



Newton Free Library

The door to your imagination

Action Plan FY 2018

December 1, 2016

Outcomes

The specific goals of the Strategic Plan will be organized based primarily on broad patron service outcomes. An *Outcome* groups plan elements that will have a given impact on the service population or a segmented demographic of that population. Each Outcome will have activity in several different *Strategy* areas. Strategies are methods of achieving the outcome and will be repeated across most outcomes. This will allow us, for example, to look at all of the Collection Strategies across all Outcomes to get a sense of what the plan calls for regarding collections. Each of these Strategies will have specific *Objectives* that should last through most of the life of the plan, and specific *Actions* that will have a targeted completion date or fulfillment metric and will be adjusted annually as part of the library's Annual Action Plan. The Annual Action Plan keeps the general plan up-to-date and needs to be filed each year by December 1st to maintain eligibility for grants.

There are six areas of Outcomes for Library users envisioned by the 2015 Strategic Plan, as follows:

- *People will interact with and gain greater understanding of both popular **Culture** and global cultures.*
- *People will gain access to the **Information and Knowledge** necessary to discover, learn, grow, improve and achieve goals.*
- *People will have a superb **Visitor Experience** at the library and with its online tools.*
- **Youth:** Children and Teens will develop skills and an appreciation for reading, literacy and lifelong learning in a welcoming, safe and inspiring environment.
- **Language & Literacy Learners** will have a means and a place to learn and engage with the community.
- *People with particular interests in issues of **Accessibility or Aging** will be able to engage with the library and community with ease.*

The Strategies that we will employ across these Outcomes encompass **Services, Collections, Programs, Outreach, Technology, Financing** and the **Environment** that we create at the Library. A Strategy called **Renovation** will be used in this plan, and refers to Environment strategies that will be accomplished in relation to the building project.

Objectives will organize the Actions detailed to fulfill the plan. Actions will be described, given a completion target date and perhaps a target metric, and may be tagged with an action category such as: Personnel, Financial, Technology, Facility, Collection, Planning and Community.

Action Plan FY 2018

Outcome 1: Culture. *People will interact with and gain greater understanding of both popular culture and global cultures.*

Strategy A: Collections

Objective 1: Maintain a level of physical collections commensurate to demand. Maintaining a ratio of at least three circulations per item each year (FY2015 level = 3.0), requires a collection of no less than 500,000 items.

- a. Planning: Produce an annual report of turnover per item category.
- b. Planning: Use the turnover report to set priorities in weeding and collection development annually in July and August.
- c. Standardize and coordinate weeding practices across library departments.

Objective 2: Expand patron access to downloadable electronic books, audio books and other media.

- a. Planning: Annually assess the progress of the statewide ebook platform to see if participation would be advantageous.
- b. Assess other opportunities for providing electronic media either at Newton or through cooperative acquisitions.
- c. Collections: Improve and widen the selection of non-English language ebook collections.

Objective 3: Re-organize the Fiction collections to bring together similar materials and make browsing more focused for the user.

- a. Create a Mystery browsing collection by January 2018.
- b. Create a Science Fiction / Fantasy browsing collection by January 2018.
- c. Integrate older paperbacks with the appropriate hardcover browsing collections by January 2018.

Strategy B: Programs

Objective 1: Provide programs of interest to the public that explore literature and the arts.

- a. Continue offering 1-2 programs by outside authors or speakers each week.
- b. Continue the Sunday concert series.
- c. Implement a poetry-themed program series.

Objective 2: Coordinate with other City Departments to provide interesting public programming.

- a. Participate in the annual city-wide Festival of the Arts.

- b. Continue ongoing program cooperation series with Historic Newton.
- c. Develop FY2018 events for the Living and Aging in Newton series done in conjunction with Newton Senior Services, and complete the scheduled FY2017 events.

Strategy C: Services

Objective 1: Develop partnership relationships across the community to support Mayor Warren's Newton 2040 partnership initiatives.

