



2023 Action Plan

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Priority One: Create young readers: early literacy

Children from birth to age 8 will have resources (programs, services, and materials) designed to ensure that they will enter school ready to learn.

Goal One: The library will provide opportunities for young children to build pre-literacy skills

Objective One: Each year children ages 0-8 will have the opportunity to engage with at least 100 library activities that build pre-literacy skills

Actions	Timeframe for Activity	By Whom
Provide in-library passive programs like library scavenger hunts for early elementary school aged children	Q1-4	Children's Services Department
Continue to provide an incentive based fun summer reading program for children 0-11 to promote literacy skills over school vacation	Q2 & Q3	Children's Services Department
Provide monthly library visits to Little Mustangs Preschool Academy (NPS public preschool) to support early literacy and classroom book collections	Q1, Q2, & Q4	Children's Services Department w/ Outreach Staff
Relaunch Take and Make Craft program for young children during winter months	Q1 & Q4	Children's Services Department
Launch 1000 Books Before Kindergarten initiative to encourage caregivers to read to children ages 0-5	Q1-4	Children's Services Department

Objective Two: Each year 3,000 children ages 0-5 and their parents/care providers will attend early literacy programs sponsored by the library.

Actions	Timeframe for Activity	By Whom
Increase number of STEM and literacy based weekly programs for children 0-5	Q1-4	Children's Services Department
Partner with Norwood Cultural Council to host Haitian Story teller for our Artist in Residence	Q3 & Q4	Children's Services Department

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Objective Three: Each year at least 60,000 physical items for children ages 0-8 will be borrowed.

Actions	Timeframe for Activity	By Whom
Produce creative ways to advertise youth materials for patrons, including book bundles, topical displays, and personalized book recommendation form	Q1-4	Children's Services Department
Partner with community organizations to create pop-up library experiences and mobile library card registrations at community events	Q1-4	Children's Services & Circulation Departments
Rearrange children's room to create a more obvious and age-appropriate flow from infant to school age materials	Q1	Children's Services Department

Goal Two: The library will support community connections for parents and caregivers

Objective Four: Each quarter the library will offer at least one program for adults on parenting, caregiving, or child development topics.

Actions	Timeframe for Activity	By Whom
Strengthen partnerships with community organizations (for example the Coordinated Family and Community Engagement Program & the NPS Special Education Parent Action Committee) to provide workshops on early childhood development and parenting	Q1-4	Children's Services Department

Goal Three: The library will provide a safe environment for play and exploration

Objective Five: Each year at least 90% of parents and caregivers surveyed will report that they find the library to be a safe place for their children ages 0-8 to play and explore.

Actions	Timeframe for Activity	By Whom
Identify options to update soft furniture in the Children's Room to create a more welcoming space for parents and children to read together	Q3	Children's Services Department

Priority Two: Inspire curiosity: lifelong learning and In-depth research

Residents (patrons/community members) will have convenient and engaging resources and programs that inspire curiosity and support individual growth.

Goal One: Teens, Adults & seniors will find resources & services readily accessible.

Objective Six: Each year at least 4,500 items (physical and electronic) for teens will be borrowed

Actions	Timeframe for Activity	By Whom
Purchase more eBooks for children and teens	Q3 & Q4	Children's Services Department
Relocate YA materials to create a more welcoming space for teens	Q2 & Q3	Children's Services Department
Create teen feedback form to increase usage of deposit collections at Coakley Middle School and Norwood High School	Q1	Children's Services Department
Grow the library's presence on TikTok and other social media to engage teens & adults with relevant content	Q1-4	Children's & Adult Services Departments

Objective Seven: Each year at least 120,000 physical items for adults will be borrowed

Actions	Timeframe for Activity	By Whom
Engage patrons with regularly updated, timely and informative material displays	Q1-4	Adult & Technical Services Departments
Explore nontraditional organization of the adult nonfiction collection	Q1 & Q2	Adult Services Department
Shift/reorganize collections to improve representation and accessibility	Q3 & Q4	Adult Services Department

Objective Eight: Each year online resources for adults will be used at least 70,000 times.

