

Milton Public Library

Long Range Plan

FY17 - FY21

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I. Introduction

A. Purpose

A long range plan is a substantial undertaking that serves several purposes for the Milton Public Library:

- Management tool for the organization
- Blueprint for service & collection enhancements over the next five years
- Sets the course for the Library based on where we have been, where we are going, and what the future needs of Milton are
- Answers the question: “What is the role of the Milton Public Library in our community?”

In more practical terms a long range plan gives a focus and priority to everyday decision-making that permits us to put decisions into the broader perspective of organizational goals. Also in very practical terms, long range plans are a pre-requisite to many grant funding opportunities, including all grants supported by the Massachusetts Board of Library Commissioners.

B. Committee makeup

A planning committee of twelve was selected to conduct the planning process. The committee was designed to carry through all aspects of the planning process, with varied skill in both community knowledge and library knowledge. The committee was comprised of

Community Representatives	Robert Davis Lori Henry Sindu Meier
Friends of the Library	Elysse Frick
Milton Library Foundation	Aisha Saunders-Jackson
Library Trustees	Liz Alvarez Ray Czwakiel John Folcarelli Kristine Hodlin
and 3 Library Staff	Sally Lawler Sara Truog William Adamczyk, Director

C. Methodology

The plan is based on the methodology outlined in the Public Library Association publication “Strategic Planning for Results” by Sandra Nelson. This approach starts with an exploration of community needs and a statement on a community vision that spreads beyond the perceived role of the library. This broad analysis permits us to pick up on needs and ideas that may have been missed in a narrower view of library issues. Our plan was strengthened by the fact that the Town of Milton was simultaneously undergoing a Master Plan process. We were able use data gathered during their visioning exercises to inform our process as well.

Community needs become the basis of the review of library service priorities. Library strengths, opportunities, aspirations and results are defined, and a good picture of the state of library service is formed.

A set of 18 broadly defined library roles, termed “service responses,” form the basis of selection of goals and objectives. Key service responses are identified, and service goals which support various target audiences in the community are developed from these. A set of measurable objectives is defined for each service goal. For each objective a set of activities will be defined in one or more of the following seven categories:

- Collections
- Community
- Facilities
- Financial
- Personnel
- Policy
- Technology.

Commentary on the plan has been an important part of the process. Opportunities for commentary occurred at a number of focus groups that were both open to the public, and included individuals representative of different parts of Milton’s community. In addition to these ‘open’ focus groups, we also held groups for Library organizations, including members of the Trustees, Friends, and Foundation. Finally, we held a focus group for Library staff, both gathering their input and soliciting a response to previously gathered information.

II. The Community

A. History

Milton was settled in 1640 and incorporated in 1662. Milton grew from an industrialized center along the Neponset River to an upscale residential suburb of Boston. The Town has an old New England quality that is derived from its early settlement and its desire to preserve its history. Milton's history is tangible because historical structures and landmarks are visible and easily accessible.

Milton's first settlers were farmers looking to be self-sufficient on their own land. In 1636, Kitchmeken, Chief of the Indians, deeded to Richard Collicut for "twenty fathoms of wampum" (A History of Milton; Edward Pierce Hamilton; 1957; p. 12) all of what is now Milton. The land was acquired to serve as a plantation for Dorchester. Local Native Americans were utilized for labor on the farms and later in the mills along the Neponset River.

Throughout the 1700's Milton had considerable growth directly related to the mills along the Neponset River. A grist mill was constructed by Israel Stoughton in 1634 along with the first bridge to cross the Neponset River. This bridge opened up the south to settlers and is directly responsible for the large settling done in early Milton. Later a powder mill and a fulling mill were constructed along the Neponset. Commerce introduced itself into Milton Village where industry had already existed, while a steady spreading out of new farms initiated expansion into the south.

During the 1800's Milton became a wealthy suburb of Boston. Many residents of Boston were establishing summer homes in Town, which in the course of years became their winter homes as well. A considerable amount of land was taken from Milton by the Commonwealth of Massachusetts and incorporated into the Blue Hills Reservations in 1893. The majority of this land consisted of rolling hills, which served as a park to many of the residents of Milton at that time.

The establishment of streetcar lines fueled a rapid expansion of residential development and between 1870 and 1915, Milton grew into essentially the community it is now, a wealthy streetcar suburb retaining many 19th century country houses, estates, and early 19th century workers' housing. "By the 1900's Milton was a fully developed suburban town of greater than average wealth" (ibid., 57). Industry gradually diminished. The population continued to expand and the demand for homes increased.