- a. Identify partnership groupings and meet with prospective partner agencies

Strategy D: Environment

Objective 1: Improve the user experience in Druker Auditorium.

- a. Improve AV equipment for speakers during FY 2018.

Strategy E: Renovation

Objective 1: Increase the collection capacities where demand is growing: Beginning reader materials and Teen materials were the only two general collection areas to increase in usage from FY2014 to 2015 (1% and 3% respectively).

Objective 2: Increase seating capacity for our largest programs from 140 to 200.

Objective 3: Equip the primary auditorium with a theater/concert quality sound system.

Objective 4: Provide at least two mid-sized meeting areas for up to 30 people to better meet the public demand for meeting space.

Outcome 2: Knowledge. *People will gain access to the Information and Knowledge necessary to discover, learn, grow, improve and achieve goals.*

Strategy A: Collections

Objective 1: Evaluate the organization and housing of the library's Local History collections.

- a. Move local history collections to secure space on the third floor during FY2017.

Objective 2: Expand access to Newton local history materials by digitizing local materials in cooperation with the local partners of the Digital Public Library of America program (DPLA).

- a. Establish methods of digitizing the historic Newton newspaper microfilm collections by the end of 2016, starting with the *Newton Graphic*.
- b. Continue to work with the Boston Public Library Digitization Laboratory to convert Newton History items to digital format. This process requires an annual application form and the number of items submitted/approved is limited.
- c. Evaluate and, where appropriate, develop plans to digitize analog media formats held in the library's local history collections during FY2018.
- d. Develop plans and priorities to digitize library local history monographs during 2018.

Strategy B: Programs

Objective 1: Bring in outside speakers and groups to inform the public about topics of current general interest.

- a. Engage with the local SCORE chapters to bring speakers or panels to the library on current topics in business development.
- b. Offer new program series related to employment and job seeker interests.

Objective 2: Increase the variety of workshop offerings conducted by Library Staff.

- a. Expand the offerings of individual technology assistance by training more staff to provide such assistance during 2017.

Objective 3: Support Mayor Warren's Innovation Center initiative.

- a. Learn about participants in Newton's Mass Challenge operation and develop public programming partnerships with them.

Objective 4: Pursue STEAM related programming and activity to introduce all ages of the community to coding, robotics, new technologies like 3-D printing, more traditional creative technologies and techniques, and other STEM topics as applied to artistic and other endeavors.

- a. Mentor, host and provide computer lab facilities to the local Girls Who Code club during fiscal year 2017 and again during FY2018.
- b. Explore opportunities to develop a volunteer base and curriculum focus for another coding club during FY2017.
- c. Continue our series of STEAM events, including annual Expo in 2017.

Strategy C: Services

Objective 1: Expand our offerings of technology and device help to library users.

Objective 2: Develop an on-demand digitization service that patrons can utilize for their own materials and optionally include them in the library's DLPA collections.

- a. Investigate models of this service at other libraries; develop methods and equipment requirements to prepare a LSTA grant application by December 2017.

Objective 3: Create a Local History & Genealogy Center that will serve as a public first-access point to provide comprehensive access not only to Library local history collections, but digital versions of high demand collections held by the City Clerk, Newton History Museum and other City Departments.

- a. Consult with partners to develop operating goals of the center and plans & priorities for digitizing City collections during 2016.
- b. Establish a prototype center in the library in 2017 that incorporates close relationship to Library collections, fiche reading and computer equipment and user study space.
- c. Develop goals for the center for inclusion in the Library Building Program by April 2016, and develop these ideas in library schematics in late 2016.
- d. Create community engagement around local history collections by using the library's Social Media Team to showcase the collections.

Strategy D: Outreach

Objective 1: Keep abreast of the City's archival needs study, and cooperate in the initiatives undertaken to implement study recommendations where appropriate.