Actions	Timeframe for Activity	By Whom
Increase marketing of specific resources	Q2 & Q3	Adult Services Department
Conduct introductory programs to help increase awareness and deepen use of specific resources	Q3 & Q4	Adult Services Department

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Objective Nine: Each year at least 2,500 adults will attend library programs intended for adults

Actions	Timeframe for Activity	By Whom
Engage adult patrons in topical programs based on community interests	Q1-4	Adult Services Department
Initialize development of a human library	Q4	Adult Services Department
Partner with the Norwood Cultural Council to host programs with our annual Artist in Residence	Q2	Adult Services Department
Partner with town departments and community organizations (for example Norwood Senior Center, Norwood Housing Authority, Norwood Public Schools, churches, etc.) to offer information sessions and other programs	Q1-4	Adult Services & Homebound Delivery Departments
Continue partnering to present the annual Literary Lunch for seniors and middle school students	Q2	Homebound Delivery Department
Pursue opportunities for intergenerational programs	Q3 & Q4	Homebound Delivery Department
Promote the Homebound Delivery Program at area events (Norwood 101, Norwood Day, etc.)	Q2, Q3, & Q4	Homebound Delivery Department
Partner with area agencies to recruit students, including Norwood schools, Blue Hills Adult Education, etc.	Q1-4	Literacy Department
Represent the Literacy program at events to recruit volunteers and students (Norwood 101, Norwood Day and Norfolk Volunteer Fair, etc.)	Q2 & Q4	Literacy Department
Create promotional material in languages predominantly spoken in Norwood (English, Spanish, Portuguese, etc.) to recruit adult learners	Q1-4	Literacy Department

Objective Ten: Each year the number of Norwood adults receiving homebound delivery will increase by 10%.

Actions	Timeframe for Activity	By Whom
Recruit volunteers and patrons for home delivery	Q1-4	Homebound Delivery Department
Partner with community organizations to conduct sign up drives	Q2 & Q4	Homebound Delivery Department

Objective Eleven: 100% of patrons receiving homebound services will be contacted at least once a month.

Actions	Timeframe for Activity	By Whom
Communicate with patrons each month to ensure engagement	Q1-4	Homebound Delivery Department

Goal Two: Adults & seniors will be confident learners

Objective Twelve: Each year at least 90% of adults and seniors surveyed will report that the library helped increase their confidence to be successful learners

Actions	Timeframe for Activity	By Whom
Create at least quarterly opportunities for staff to participate in professional development trainings and professional organizations and initiatives	Q1-4	Administration in partnership with all departments
Sustain monthly drop-in technology help program at the Norwood Senior Center	Q1-4	Adult Services Department
Sustain enrollment and support of at least 120 students in the Literacy program	Q1-4	Literacy Department
Offer at least four new tutor orientations	Q1-4	Literacy Department
Facilitate at least two trainings for new tutors	Q2 & Q3	Literacy Department
Organize at least four in-service trainings for existing tutors	Q1-4	Literacy Department
Host at least two celebratory programs for tutors and students (for example the Harvest Dinner, Holiday Open House, etc.)	Q2 & Q4	Literacy Department

Objective Thirteen: Each year at least 75% of Adult English Literacy Learners served by the library will report that the library has helped them to reach personal, educational, or avocational goals

Actions	Timeframe for Activity	By Whom
Offer tours for Norwood High School English Language Learners to issue library cards and advertise literacy services	Q1, Q2, & Q4	Children's Services Department
Monitor progress through tutor's monthly data collection and sharing to promote achievement of student goals	Q-4	Literacy Department

Goal Three: People ages 6+ will build skills, gain personal enrichment, and improve their lives.

Objective Fourteen: At least once every month the library will offer programs specifically intended for school age children (ages 6-11)

Actions	Timeframe for Activity	By Whom
Create more in-library passive activities to help children and families explore the Children's Room	Q1-4	Children's Services Department
Provide drop-in afterschool programs for school age children	Q1, Q2, & Q4	Children's Services Department
Host book themed parties centered around popular elementary and middle grade titles and series	Q1-4	Children's Services Department
Create and sustain a book recommendation club to promote family reading time, improve presentation skills for children age 6 and up, and encourage a lifelong love of books	Q1-4	Children's Services Department

Objective Fifteen: Each year library users age 9 and older will use at least 175,000 books and other library materials to improve their lives.