B. Regional and Commercial Context

Milton is situated in the Greater Boston Area. While the Town of Milton abuts two major cities, the town itself is decidedly suburban in character. To the north is Boston while to the east lays Quincy. Because of the unique nature of the Town, Milton falls within two subregions of the Metropolitan Area Planning Council (MAPC). Milton is a member of the Inner Core Committee (ICC) because of its geographic proximity to Boston (and Quincy). Also, because of the town's distinct character difference, it is a member of the Three Rivers Interlocal Council (TRIC). To the south and west, Milton borders the Towns of Canton and Randolph.

This dichotomy, a close proximity to but distinct in character from Boston has been the defining element in the development of the town for over a century. The town first took advantage of its zoning powers in 1922, zoning the entire town single-family

residential. Two extremely small commercial areas were carved out at that time, representing less than 3% of the town's land mass. In recent years the Town has begun revitalization initiatives and other economic development strategies to address the heavy tax burden this past policy has placed on current residents.

Within the corporate limits of the Town there are significant natural resources benefiting not only the Town but the region as well. The Department of Conservation and Recreation (DCR, formerly the Metropolitan District Commission) controls over 2,000 acres (approximately 25% of the town) through its ownership of the Neponset River and Blue Hills Reservations. These Reservations provide both active and passive recreation for all visitors. Houghton's Pond, located in the Blue Hills Reservation, is an important source of freshwater swimming for the greater Boston area. The Blue Hills Reservation is also an attraction for hikers, mountain bikers, horse riders and even downhill skiers. Many individuals come to use the canoe portal near Paul's Bridge located in the Neponset River Reservation.

Milton is an upper-income bedroom community with many significant natural and historic sites. A build-out analysis conducted in 2000 under the auspices of Executive Order 418 placed the town beyond the 90 percent mark; however, a desirable location assures continued pressure on remaining land. These forces need to be carefully balanced between the needs of open space, housing and economic development.

C. Significant aspects of community data

Appendix A gives a detailed overview of statistics relating to the Town of Milton. 2010 Census data showed that Milton had grown from 26,062 in 2000 to 27,003.

Education

Milton is a very well-educated community. Over half (61.5%) of residents have a bachelors degree or higher, vs. a 39.4% statewide average. 30.5% have graduate or professional degrees, 13 percentage points above the state average. 3.2% percent of Milton residents older than 25 do not have a high school education, compared to ten percent at the state level. This data is from the Census Bureau's 2009-2013 American Community Survey.

Income & Poverty

Milton has stronger income figures than the typical Massachusetts community. Income levels are more than 60% above the state average, while poverty levels at 3.1% are better than of the state average of 8.1%. Source: 2009-2013 American Community Survey.

Household

Milton has a percentage of family households of 66.4%, this is close to the state number of 63%. Residents per household decreased from 2.91 in 2010 to 2.63 according to the 2009-2013 American Community Survey.

Race

While Milton's percentage of white families (78%) was very close to the state average (80.5%), the 13.6% of the population represented by black families was nearly double the state average of 6.9%. People who identify themselves as solely of Asian origin have grown from 4.1% of the population in 2010 to 5.9%. Hispanic or Latino self-

D. Milton's Strengths and Weaknesses

A key aspect of community analysis was identifying community strengths, weaknesses, opportunities and threats. The following elements were drawn from the results of the 2014 Milton Master Plan and from committee members and focus group attendees.

Population

- Aging population
- Increasing diversity
- 15.7% of all residents speak a language other than English at home

Housing

- Home prices are among the most expensive in the commonwealth
- Age-restricted multi-family housing developments
- Aging housing stock
- Well below state 40B goal
- Growing disparity between owners and renters

Economy

- Less than 1% of land area is zoned for business
- Town's tax base is primarily residential
- 18% of children in Milton schools qualify for Free and Reduced Lunch

Natural Resources, Open Space & Recreation

- Over 2,000 acres, approximately 25% of the town's total area, is controlled by DCR
- Approximately 44 acres of conservation land has been protected by individuals
- There is over 7,000 acres of open space and recreation

Transportation & Circulation

- More than 1/3 of residents work in Boston
- Milton residents spend an average of thirty minutes a day commuting

Public Facilities and Services

- Schools are newly renovated, but still at capacity
- The majority of the town's 22 town-owned buildings were built prior to 1970; most have been renovated since

E. Community vision exercise

The planning process deliberately starts with a focus on the community as a whole before delving into the detail of library planning. It is most useful to have an overall vision of the needs of the community, and then select how this vision can be profitably addressed by activities of the library.