- a. Include City-Wide archival storage in the Schematic Design being prepared by LLB Architects for submission in the January 2017 Library Construction Grant.
- b. Work with the City Clerk to open dialog with the City's Community Preservation Committee in 2017 about the availability of Community Preservation Act funds to assist in the archive component of the construction grant.
- c. Work with the City Clerk to fill a vacancy in the City Archivist position by January 2017.

Objective 2: Further develop partnerships with other City Departments to cooperate in providing digital access to City materials.

- a. Develop a coordinated collection development understanding and statement between the Newton Free Library, the City Clerk and Archivist and Historic Newton by the end of FY 2018.

Strategy E: Technology

Objective 1: Assist visitors in using their own devices at the Library.

- a. Technology: Expand the deployment of power strips for patrons to charge devices that include USB connections during FY2017-18.
- b. Facility: Incorporate power charging into new furnishings.

Objective 2: Improve public scanning and copying capabilities. (Complete)

Strategy F: Environment

Objective 1: Create a new public computing space that is close to a staff tech help service point.

- a. Purchase new computer chairs by December 2016.
- b. Evaluate the need for alternative tables, including tables that facilitate collaborative work at some of the public computing stations by March 2017.

Objective 2: Create a new computer lab that does not have to double as public computing space, and is close to the maker space in order to support the computing aspects of maker space activity.

- a. Planning: Identify a space to use and develop an implementation plan by January 2017.

Objective 3: Create a maker space to allow people to come in and use new and traditional creative technologies.

- a. Planning: Identify a space to use and develop an implementation plan by January 2017.

Strategy G: Renovation

Objective 1: Create a Business Center that provides business and investment research information and the relevant expert staffing, print and online resources, and equipment.

- a. Incorporate the Business Center ideas into the schematic being submitted as part of the Library Construction Grant in January 2017, with an emphasis on utility of the space as co-working space for solo entrepreneurs.

Objective 2: Provide a location for the Local History and Genealogy Center that will assure easy access to collections and the equipment and study space that support them.

- a. Incorporate this element into the schematic being submitted as part of the Library Construction Grant in January 2017, and assure that it has a relationship with the City Archives space so that the public can use this space to review secure Library and City material.

Strategy H: Financing

Objective 1: Assure that the City Budget for Library Services meets the evolving needs of Library Users.

- a. Library Trustees will discuss new budget initiatives in December 2016.
- b. Draft FY18 budget is submitted in January 2017.
- c. Submit a draft Capital Improvement Request in August 2017, for inclusion in the FY19 budget.

- Objective 2:** Provide donation opportunities for the public to contribute to the Library.
- b. Solicit sponsors for the 2017 annual Spring Fling fundraising gala by mid-January, 2017.
 - c. Hold the 26th Spring Fling on a Saturday in April, 2017.
 - d. Prepare the 2017 Annual Appeal letter in September 2017. Mail it in the latter part of October, 2017.

Outcome 3: Visitor Experience. *The Library will offer a superb Visitor Experience to users of the Library and its online tools.*

Strategy A: Services

Objective 1: Be responsive to patron suggestions and comments.

- a. Replace the old suggestion box during FY 2016 and update the suggestion card.
- b. Create targeted survey tools during 2017 to evaluate services.
- c. Increase use of the event feedback survey form during 2017 by providing better links to it and advertise it during events.

Objective 2: Further develop the team-based approach to project and service development.

- a. Maintain an active Teen Team to develop innovative Teen programs & services.
- b. Maintain an active STEAM Team to provide innovative STEAM focused programming and to plan development of a maker space.
- c. Maintain an active Language Center Team to provide innovative English Language Learner and other language programming, support the ELL program and organize the Language Center.
- d. Develop and maintain an Outreach Team to develop and coordinate outreach activities in 2017.
- e. Extend the work of the Music Center Team to suggest improvements to the presentation of collections in the Music Center and develop programming around the collections.
- f. Develop a Social Media Team by January 2017 to write and coordinate social media promotion and keep up-to-date on developing opportunities in Social Media.

