 2021– June 2022	Technical Services Librarian and Director
Maintain an active relationship with Town government, the Norwood Historical Society, and other community resources in order to assist in archiving and collecting Town of Norwood historical records.	<ul style="list-style-type: none"> • Continue to pursue options for digitizing archival collections and local history making them accessible and searchable via the website. • Send street lists to be digitized by the Boston Public Library for the Digital Commonwealth 	July 2021– June 2022	Technical Services Librarian and Director
	<ul style="list-style-type: none"> • Partner with the Norwood Historical Society to offer collaborative programs, such as lectures and book groups. Continue to supply books for the NHS book group as well as develop new collaborative programming. • Design library programming around our historical collections to promote and raise support for the digitization projects. • Serve as a resource for sesquicentennial research. • Continue partnering with Town and community groups. 	July 2021– June 2022	Adult and Information Services Staff
Provide and support Outreach Services to patrons unable to visit the library in person.	<ul style="list-style-type: none"> • Continue to work with Outreach staff to provide training for patrons wishing to use digital resources but unable to visit the library. • Assist Outreach staff in providing the most up to date assistive technology. • Continue to train staff on assistive technology. 	July 2021– June 2022	Technology Librarian
	<ul style="list-style-type: none"> • Continue to collaborate with the Norwood Senior Center, Norwood Hospital, and Norwood housing facilities and nursing homes to provide delivery and programs to suit their needs. • Continue to meet with the Norwood Senior Service Providers Network (NSSPN). In addition, we will continue to foster our relationships with Perkins School and The Carroll Center for the Blind. 	July 2021– June 2022	Outreach Staff

	<ul style="list-style-type: none"> Continue the Norwood First Steps program with Norwood Hospital. 		
	<ul style="list-style-type: none"> Continue to find and use volunteers for book delivery. 	July 2021– June 2022	Outreach Staff
	<ul style="list-style-type: none"> Provide current information to all patrons needing Outreach services and encourage people to use this service. Issue library cards for Outreach patrons. 	July 2021– June 2022	Circulation

Goal #5 – Our library users will have guided and/or self-guided access to information in the library and from remote locations.

Objectives	Actions	Timeframe for Activity	By Whom
Provide a user-friendly, current and comprehensive website for access to all information services.	<ul style="list-style-type: none"> Maintain the library's website. Work with task force to choose a CMS vendor and implement a new website for the library. Resume Task Force meetings to plan website improvements. Improve and enhance Library of Things information on website. Improve and promote local history section of website. Conduct User Experience Testing to inform improvements on website. Prioritize the new website CMS vendor and website revamp in new long-range plan. Design library's virtual presence more accessible for patrons and staff. 	July 2021– June 2022	Technology Librarian and Assistant Director
	<ul style="list-style-type: none"> Continue to post to the website to disseminate information about programs, books, and services. Keep the website current with information on all library services and programs. 	July 2021– June 2022	Children's Librarians, Adult Services Librarians, Technology Librarian, Technical Services Staff and Director
Provide high-speed broadband, Wi-Fi internet access and technological equipment to meet the demands of our users.	<ul style="list-style-type: none"> Continue to provide up to date computers, Wi-Fi, printers, tablets, and peripherals for patrons. Upgrade oldest computers to new systems. 	July 2021– June 2022	Technology Librarian
	<ul style="list-style-type: none"> Maintain time management and print/pay management hardware and software for all public computers. Implement a new time and print management system for all public computers. If not done earlier, catalog new Chromebooks for patron use. 	July 2021– June 2022	Technology Librarian
	<ul style="list-style-type: none"> Expand the collection of circulating technology. 	July 2021– June 2022	Technology Librarian and Technical Services staff
	<ul style="list-style-type: none"> Continue to offer printing services for patrons using their own devices (e.g. Wi-Fi) and using the Library's computers (e.g. Cassie or replacement). 	July 2021– June 2022	Technology Librarian and Director
Promote the library card and its use to all age groups both in the library and in the	<ul style="list-style-type: none"> Promote library cards and services in conjunction with HS librarian. Promote remote library card signups where possible and as technology allows. 	July 2021– June 2022	Circulation Librarian Children's Staff and Adult Services Staff