As mentioned above, the Milton Master Plan Committee was simultaneously working on a vision for Milton. The following is the resulting vision statement:

“Milton is one community, strengthened by diversity and knit together by shared values. We are committed to preserving our natural and historic resources and our

III. The Library

A. Basic Information

The Milton Public Library is governed by a board of nine elected Trustees. They oversee two properties; The Main Library on Canton Avenue, and the Kidder Building, a former branch library that now is leased to the Discovery School.

B. Library History

Although there had been library societies in Milton since the late 1700's, the first public library was created when the 1870 Town Meeting voted "That the Town appropriate the sum of \$3000 for a Public Library, to be paid to the Trustees when a like amount has been raised by subscription or donation..." The library was opened in February of 1871 after space had been rented at \$150 per year in the Edmund J. Baker Building on Wharf Street.

In 1882 the library moved to the Associates Building which still stands on Adams Street. In 1883 a reading room was established in East Milton above Babcock's Store. 1890 was the first year in which a card catalog was implemented. The first professional librarian, Miss Gertrude E. Forrest, was hired in 1900.

In 1902 twenty-six citizens of the town collectively purchased the parcel of land at the corner of Canton Avenue and Reedsdale Road and gave it to the town for construction of a new library. The 1902 Town Meeting voted \$50,000 for construction, and the cornerstone was laid that year. The building opened on June 11, 1904. The total cost was \$75,034.22, including a \$21,000 gift from Nathaniel T. Kidder, and a further \$4000 town appropriation for furnishings.

Branches were built on Blue Hills Parkway in 1929 and East Milton in 1931. They filled the role of several earlier branches in East Milton and other parts of town. The East Milton Branch had its last day of operation on June 30, 2009, and Town Meeting in 2010 transferred its care to the Board of Selectmen. The Kidder Branch serving northwest Milton operated until the 1990s, and has been rented out by the Library Trustees from time to time since then.

In 1958 a 4000 square foot addition was erected at the rear of the Main Library's stack wing, bringing the total main library size to 26,000 square feet. The addition was designed to accommodate three levels, but only two were built, with the expectation that the third would be added shortly.

Other improvements to the main library occurred since this major addition. In 1988 an elevator was added to the rear of the addition, and a handicapped access ramp was installed at the main library and both branches. The main building roof was replaced with an elasometric roof membrane system. It may be at that time that skylights over the stack area and an upstairs office were eliminated. In 1996 air conditioning was added to the Children's area and parts of the adult area, and in 1998 the Children's room was refurbished, with new lighting, stacks, carpet, circulation desk and office areas.

A major attempt to build a new library was defeated in 1995. A plan to move the library to a site behind the town hall was defeated by a wide margin due to competing capital needs for schools and a dump closing, a lack of fundraising activity, and uncertainty about the fate of the 1904 building and the branch libraries.

In 2002 a Library Space Needs Committee was funded, and they selected Schwartz/Silver Architects to develop a master plan. In 2004 a Massachusetts Library

Construction Grant was awarded for the project and in 2005 the plan for a 39,000 square foot building was approved at a Special Town Meeting. Construction began in July 2007 and the building was opened to the public in April 2009. In the years since reopening, the Library has enjoyed unprecedented activity levels in all areas of service: borrowing, reference inquiries, meeting room use and library programs.

C. Significant aspects of library data

Usage and output measures

Below we address data about Library usage during FY14. This information is derived from data gathered by the Massachusetts Board of Library Commissioners. This data will serve as the benchmark for Library services and provide a starting point to refer to in our goals and objectives.

Circulation

Circulation measures the number of materials that are checked out of the Library. These can be books, DVDs, eBooks, or any other item available physically or digitally from the Library.

Overall circulation in FY14 was 312,800 items. This circulation was distributed among three major age groups: Adults 53%, Teens 5%, Children 42%. This number does not reflect overall use of the Library, but rather reflects the number of items these age groups checked out. For instance, we have a very large middle school population. This group uses the Library regularly for several hours a day. They use the Library as a meeting space, computer lab and homework space, but they don't check out a lot of materials. It is difficult to capture this 'library usage', but we attempt to do so through attendance numbers and computer use statistics.

Looking more closely at the overall numbers, 63.7% of materials that were checked out in FY14 were physical books. The next largest categories were: DVDs 20.2%, audiobooks 8.0% and eBooks 5.2%.

Turnover

Turnover measures approximately how many times the average item in the collection is checked out during the fiscal year. These numbers allow us to see what segments of the collection are being used most frequently. The high turnover materials are usually designated as NEW items.