Objective 3: Provide staff with the tools, resources, and training opportunities necessary to contribute to the Library and confidently and knowledgeably assist patrons. Maintain an active Staff Development Committee to identify and track emerging trends in the field; plan and promote training and professional development opportunities.

- a. Provide at least two in-house staff development opportunities per year.
- b. Send 3-4 staff to the American Library Association Annual Conference in June 2017.
- c. Create training manual for the Call Center and provide cross-training sessions for staff.

Objective 4: Provide a Call Center service point that will handle all telephone and electronic inquiries (25% of our total), have multi-level staffing that will be able to answer the vast majority of questions and reduce the number of times callers are transferred around the building

- a. Procurement: Acquire needed furnishings and equipment by end of 2016.
- b. Complete painting and refurbishment of the 3rd floor space by December 2016.
- c. Personnel: Determine training and staffing plan by December 2016.
- d. Begin operations in January 2017.

Objective 5: Improve self-service checkout capabilities.

- a. Planning: Evaluate systems for RFID based express checkout by December 2016.
- b. Implement RFID based express checkout a month after completion of retrospective RFID tagging.

Objective 6: Re-evaluate the Library’s organizational structure and service modes to ensure they meet evolving patron needs.

- a. Review models of unified service point “Ask” desks at other libraries through June 2017.
- b. Review “roaming reference” help models at other libraries through June 2017.

Strategy B: Collections

Objective 1: Enhance the ease and speed of user checkout and check-in, as well as enhance the opportunities for material security by equipping all library materials with RFID tags.

- a. Complete tagging adult items missed on first pass by the end of January 2017.

Strategy C: Environment

Objective 1: Assure the reliable and efficient operation of the HVAC systems. (complete)

Objective 2: Improve library parking.

- a. Financing: Get parking lot re-paving and/or re-stripping onto the City Capital Improvement Plan, fall 2018.

Objective 3: Improve energy efficiency.

Objective 4: Improve study space.

- a. Improve the 2nd floor quiet study area by replacing some of the tables for 4 with smaller movable tables and movable acoustic divider screens.
- b. Furnishing/Marketing: Assure better tutor/student spaces by incorporating more round or half-round furnishings, and marketing the 3rd floor Language Center study spaces as areas for light conversation and interaction.
- c. Add more study rooms to the reservable study room list during 2017.

Objective 5: Improve Library signage & navigation aids.

- a. Planning: Establish library signage standards for size, typography, presentation and placement by February 2017.
- b. Facility: Revise the library map and floor directories and update the interactive online maps by spring 2018.
- c. Develop a library welcome banner that can be displayed permanently on poles outside the library when specific event banners are not being displayed.

Objective 6: Install material security measures once RFID tagging is complete.

- a. Secure funding for security gates in the FY18 City Capital Improvement Plan.

Strategy D: Renovation

Objective 1: File a state construction grant with the Massachusetts Board of Library Commissioners when the next opportunity to file arises, expected in January 2017.

- a. Develop a Master Plan and Schematics meeting the requirements of 605 CMR 6.00 and file a construction grant with the Massachusetts Board of Library Commissioners by the announced deadline in January 2017.

Objective 2: Develop sources of matching construction funding within six months of grant approval so that a contract likely for 50% of eligible project costs can be entered into with the MBLC.

- a. Develop a capital fund campaign committee in the spring of 2017.
- b. Identify potential large-donor prospects and develop a communications plan in 2017.
- c. Approach the Newton public regarding donation opportunities during the Fall of 2017.

Objective 3: Organize the library collection, service and study areas in a way that presents the user with the most optimally appropriate function for the area of the building being used.

- a. Provide a collection “marketplace” that presents new and high demand areas of the adult collections to users very close to where they enter the building.
- b. Provide a “library commons” area on the first floor for visitors who want flexible group study space in a relaxed conversational atmosphere convenient to a café.
- c. Provide an “Ask” desk service point that can handle the vast majority of non-research related questions for people in the building.
- d. Provide a tech help service point in close proximity to the most active public computing area on the first floor that has staff trained to answer the vast majority of computer connection and access questions.