<p>community.</p>	<ul style="list-style-type: none"> • Brochures will be printed and distributed regularly to the HS library. • Encourage online registration. 		
	<ul style="list-style-type: none"> • Promote library cards and services to at least one large corporation in Norwood (such as Siemens, FM Global Moderna, etc.) 	<p>September 2021</p>	<p>Library Director</p>
	<ul style="list-style-type: none"> • Promote library cards and library services at Commuter Rail stations. 		
<p>Promote the library's services at the Information, Children's and References desks, through library tours, and through online resources to both users and community organizations.</p>	<ul style="list-style-type: none"> • Provide tours for schools, scouts and youth groups and tours to new patrons. • Plan and promote a Norwood 101 event at the Library, inviting community organizations and departments to participate. • Take a leading and active role in the Town's 150th anniversary activities, making strategic use of special collections, digitized local history materials, archival materials. • Contact community offices to promote notary and passport services. • Contact local schools to promote passport services. 	<p>July 2021– June 2022</p>	<p>Library Staff Library Director</p>
	<ul style="list-style-type: none"> • Create and maintain user guides and handouts for library services and resources. Create and post how-to videos (e.g., ComCat, ILL, OverDrive) for patrons to access remotely. • Collaborate with the Outreach department to host pop-up library services and library card drives at non-traditional off-site locations, such as large local employers, farmers market, and train stations. 	<p>July 2021– June 2022</p>	<p>Adult and Information Services</p>
	<ul style="list-style-type: none"> • Continue to add services that patrons find valuable (e.g. US Passport and notary facilitation.) 	<p>July 2021– June 2022</p>	<p>Library Director</p>
<p>Provide information about town and community resources through library services.</p>	<ul style="list-style-type: none"> • Children's Department will maintain a close relationship with the Early Childhood Community Partnership, the Norwood Public Schools and local private schools to provide up to date community information. • Work with CFCE grant program to identify more avenues of collaboration. • Continue to advertise CFCE programs and manage their registration and attendance. 	<p>July 2021– June 2022</p>	<p>Children's Staff</p>
	<ul style="list-style-type: none"> • Offer websites and explore possibilities of compiling lists of community resources to patrons. • Maintain a digital Community Resources Guide. • Possibly highlight this Guide during Norwood-101. 	<p>July 2021– June 2022</p>	<p>Adult and Information Services; Library Staff</p>
<p>Provide instruction for residents of all ages on safe and effective use of the Internet.</p>	<ul style="list-style-type: none"> • Post-COVID-19, assess children's safe use of the internet, working with school librarians and colleagues as possible to provide safe environments, as necessary. 	<p>July 2021– June 2022</p>	<p>Technology Librarian, Children's Librarian</p>
	<ul style="list-style-type: none"> • Continue to teach individual technology classes, programming, and walk-in assistance to patrons needing help using the internet safely and effectively. • Speak about relevant topics concerning the internet and library services on the Library Show and when out in the community. • The Children's Room staff and Technology librarian will collaborate to offer topically appropriate information and resources for children on digital citizenship. 	<p>July 2021– June 2022</p>	<p>Technology Librarian and Children's Librarian</p>

Goal #6 – The Morrill Memorial Library will have adequate funding from both town appropriations and alternate sources to provide its residents and community members and partners with excellent library services, programs, and materials.

Objectives	Actions	Timeframe for Activity	By Whom
Seek adequate funding for increased programming, including early literacy.	<ul style="list-style-type: none"> • Apply for LSTA grant for 2021-2023 (two year) • Continue to investigate and apply for grant/organizational/corporate funding for programming, including local Boch Fund, Cultural Council and Mass Humanities grants. • Investigate more community partners to provide low-cost/free programming. • Assist Technical Services in securing grant funding for digitization projects. • Collaborate with the Friends of the Library to pursue funding from grants and donors to fund additional study rooms in the library. 	Spring 2021 July 2021– June 2022	Children's Staff And/or Adult and Information Services
Seek adequate funding for the library's building and equipment including maintenance and improvements and library space needs.	<ul style="list-style-type: none"> • Advocate for adequate library funding with the Town of Norwood. Work regularly with Finance Committee, Town Treasurer and Accountant • Investigate foundation funding and community/corporate partnerships. 	July 2021– June 2022	Library Director and Trustees
Seek adequate funding for library staffing needs, including staff education and development.	<ul style="list-style-type: none"> • Advocate for adequate library funding with the Town of Norwood. Work regularly with Finance Committee, Town Treasurer and Accountant • Investigate foundation funding and community/corporate partnerships. 	July 2021– June 2022	Library Director and Trustees
Seek adequate funding for library print and digital materials.	<ul style="list-style-type: none"> • Advocate for adequate library funding with the Town of Norwood. Work regularly with Finance Committee, Town Treasurer and Accountant • Investigate foundation funding and community/corporate partnerships. 	July 2021– June 2022	Library Director and Trustees
Seek adequate funding for incidental needs, including office and building supplies.	<ul style="list-style-type: none"> • Advocate for adequate library funding with the Town of Norwood. Work regularly with Finance Committee, Town Treasurer and Accountant • Investigate foundation funding and community/corporate partnerships. 	July 2021– June 2022	Library Director and Trustees
Seek adequate funding for improved library technology.	<ul style="list-style-type: none"> • Provide Director and Board with adequate statistics and information regarding technology usage and needs for the library to justify continued funding of technology resources. • Advocate for adequate library funding with the Town of Norwood. Work regularly with Finance Committee, Town Treasurer and Accountant • Investigate foundation funding and community/corporate partnerships. 	Monthly, at request of Director/Trust ees July 2010 – June 2022	Technology Librarian Library Director and Trustees