In FY14, the Library's overall turnover rate was 2.41. This was significantly higher than the state average of 1.20.

The collections that saw the strongest turnover were:

- NEW Adult DVDs – 26.27
- NEW Adult Fiction – 17.95
- NEW Children's Books – 17.02
- NEW Paperbacks – 15.15
- NEW Books on CD – 13.10

Hours of Service

Milton has very good operating hours, offering 60.5 during a normal week. This expands to 64.5 hours when we are open on Sundays. Since our last long range plan, we have been able to expand Saturday service to include the summers; we were open 50 Saturdays in FY14.

One possible way to extend hours would be to offer Sunday hours all year round. We are currently open 27 Sundays a year.

Services

More than 16,000 residents have active library cards (they have been used in the past three years). This represents more than 64% of the population. This figure is very good compared to the state average of 52%, but still leaves a lot of room for growth.

The Library offers thirty public internet computers, and free public wifi access. In FY14 we average over 900 public computer sessions a week. This number is beginning to decline, but our wifi use is steadily increasing. We are working on more efficient way to track this usage.

Another service the Library offers is being a public meeting space. The Library is a place for the community to gather. In FY14, there were 1,772 room bookings for our spaces. There is demand for this service, we need to gage how much we can offer.

Programming

Programming has grown considerably since the Library reopened. In FY15 we offered nearly 600 programs to residents of all ages and more than 25,000 people attended the programs. We averaged 43 people per program.

There is considerable demand for more programming, but this would require more staffing to plan and present the programs.

Holdings and resource measures

Collection Holdings

Milton's collection grew to more than 125,000 volumes, including both print and digital resources. We have seen large increases in our digital collection, while physical growth has been more moderate. Just five years into a new building, we have already expanded our collections to nearly capacity. We have seen significant growth in audio-visual collections, and it may be time to think about reassessing our shelving layout.

Staffing

The Library has experienced large growth in all of the services offered to the community, yet we have done so without greatly expanding the staffing that offers the services. The Library has 12 full-time staff and 6 part-time staff.

Current staffing levels often leave us short staffed in a building with three floors and multiple public service desks. In addition, we would need increased staffing levels in order to increase many of the services discussed in this document.

IV. Direction of Library Service

A. Mission statement

The mission of the Milton Public Library is to promote the love of reading, to make accessible the diversity of human culture and learning, to be a resource for the community's research and information needs and to do all of this in a way that returns value for the community's investment.

The Milton Public Library enriches the community by connecting people to the world of ideas, information, and imagination to support their work, education, personal growth and enjoyment.

B. Service responses emphasized

The key element of this planning process is selection of "service responses" to emphasize. *Strategic Planning for Results* details eighteen roles that public libraries typically play to greater or lesser degree. The planning committee has selected several of these as service responses that best meet the needs of the Milton community as the library moves forward with its new building.

The planning committee has selected five of the eighteen service responses as being a particularly important focus of library activity during the life of this plan. Several others would operate at a basic level of effort, and a few would not receive particular emphasis or activity.

Strong Emphasis

- **Satisfy Curiosity: Lifelong Learning**

"Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives"

- **Create Young Readers: Early Literacy**

"Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen"

- **Stimulate Imagination: Reading, Viewing and Listening for Pleasure**

"Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options."

- **Connect to the Online World: Public Internet Access**

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet."

- **Visit a Comfortable Place: 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"

Basic Level of Activity

- Celebrate Diversity: Cultural Awareness
- Express Creativity: Create and Share Content

- Know Your Community: Community Resources and Services
- Succeed in School: Homework Help

Elements of these services will be incorporated into library action plans where they intersect with the service responses receiving strong emphasis or meet a sufficient level of community demand. ‘Celebrate Diversity’ will appear in most of the major priorities, appearing as a goal within that topic. Similarly, elements of ‘Express Creativity’ and ‘Succeed in School’ as goals within some of the major priorities.

Not Emphasized

- Be an informed citizen: Local, National and World Affairs
- Build Successful Enterprises: Business and Nonprofit Support
- Discover Your Roots: Genealogy and Local History
- Get Facts Fast: Ready Reference
- Learn to Read and Write: Adult, Teen and Family Literacy
- Make Career Choices: Job and Career Development
- Make Informed Decisions: Health, Wealth and other Life Choices
- Understand How to Find, Evaluate, and Use Information: Information Fluency
- Welcome to the United States: Services for New Immigrants

The responses defined as “not emphasized” may have features of their priorities addressed under our major service priorities. However, these will be specific features and will not be the main focus of the plan.