Actions	Timeframe for Activity	By Whom
Launch a separate teen summer reading program	Q2 & Q3	Children's Services Department
Conduct quarterly assessments (including but not limited to all non-fiction and large print materials) setting performance goals to be met through selection, promotion, and weekding to maintain a current and relevant collection	Q1-4	Adult Services, Homebound Delivery, Literacy, and Technical Services Departments
Design and implement a marketing campaign to promote the home delivery program, large print collection and assistive technology	Q2 and Q4	Homebound Delivery Department
Provide monthly deposits of Large Print titles to NHA locations and nursing homes in Norwood	Q1-4	Homebound Delivery Department

Objective Sixteen: 75% of the adult English language learners served by the library (who pre and post test) will improve their English language competency skills (listening, speaking, reading, and writing) every year.

Actions	Timeframe for Activity	By Whom
Train tutors to conduct and share level-appropriate assessments (Best+, MAPT, TABE) to promote student improvement	Q1-4	Literacy Department

Priority Three: Embrace diversity, equity, and inclusion

Residents will have materials, programs, and services that increase awareness and understanding of community differences (race, gender, ethnicity, religion, nationality, sexual orientation, socio economic status, physical and mental ability, etc.) that promote equal opportunity, personal value and belonging.

Goal One: The collections, resources, and programs at the library will reflect the needs and diversity of the community.

Objective Seventeen: Every year the library's use of a diversity audit tool will demonstrate that we have a collection that reflects at least 80% of the Norwood community

Actions	Timeframe for Activity	By Whom
Explore alternative cataloging systems beyond DDC that more equitably organize collections in a user-friendly manner	Q4	Children's & Technical Services Departments

Objective Eighteen: At least twice a month the library will present programs that intentionally reflect different communities within Norwood

Actions	Timeframe for Activity	By Whom
Identify cultural opportunities, research qualified presenters and offer exciting programs that engage and celebrate Norwood's diverse community, such as Diwali celebrations, collaborations with the Center for Arab Culture, cultural food-based programs, and Haitian Heritage month programming	Q1-4	Adult and Children's Services Departments
Host programming to celebrate Haitian Heritage Month, in partnership with the Norwood Cultural Council	Q2	Adult and Children's Services Departments
Provide pride programming every June for all ages	Q2	Adult and Children's Services Departments

Goal Two: Residents will feel like they belong.

Objective Nineteen: Each year at least 90% of people surveyed will report that they feel welcome and enjoy visiting the library.

Actions	Timeframe for Activity	By Whom
Rearrange side lobby to be more inviting including comfortable seating	Q2 & Q3	Circulation Department
Explore crafting a land acknowledgement statement for the library and our town	Q2 & Q3	Adult Services Department
Continue to provide opportunities for staff to attend DEI related trainings for collection development, programming, and to contribute to local and statewide professional initiatives with a DEI focus	Q1-4	Administration

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Objective Twenty: Each year at least 90% of people surveyed will report that they see themselves/their identities reflected in the library.

Actions	Timeframe for Activity	By Whom
Offer training for selectors about DEI in collection development	Q2	Adult Services Department
Launch oral history project and digital curation space	Q1	Adult Services Department
Host workshops and lectures to help residents contribute their stories to The Norwood Memories Project digital archive	Q2, Q3, & Q4	Adult Services Department
Utilize collection development tools, lists, and other professional resources to build and sustain a diverse collection, with quarterly reviews and an annual indepth all-selectors meeting	Q1-4	All Selectors

Goal Three: Residents will have a process by which perceived barriers to access will be identified and addressed.

Objective Twenty-One: At least twice each year a committee will seek to identify and review barriers to access and find ways to address them.

Actions	Timeframe for Activity	By Whom
Create accessibility task force	Q1	Administration
Sustain deposit collections using donated books at nontraditional locations like crisis recovery centers (Little Free Library), potentially coordinating with Friends or other volunteers for distribution	Q1-4	Circulation & Adult Services Departments
Identify opportunities to increase use of library services in underserved areas of town	Q1	Adult Services Department
Expand pop-up library services in the town through the year	Q2	Adult Services Department
Assess what and how residents in underserved areas of town desire library resources	Q3	Adult Services Department
Launch library card drives and satellite/pop-up services in underserved areas of town	Q3 & Q4	Adult Services Department

Priority Four: Empower informed citizens: local, national, and world affairs

Residents will have the information they need to support and promote democracy, to fulfill their civic responsibilities and to fully participate in community decision making.