Objective 4: Provide a café that can serve hot and cold beverages, snacks and light lunches.

- a. Planning: Explore options for contractual arrangements to provide café service during the design development phase of a renovation.

Objective 5: Greatly improve library quiet study space.

- a. Increase the number of enclosed study rooms from 13 to 20.
- b. Equip each study room with monitors and cabling to connect user equipment to displays that can be shared.
- c. Provide no-noise, no-conversation study areas in the library for at least 50 people, equipped with comfortable single user furnishings and acoustic dividers.

Objective 6: Provide space for media creation and editing.

- a. Equip one or more study rooms with green screen backgrounds to ease editing, and provide video and sound equipment for recording and lab computers capable of advanced media editing.

Objective 7: Provide furnishings that are comfortable, flexible, durable and suited to how visitors want to use the building.

- a. Reduce the quantity of tables for 4, as they are the least desirable configuration and produce the most unoccupied seats.
- b. Identify examples of flexible furnishings to show architects for preparation of schematics for the grant application by September 2016.

Objective 8: Provide a core staff space that is less scattered around the building and provides more opportunities for collaboration.

Objective 9: Explore and define characteristics and capacities of the optimal staff workspace for inclusion in the Building Program by May 2016.

Outcome 4: Youth. *Children and Teens will develop skills and an appreciation for reading, literacy and lifelong learning in a welcoming, safe and inspiring environment.*

Strategy A: Services

Objective 1: Create a Youth Services department within the library that provides service to Children and Teens from birth through High School age, as well as to their families and caregivers.

- a. Evaluate staffing options to cover two youth services desks and provide supplemental roaming patron service at peak and off peak times during 2017.

Objective 2: Increase length of stay and user engagement with the Children's Room by adding interactive and manipulative activity spots.

- a. Review location options in the current space by March 2017.
- b. Create new activity and manipulative stations - in picture book room replace train table; install sensory panels at the ends of self-check stations, and the ends of shelves.
- c. Review activity kit development as practiced at other libraries annually.
- d. Create a permanent Storywalk installation for rotating stories by June 2018.

Strategy B: Collections

Objective 1: Move the Teen Collection to the first floor to a spot that is uniquely Teen, but can be served easily by all Youth Services Dept. staff. Reduce duplication between the Teen area and Children's area collections once this is accomplished.

- a. Evaluate items for retention and transfer materials for tweens from the Children's room to the new Teen Area within 3 months of moving.
- b. Create a Teen Non-Fiction collection in 2017.
- c. Create a Tween Fiction collection in 2017.

Objective 2: Improve the Children's print collections.

- a. Complete weeding and updating of the Children's non-fiction by March 2017.
- b. Identify highly active titles throughout the Children's collection and increase copies of these titles in FY2017.
- c. Continue weeding duplicates from Children's and Teen collection to prepare for Tween Collection
- d. Rearrange Children's fiction, especially high circulating early readers, easy chapter, and graphic novels, after tween collection move

Objective 3: Expand the Children's media collections

- a. Add new electronic game formats during FY2017.
- b. Add Nintendo Classic to the video game collection by June 2017

- c. Double the size of electronic game collections of interest to Children from 300 to 600 by December 2016 and increase it to 750 by December 2017.

Strategy C: Programs

Objective 1: Reduce the number of families and children turned away from full drop-in storytime and STEAM programs.

- a. Increase capacity for STEAM programs by increasing number of stations available in the library's computer lab.
- b. Continue offering iStorytime program and increase frequency to once a week starting January 2017

Objective 2: Offer a wide variety of stimulating programming for Children and Teens.

- a. Conduct 10-15 Children's programs per week.
- b. Offer monthly bilingual storytimes to increase cultural awareness and exchange.
- c. Conduct 6-10 Teen programs per month.

Objective 3: Further the Library's overall STEAM programming initiatives by providing a robust array of STEAM programming for young people and their families in coordination with other Library Departments and outside partners.