V. Service Goals

Each of the above service responses will have one or more service goals associated with it. The goal will describe a particular outcome that the community or a targeted part of the community will receive due to the library program or activity related to that service response.

Each Goal will have one or more objectives associated with it. Objectives are outcomes that the community or particular community groups will see. Activities are delineated for each objective. These are specific steps that need to be taken to fulfill the objective. Activities will almost always have a time component, and will be labeled in one of seven categories:

- **Collections:** Activity concerned with the development of library collections.
- **Community:** Activity concerned with relationships between the library and other groups, and communication to the community at large.
- **Facilities:** Activity concerned with library buildings, furnishings, etc.
- **Financial:** Activity concerned with resources available to the library.
- **Personnel:** Activity related to training, staff improvement, staff organization, etc.
- **Policy:** Actions concerning library policy that are necessary to achieve the objective.
- **Technology:** Activity related to the library's technical infrastructure.

A. Satisfy Curiosity: Lifelong Learning.

“Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives”

Goal	Objective	GOAL/OBJECTIVE/ACTIVITY	THEME	YEAR
A1		Enhance Library Collections and Programs to promote lifelong learning		
	A1a	<i>Expand the Library's non fiction collections</i>		
		1 Explore the community's interest in a dedicated travel section	Community	3
		2 Explore possible spaces to house new travel section	Facilities	4
		3 Create new travel section, including physical collections and dedicated technology for research	Collections/Technology	5
	A1b	<i>Explore more staff run, hands on teaching opportunities</i>		
		1 Explore possibilities of creating a teaching space in the Library	Facilities	1
		2 Investigate the cost of a 'technology cart' (may include iPads or other tablets)	Financial/Technology	2

		3	Create NEW 'IT/Tech' Librarian positions	Financial/Personnel	2
		4	Create teaching space, including necessary technology	Facilities/Technology	3
		5	Offer more hands on classes for residents	Personnel	3-5
Objective	A1c		<i>Expand educational programming for all users</i>		
		1	Work with Library Programming Committee to engage community response for programming needs and wants	Community	1
		2	Create NEW Adult Programming Librarian position to enable staff to increase educational programming (alternately, create NEW Reference Librarian position to allow current Adult Services Librarian more time dedicated to programming)	Financial/Personnel	2
		3	New Librarian works with Programming Committee to expand current offerings, based on needs and wants (including travel, language learning and diversity)	Personnel	3-5
Goal	A2		Increase the Visibility of the collections and services of the Milton Public Library		
Objective	A2a		<i>Improve access to online/virtual collections</i>		
		1	Publicize the Library's new website	Community/Personnel/Technology	1
		2	Create NEW 'IT/Tech' Librarian position to both implement technology changes and to serve as the Library's web and social media presence	Personnel/Financial	2
		3	Work with Town IT Department, OCLN, and other organizations to create easier access to online collections from the Library website	Personnel/Technology	2-5
		4	Offer technology instruction classes, and 'How To' classes for online resources, both in house and in the community (including the schools)	Personnel	3-5
Objective	A2b		<i>Improve access to the Library's physical collections</i>		
		1	Assess the current floor plans of the Library and circulation trends to see if high volume collections are easily accessible	Collections/Facilities	1
		2	Investigate alternative shelving schemes to see if they would be appropriate for the Library (BISAC, Glades, etc.)	Collections	1
		3	Study if collections can be moved; research new shelving opportunities	Collections/Facilities	2

		4	Implement shelving changes and collection shifts based on research	Collections/Facilities	3-5
Goal	A3		Expand Library services to reach all Milton Residents		
Objective	A3a		<i>Market the Library's physical and virtual presence to Milton's Diverse populations, particularly collections and programming that promote lifelong learning</i>		
		1	Develop a 'Library Diversity Working Group' to help identify parts of the community currently underserved (including age, gender, race, ethnicity, etc.)	Community	1
		2	Make on site visits to representative diverse organizations or groups within the community	Community	1-5
		3	Work with 'Library Diversity Working Group' to identify collection development and programming opportunities	Collections/Community	2-5
		4	Explore opportunities for expanding foreign language, and language learning collections	Collections/Community	2
		5	Implement recommended changes relevant to Library collections and programs	Collections	3-5
		6	Create NEW 'Outreach' position at the Library to meet the needs of identified groups and to provide services to them as well	Community/Financial/Personnel	3
Goal	A4		Offer 'Homework Help' Opportunities for the community		
Objective	A4a		<i>Explore feasibility, demand for Library based Home Work Center</i>		
		1	Explore the demand for a Homework Center at the Library; possibilities may include a Library run service, a volunteer service, or a tutoring room	Community	1
		2	Determine the space needs for a new service	Facilities	2
		3	Decide whether additional staffing will be needed for a Home Work Center	Financial/Personnel	2
		4	Adapt Library space for new Homework Center	Facilities	3
		5	Add NEW staff as necessary; librarians or custodial	Financial/Personnel	3
		6	Implement Home Work Center	Financial/Facilities	4