Goal One: Norwood teens and adults will have opportunities to learn about local, national and world affairs through readily accessible programs and resources.

Objective Twenty-Two: Each year at least 12 programs for teens and/or adults will be offered that provide information about local, national, and world affairs.

Actions	Timeframe for Activity	By Whom
Conduct participatory programs to facilitate engagement with community issues, concerns, and misinformation	Q2 & Q4	Adult Services Department

Objective Twenty-Three: Each year at least 7,500 items (physical and digital) that provide information about local, national, and world affairs will be used by Norwood users.

Actions	Timeframe for Activity	By Whom
Conduct database and labeling cleanup of Norwood Collection	Q1 & Q2	Technical Services Department
Plan and strategize addition of Charles Fanning collection to Norwood Collection	Q3 & 4	Technical Services Department
Promote engagement with local, national, and world affairs with topical book displays	Q1-4	Adult and Technical Services Departments

Goal Two: Norwood teens and adults will develop and strengthen relationships with community organizations and leaders.

Objective Twenty-Four: Every year the library will host public meetings with at least 30 unique community organizations

Actions	Timeframe for Activity	By Whom
Expand and foster community partnerships	Q1-4	Adult Services and Homebound Delivery Departments

Priority Five: Provide a comfortable place to visit. Physical and virtual spaces

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

Goal One: Visitors to the library will appreciate a variety of comfortable and welcoming spaces to meet their individual needs.

Objective Twenty-Five: Each year at least 90% of people surveyed will report that they feel comfortable when they visit the library.

Actions	Timeframe for Activity	By Whom
Provide physically accessible service point at the primary circulation desk, as well as accessible public and catalog computers on the first floor	Q2 7 Q3	Circulation, Facilities, & IT Departments
Monitor and maintain comfortable temperature and humidity levels	Q1-4	Facilities Department
Maintain a clean and uncluttered library	Q1-4	Facilities Department

Objective Twenty-Six: Each year at least 90% of people surveyed will report that the library successfully met their individual [physical space] needs.

Actions	Timeframe for Activity	By Whom
Increase staff capacity to proactively inform seniors about available technology training	Q2, Q3, & Q4	Circulation, Adult Services, and IT Departments
Add at least one study pod or room	Q3	Administration
Maintain existing mobile device charging stations	Q1-4	Facilities department
Add a electric vehicle charging station	Q3	Administration

Goal Two: Online visitors will experience a digital environment conducive to usability, accessibility and navigability.

Objective Twenty-Seven: Every year at least 90% of library website visitors who participate in a survey will report that their experience has successfully met their needs.

Actions	Timeframe for Activity	By Whom
Develop separate web pages to promotelibrary services and resources to parents, educators and teens	Q2	Children's Services Department

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Create a way to request a library pop-up experience at an event on the library's website	Q2	Children's Services Department
Complete cleanup and functional improvements of website	Q1	IT Department with Administration
Improve alignment with accessibility standards (WCAG 2.0) and conduct tests (using tools including Webaim)	Q2	IT Department

Goal Three: Spaces will adapt to changing technology and needs of library patrons.

Objective Twenty-Eight: Every month the average internet speed (upload and download) will be at least 200 Mbps.

Actions	Timeframe for Activity	By Whom
Increase wifi signal strength and availability throughout the library, and out into the parking areas	Q1 & Q2	IT Department
Upgrade core network infrastructure to support robust internet connections for everyone	Q1 & Q2	IT Department

Objective Twenty-Nine: Every month library patrons will use public computing resources at least 2,000 times.

Actions	Timeframe for Activity	By Whom
Evaluate library space and collections usage	Q1-4	Adult, Children's & IT Departments
Adjust resources to best match demand	Q3	IT Department

Objective Thirty: Every month library patrons will use public computing resources at least 2,000 times.

Actions	Timeframe for Activity	By Whom
Diversify public computing resources / hardware and software (potentially with an iMac)	Q3	IT Department

- Q1 January-March, 2023
- Q2 April-June
- Q3 July-September
- Q4 October-December, 2023