- a. Offer 4-5 teen STEAM programs per month.
- b. Offer 3-4 Children's STEAM programs per month
- c. Create a proposal and explore funding options for more STEAM and tablet based programming

Strategy D: Outreach

Objective 1: Conduct continued outreach visits to Newton elementary, middle, and high schools to build relationships with kids and school librarians; provide programming; let students and librarians know what the public library can provide; and to present information about summer reading.

- a. Visit each elementary, middle and high school in the Newton Public Schools during fiscal years 2017 and 2018, visiting at least 300 individual classrooms per year.

Objective 2: Conduct outreach visits to Newton pre-schools.

- a. Make three to six repeat visits to classrooms at approximately 35 Newton pre-schools during the academic year.

Objective 3: Continue and expand partnerships and programming with other Newton Agencies serving youth.

- a. Work with the Mayor's Office to develop Summer Reading Program plans and schedules February to April, 2017.
- b. Develop further relationships with the Mayor's Youth Internship program and expand its connection to include the Children's Room.

- c. Expand outreach to non-school, underserved or isolated populations through at least 3 new community partnerships by September 2017.

Strategy E: Technology

Objective 1: Assure effective and up-to-date public and staff computing capabilities in the youth services area.

- a. Add two barcode scanners and a RFID reader plate to the Youth Services office by February 2017.

Objective 2: Develop plans to make tablet computing available for in-house use of patrons in the Youth Services areas.

- a. Create a proposal for use of several mounted tablets for use by children and for use in programs by February 2017.

Strategy F: Environment

Objective 1: Re-locate the Teen area of the library to the first floor rear, and make the relocated Teen area clearly defined for, and inviting to, teens and tweens.

- a. Plan a layout for the Teen area by the end of December 2016.
- b. Order furnishings needed by the end of March 2017.
- c. Engage contractors and conduct any physical improvements to the space by May 2017.
- d. Accomplish the Teen area move by June 2017.

Objective 2: Create a Youth Services staff office area that can connect to distinct Teen and Children's public areas.

- a. Explore other alternatives for housing the Local History collections.
- b. Explore how the existing Children's Office could be better used to accommodate collections, program space or user activity and study space.
- c. Purchase furniture, furnishings, computer hardware and software, and supplies as needed for the new Youth Services office by October 2017.
- d. Integrate the Assistant Supervisor of Youth Services for Teens office space into the Youth Services Department in 2017.

Strategy G: Renovation

Objective 1: Expand the overall size of space devoted to Youth Services so that current collection sizes can be appropriately shelved, program space is suitably sized and located, service points can better observe all public areas and staff areas are expanded to meet the needs of existing staffing levels with the addition of Teen Services staff.

Objective 2: Provide a Story & Crafts program room or rooms sized and organized appropriately for the activity levels at the Newton Free Library.

Objective 3: Improve length of stay at the library for parents/caregivers with young children by developing an activity area.

Objective 4: Improve study space in the Youth Services areas by incorporating more group study options and increasing overall study seat capacity.

- a. Expand and reconfigure the existing 32 study seats in the Children's elementary areas so that the seating has appropriate spacing, and there are more flexible options than tables with four chairs to provide opportunities for more group study and introduce options for quiet study nooks.
- b. Expand the study areas for teens by at least doubling the occupancy of 11 seats, and providing better flexible options for collaborative group study and informal socializing.

Objective 5: Introduce program space for teens that is incorporated into the overall Teen Space.

- a. Develop goals and features for a teen program space to incorporate into the Teen Area and include these in the Building Program for May 2016.
- b. Situate the maker space and computer lab in reasonably close proximity to the Teen Space to easily allow crossover programming.

Outcome 5: Language & Literacy Learners. *Adult English Language Learners and adults wishing to learn non-English languages or other elements of literacy will have a means and a place to learn and engage with the community.*

Strategy A: Services

Objective 1: Further develop the library's Language & Literacy Center.