B. Create Young Readers: Early Literacy.

“Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen”

		GOAL/OBJECTIVE/ACTIVITY	THEME	YEAR
Goal	B1	The Library will offer stimulating programs for children		
Objective	B1a	<i>Create programming to meet the needs of the community</i>		
		1 Survey families to gather data about interests and needs (receiving assistance from groups such as MECA or MJWC)	Community	1
		2 Review surveys and identify programming opportunities	Personnel	1
		3 Explore options to incorporate STEM programming	Personnel	1
		4 Create NEW Children's Programming Librarian	Financial/Personnel	2
		5 Implement changes to Children's programming	Personnel	3
		6 Continue to review community needs and implement changes as necessary	Community	4-5
Objective	B1b	<i>Create programming to integrate technology with children's programming</i>		
		1 Survey families to gather data about interests and needs	Community	1
		2 Investigate how other libraries are integrating technology with children's programming and services	Personnel	1
		3 Identify and purchase technology needs for implementing projects	Financial/Technology	2
		4 Create pilot technology programs	Personnel	3
		5 Create new technology spaces in the Children's Room	Facilities	3
		6 Establish regular technology based children's programming	Personnel	4-5
		7 Continue to review community needs and technological advancements and implement changes as necessary	Community/Technology	4-5
Goal	B2	Increase the Visibility of the collections and services of the Milton Public Library Children's Room		
Objective	B2a	<i>Increase the Children's Room social media presence</i>		
		1 Publicize the Library's new website	Community/Personnel/Technology	1

	2	Create NEW 'IT/Tech' Librarian position to both implement technology changes and to serve as the Library's web and social media presence	Personnel/Financial	2
	3	Communicate with parents about the most effective form of communicating Library programs	Community	2
	4	Create new social media accounts to meet current demands and coordinate with IT/Tech Librarian to keep content fresh	Personnel	3-5
Objective	B2b	<i>Increase Library services and collections for parents and caregivers</i>		
	1	Survey families to gather data about interests and needs	Community	1
	2	Identify potential community partnerships for collaboration (including MECA)	Community	1
	3	Improve Library resources and collections dedicated to 'Parenting'	Collections	2
	4	Develop programming to address the needs of parents; collaborate with community groups to offer events (MECA/MJWC)	Community/Personnel	3-5
Objective	B2c	<i>Increase the visibility of the Children's Rooms physical collections</i>		
	1	Investigate alternate shelving ideas for the Children's Room collections (including, BISAC, glades)	Collections	1
	2	Undertake a thorough inventory of Children's Room collections and location codes	Collections	1
	3	Study if collections can be moved; research new shelving opportunities	Collections/Facilities	2
	4	Implement shelving changes and collection shifts based on research	Collections/Facilities	3-5
Goal	B3	The Children's Room will bring its programs and collections into the community		
Objective	B3a	<i>Offer outreach opportunities to local schools and groups</i>		
	1	Create NEW Children's Outreach Librarian position	Financial/Personnel	1
	2	Explore opportunities for further Library outreach; expand programs with Milton Public Schools, local preschools, and Milton based private schools	Community	1
	3	Implement calendar offering fair distribution of outreach to community schools/groups	Community/Personnel	3-5

C. Stimulate Imagination: Reading, Viewing and Listening for Pleasure

“Reading, Viewing and Listening for Pleasure. “Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.”