Objective 2: Shorten the wait time required to place an ELL student with a tutor.

- a. Annually report on the number of participating tutors and students and the number of waitlisted students and length of wait.
- b. Advertise for new tutors 30 – 45 days before each scheduled period of new tutor orientation.
- c. Offer tutor training workshops at least quarterly.

Objective 3: Increase in-house training opportunities for tutors.

- a. Develop a series of roundtable meetings led by our tutors with special interests or ideas to share for FY 2017.
- b. Invite one or two guest speakers per year who may be instructors or textbook writers able to present on their pedagogical theories and practice.
- c. Invite learners from different countries regularly to participate in Tutor Roundtable sessions to share their experiences in the U.S. and their native countries as well as in the ELL & Literacy program.

Objective 4: Meet regularly with area Literacy Coordinators to share ideas on how we run our programs: acquisitions, marketing, special workshops, tutor training, assessments, etc.

- a. Schedule meetings for 2017.

Objective 5: Assess the interest and priorities of English speakers wishing to learn non-English languages.

- a. Analyze usage patterns of our collections and online resources, and survey users about languages of interest during FY 2016.
- b. Contact other libraries or language learning organizations during 2016 to determine what services and programs have been of interest to language learners.

Strategy B: Programs

Objective 1: Provide other opportunities for English Language Learners beyond the tutor/student relationship.

- a. Develop and encourage small-group instruction options with a tutor matched with two or three learners.
- b. Collaborate with the Youth Services department to offer monthly bilingual storytimes.
- c. Create a Blog on the ELL & Literacy homepage to feature learners' writing pieces.

Objective 2: Increase the drop-in conversation groups to expand learner opportunities and give wait-list students an option to begin participation.

- a. Identify group leaders and schedule additional sessions for spring of 2016.

Objective 3: Offer a One-Book, One Program reading opportunity for tutors and learners.

- a. Continue on ongoing review of titles for One-Book, One Program every other year.

Objective 4: Explore opportunities for synergies between participants in the ELL program and English speakers interested in learning languages known by the participants.

- a. Convene a working group of the Language & Literacy Team to determine the interest level, logistics and potential room demand impact during 2018.

Strategy C: Outreach

Objective 1: Collaborate with the Newton Public Schools.

- a. In the fall of each year, participate in Newton Public Schools orientation for parents of new English Language Learners.
- b. Participate in the biannual event orienting new parents of English Language Learners to the Newton Schools and community.

Objective 2: Collaborate with the City's Departments of Cultural Affairs and Senior Affairs.

- a. Distribute Brochures, Student Applications and Flyers at certain events.
- b. Publicize library Tutor-Training Workshop in the Senior Center newsletter, *Coming of Age*.

Strategy D: Collections

Objective 1: Improve and expand the scope of the English Language Learner collections.

- a. Broaden the selection of audio books on CD or Playaway, and DVDs during fiscal year 2017.
- b. Present print versions of titles along with audiobook titles in the AV Literacy Collection by March 2016.

Objective 2: Improve and expand the scope of materials for patrons wishing to learn a language other than English.

- a. Determine if the Library's present variety and range of foreign language collections are accurately reflecting patron interests by late FY 2016
- b. Broaden the selection of language learning audio titles by FY 2017.
- c. Broaden the foreign language fiction and non-fiction collections (print and audio) by FY 2017

Strategy E: Technology

Objective 1: Increase the computing capabilities in the Language and Literacy Center, focused on the needs of non-English speakers and readers in general and the tutor and student participants in the ELL program in particular.

- a. Annually evaluate our online language learning offerings.
- b. Keep aware of non-commercial opportunities for web-based language assistance. Evaluate Duolingo for inclusion in recommended resources by January 2017.

Objective 2: Provide effective website and desktop communications related to Language & Literacy Center resources.