		GOAL/OBJECTIVE/ACTIVITY	THEME	YEAR
Goal	C1	The Library will enhance popular collections and programs		
Objective	C1a	<i>Improve access to popular collections</i>		
		1 Assess the current floor plans of the Library and circulation trends to see if high volume collections are easily accessible	Collections/Facilities	1
		2 Investigate alternative shelving schemes to see if they would be appropriate for the Library (BISAC, Glades, etc.)	Collections	1
		3 Study if collections can be moved; research new shelving opportunities	Collections/Facilities	2
		4 Implement shelving changes and collection shifts based on research	Collections/Facilities	3-5
Objective	C1b	<i>Expand the Library's book recommendation services</i>		
		1		1
		Expand Staff Recommendations sections	Collections/Facilities	
		2 Create and support staff recommendations blog on the new website	Personnel/Technology	1-5
		3 Explore opportunities for user recommendation section (awesome box)	Personnel	1
		4 Implement new user recommendation section	Collections/Facilities	2
		5 Investigate user recommendation section on new website and using social media	Community/Personnel/Technology	2
		6 Implement user recommendation section on website and/or social media	Technology	3
Objective	C1c	<i>Explore and expand new and emerging means of delivering content</i>		
		1 Establish a staff committee, chaired by IT/Tech Librarian, to explore technology trends	Personnel/Technology	2
		2 Explore new digital services and collections (streaming video)	Technology	3
		3 Explore loaning tablets or eReaders	Technology	3

		4	Implement recommendations of the committee	Financial/Technology	4
Objective	C1d		<i>Enhance and expand the Library's eBook collection</i>		
		1	Investigate new and alternative eBook services	Technology	1
		2	Work with OCLN and MLS to provide improved eBook services for Milton residents	Technology	1-5
		3	Increase Library's eBook funding to better represent growing usage	Financial/Technology	1-5
Goal	C2		The Library will offer opportunities to explore creativity		
Objective	C2a		<i>Explore the opportunity for a Maker Space</i>		
		1	Investigate feasibility of creating a Maker Space, and what it would contain (3D Printer, recording studio, mixing station, etc.)	Facilities/Technology	1
		2	Identify space, staffing and equipment needed for space	Facilities/Personnel/Technology	2
		3	Create NEW staffing position to oversee Maker Space in coordination with IT/Tech Librarian	Financial/Personnel	3
		4	Implement space changes and purchase necessary technology	Facilities/Technology	3
		5	Open new Maker Space	Facilities/Technology	4
Objective	C2b		<i>Expand the Library's creative, craft and art programs</i>		
		1	Work with Library Programming Committee to engage community response for programming needs and wants (knitting, painting, etc.)	Community	1
		2	Create NEW Adult Programming Librarian position to enable staff to increase creative programming (alternately, create NEW Reference Librarian position to allow current Adult Services Librarian more time dedicated to programming)	Financial/Personnel	2
		3	New Librarian works with Programming Committee to expand current offerings, based on needs and wants	Personnel	3-5
GOAL	C3		Expand Library services to reach all Milton Residents		

Objective	C3a	<i>Market the Library's physical and virtual presence to Milton's Diverse populations, particularly programs and collections that enhance leisure time</i>	Community	1
	1	Develop a 'Library Diversity Working Group' to help identify parts of the community currently underserved (including age, gender, race, ethnicity, etc.)	Community	1
	2	Make on site visits to representative diverse organizations or groups within the community	Community	1-5
	3	Work with 'Library Diversity Working Group' to identify collection development and programming opportunities	Collections/Community	2-5
	4	Implement recommended changes relevant to Library collections and programs	Collections	3-5
	5	Create NEW 'Outreach' position at the Library to meet the needs of identified groups and to provide services to them as well	Community/Financial/Personnel	3

D. Connect to the Online World: Public Internet Access.

“Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.”

		GOAL/OBJECTIVE/ACTIVITY	THEME	YEAR
GOAL	D1	Assure that the Library offers high speed access to the internet and the equipment required to have a smooth and productive technology experience		
Objective	D1a	<i>Improve and update the Library's technology infrastructure</i>		
		1 Create a new IT/Tech Librarian	Financial/Personnel	2
		2 Work with Town IT to improve a map of the Library's wiring/network infrastructure	Technology	2
		3 Explore the need to update wiring/cabling and related equipment (including wireless access)	Facilities/Technology	3
		4 Implement recommended changes	Facilities/Technology	4-5
Objective	D1b	<i>Improve, update and expand the Library's public computing equipment</i>		
		1 Continue current technology replacement plan	Financial/Technology	1
		2 Create new technology 'refresh' plan; explore alternatives to current network (thin clients, cloud based)	Technology	1-2
		3 Implement recommendations for technology plan	Technology	3
		4 Work with the Capital Improvement Committee to seek funding for equipment replacement	Financial/Technology	3-5
Goal	D2	Increase the Visibility of the collections and services of the Milton Public Library		
	D2a	<i>Improve and expand the Library's online presence and communications</i>		
		1 Publicize the Library's new website	Community/Personnel/Technology	1
		2 Include more staff in maintaining website content and investigate 'patron' sharing possibilities for site	Personnel	1-5