- a. Evaluate the effectiveness of resource presentation on the website and the addition of sources such as Voice of America.
- b. Further develop highly graphical presentations to learners such as the ELL Pinterest page.
- c. Coordinate with the Social Media Team to publicize displays and ELL activities in the Language and Literacy Center.
- d. Develop a resource guide with recommended learning sites and database tools and highlight this on Language and Literacy Center Computers.

Strategy F: Environment

Objective 1: Create a welcoming, inclusive and inviting environment in the Language & Literacy Center.

- a. Deploy furnishings for collaborative study and group work in the Language Center designed to be flexible for one on one tutoring and movable for larger group work by Spring 2017.
- b. Utilize bulletin board with a world map as an area for learners to introduce themselves and their countries on a monthly rotating basis

Strategy G: Renovation

Objective 1: Plan a Language and Literacy Center that welcomes and meets the needs of language learners and those pursuing other literacy goals.

- a. Develop requirements for the area for inclusion in the Library Schematic Design in January 2017.

Outcome 6: Accessibility & Aging. *Seniors and people with disabilities will be able to engage with the library and community with ease.*

Strategy A: Services

Objective 1: Adopt “Accessible Services” as the name for our array of services to people with disabilities and residents confined to their homes, in lieu of the less descriptive and outdated existing designation of “Special Services.”

- a. Replace signage for the area in early 2016, and then adjust all publicity materials and web descriptions to Accessible Services.

Objective 2: Maintain an active home-delivery program.

- a. Explore if we have or can develop the volunteer capacity to extend deliveries to service users at more convenient times or more frequent intervals by the end of 2016.
- b. Improve methods of handling volunteer pickup of delivery bags during 2016.

Objective 3: Further develop and train staff and volunteers in support of services to seniors and people with disabilities.

- a. Start a staff “A-Team” focused on Accessibility & Aging issues by spring 2016.
- b. Devote a staff development discussion series to issues of serving disabled and aging patrons during 2016.

Strategy B: Programs

Objective 1: Foster a rich community environment for seniors by providing an array of programming that addresses their interests and needs.

- a. Develop FY2018 events for the Living and Aging in Newton series done in conjunction with Newton’s Department of Senior Services, and complete the scheduled FY2017 events.
- b. Seek opportunities for program partnerships with city departments related to seniors.

Strategy C: Outreach

Objective 1: Maintain a program of outreach visits to Newton nursing homes and elder care facilities.

- a. Conduct visits to 9 locations in FY2017 and 2018.

Objective 2: Provide library-developed programs at the Newton Senior Center.

- a. In conjunction with city Senior Services staff, evaluate existing programming efforts and develop a plan for high-interest programming in FY2018.

Strategy D: Collections

Objective 1: Maintain an active and interesting Large Print collection.

- a. Increase the acquisition levels of Large Print materials to shorten wait times for the home-delivery program.

Strategy E: Technology

Objective 1: Provide assistive technology that helps people with accessibility needs to use the library and its resources.

- a. Assure that all public and staff computers have accessibility aids such as the magnifier and basic screen reading features visible on the desktop or navigation bar areas.

Strategy F: Environment

Objective 1: Improve the comfort level and usability of the Accessible Services / Large Print Collection area.

- a. Review options for improved lounge seating by spring 2017.
- b. Investigate whether re-lamping existing fixtures will noticeably improve light levels in Large Print browsing and Accessible reading areas in 2017.

Strategy G: Renovation

Objective 1: Provide an area or areas of the library where people with accessibility needs related to collections or equipment may have those needs met in a comfortable, easily-usable manner.

- a. Develop goals for housing the Large Print collection regarding collection size, aisle width and shelving height to determine an area recommendation for inclusion in the Library Schematic Design in January 2017.
- b. Develop goals for the extent and organization of assistive technologies for inclusion in the Library Schematic Design in January 2017.

Objective 2: Provide comfortable, accessible and well-illuminated areas of the library designed to attract and meet the needs of seniors and people with disabilities.

- a. Develop goals related to furnishings, space organization and other aspects of this objective for inclusion in the Library Schematic Design in January 2017.