3	Create NEW 'IT/Tech' Librarian position to both implement technology changes and to serve as the Library's web and social media presence	Personnel/Financial	2
4	Expand Library's Social Media presence; begin to post on social media on at least a daily basis	Personnel	3
5	Explore new ways to communicate with users digitally	Personnel	3-5

E. Visit a Comfortable Place: 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		GOAL/OBJECTIVE/ACTIVITY	THEME	YEAR
GOAL	E1	Create a safe and comfortable Library environment.		
Objective	E1a	<i>Enhance the safety procedures and policies of the Library</i>		
		1 Enlist the support of the Milton Police Department and other resources to evaluate the safety of the Library	Community	1
		2 Establish a safety protocol for the Library	Personnel/Community	1
		3 Institute regular 'safety checks' of Library protocols	Personnel	2-5
		4 Institute regular safety training for Library staff	Personnel	2-5
Objective	E1b	<i>Enhance the Safety features of the Library facilities</i>		
		1 Research and install panic buttons at staff stations	Facilities/Financial	1
		2 Research and upgrade the Library's camera system	Facilities/Financial	2-3
		3 Upgrade security system for internal/external doors	Facilities/Financial	4-5
Objective	E1c	<i>Expand and improve the Library's comfortable spaces</i>		
		1 Assess the current floor plans of the Library; study opportunities to create a better flow and more comfortable spaces	Facilities	1
		2 Explore noise dampening options for the Library	Facilities	1
		3 Recommend changes to floor plans to include new/more comfortable spaces and quiet spaces	Facilities	2
		4 Inventory current Library furniture; explore replacing or expanding inventory	Facilities	2
		5 Explore expanding the usage of the Lower Level; including updating technology in meeting rooms (self check station), and after hours usage	Facilities/Technology	2
		6 Explore the need to add a NEW custodial position for the Library	Financial/Personnel	2

	7	Implement recommended changes to floor plans, including replacement of furniture	Facilities/Financial	3
	8	Implement recommended changes to usage of the Lower Level	Facilities/Financial	3
	9	Implement any noise reduction measures necessary for new spaces	Facilities	4
	10	Create NEW custodial position to meet needs of new/expanded facilities usages	Financial/Personnel	4
Objective	E1d	<i>Celebrate art in the Library</i>		
	1	Inventory the Library's art collections	Facilities	1
	2	Improve public access to information about the Library's art collections	Facilities	2
	3	Develop a plan for possibly rotating the Library's art collection on display	Facilities	3
	4	Explore options to expand public art displays in the Library	Facilities	4
	5	Implement changes to prepare new display spaces	Facilities/Policy	5
Goal E2		Increase the Visibility of the collections and services of the Milton Public Library		
Objective	E2a	<i>Improve and expand the Library's online presence and communications</i>		
	1	Publicize the Library's new website	Community/Personnel/Technology	1
	2	Include more staff in maintaining website content and investigate 'patron' sharing possibilities for site	Personnel	1-5
	3	Create NEW 'IT/Tech' Librarian position to both implement technology changes and to serve as the Library's web and social media presence	Personnel/Financial	2
	4	Expand Library's Social Media presence; begin to post on social media on at least a daily basis	Personnel	3
	5	Explore new ways to communicate with users digitally	Personnel	3-5
Objective	E2b	<i>Make the MPL a more visible presence in Milton; expand our reach outside the physical building</i>		
	1	Explore the feasibility of creating 'remote' locations around Town (including partnering with schools and private businesses)	Community	1

		2	Explore 'Little Free Library' idea	Community	1
		3	Recommend 'remote' services and locations	Community/Financial	2
		4	Implement 'remote' (Red Box) locations	Community/Financial	3-5
Goal E3			Expand Library services to reach all Milton residents		
Objective	E3a		<i>Market the Library's physical and virtual presence to Milton's diverse populations</i>		
		1	Develop a 'Library Diversity Working Group' to help identify parts of the community currently underserved (including age, gender, race, ethnicity, etc.)	Community	1
		2	Make on site visits to representative diverse organizations or groups within the community	Community	1-5
		3	Library Diversity Working Group' will investigate and make recommendations on what the diverse aspects of the community would like to see at the Library	Community	2-5
		4	Implement recommended changes relevant to Library spaces	Personnel	3-5
		5	Create NEW 'Outreach' position at the Library to meet the needs of identified groups and to provide services to them as well	Community/Financial/Personnel	3