

Goal I. Collections: The library will build and maintain print, electronic, and object collections that both serve the intellectual, recreational, and practical needs of the community as well as represent the varied interests and diverse backgrounds of the community.

Objectives (if included in current strategic plan)	Actions	Timeframe for Activity	By Whom
Objective 1: Keep materials budget allocations aligned to patron usage, current interest, and format popularity.	1. Regularly evaluate e-resource offerings based on cost and usage and replace unpopular e-resources with new offerings.	FY27	Library Director
Objective 2: Continue implementation of the library-wide collection maintenance schedule, ensuring that all of the library's collections are evaluated, weeded, and updated on an annual basis.	1. Evaluate, weed, and update collections according to the collection maintenance schedule.	FY27	Selectors
	2. Continue inventorying print collections on a regular basis.	Ongoing	Technical Services Staff
	3. Further efforts to properly house and preserve the rare and irreplaceable items in the library's Local History Collection.	Ongoing	Technical Services Staff
Objective 3: Purposefully develop library collections that are relevant, useful, accurate, and matched to the community's interests and needs in accordance with the Material Selection Policy and the Local History Room Policy.	1. Expand the library's collections of new reader books for English language learners.	Ongoing	Technical Services Staff
	2. Continue building and developing a multilingual collection of books for middle school students who speak Spanish or Portuguese.	Ongoing	Teen Librarian and Technical Services Staff

	3. Further develop the library's collection of Vox and Wonderbooks.	Ongoing	Youth Services Staff
	4. Continue curating, preserving, and organizing the library's print and digital Local History collections in accordance with the Local History Room Policy.	Ongoing	Technical Services Staff
Objective 4: Increase awareness and use of the library's collections through merchandising, book lists and series labeling.	1. Offer book displays that highlight celebrated months like Black History Month (February), Women's History Month (March), Asian Pacific Islander Month (May), Pride Month (June), and Hispanic Heritage Month (September/October).	Ongoing	Youth Services, Circulation, and Reference Staff
	2. Invest in increasing the use of the circulating Kindles by adding more popular titles regularly.	FY27	Library Director and Selectors
	3. Identify and label materials that comprise popular series to improve browsing and discovery.	Ongoing	Circulation Staff and Selectors
	4. Maintain the practice of adding read-alike bookmarks to be placed in books.	Ongoing	Circulation Staff
	5. Continue to weed the Library of Things collection to make room for new acquisitions.	FY27	Supervisor of Circulation
Objective 5: Explore new ways to expand access and discovery of library collection materials.	1. Continue developing the parenting collection in the Children's Room.	FY27	Youth Services Staff

	2. Identify genres with local demand and determine how to best identify them so they are easily discovered.	FY27	Technical Services Staff and Selectors
	3. Add and maintain OPAC links to newly digitized newspapers and their corresponding microfilm.	FY27	Technical Services Staff
	4. Develop discovery tools to facilitate access to and awareness of Local History items housed at the Howe School and the library.	Ongoing	Technical Services Staff
	5. Trial a “Read to Recovery” collection of titles focused on offering assistance with recovery from various types of addictions.	Ongoing	Assistant Library Director

Goal II: Services: The library will provide friendly, convenient, and responsive instructional, reference, readers' advisory, and borrowing services, while ensuring staff receive proper training to provide these services and while working with the Library Board of Trustees to develop and refine policies for these services.

Objectives (if included in current strategic plan)	Actions	Timeframe for Activity	By Whom
Objective 1: Develop opportunities for meaningful staff development, engagement, and evaluation.	1. Hold Department Head meetings monthly from September to June.	Ongoing	Library Director
	2. Close the library one Friday in June for a full day of staff development.	FY27	Library Director

	3. Identify professional development opportunities that staff can attend, including webinars and conferences, and adjust schedules and/or workloads to accommodate their attendance.	FY27	Library Director
Objective 2: Provide excellent, knowledgeable, and unbiased borrowing, readers' advisory, and reference services to patrons.	1. Make sure staff are well-trained in library policies and procedures surrounding borrowing and readers' advisory through the development of training and best practices.	FY27	Supervisor of Circulation
	2. Encourage staff to use their expertise in reading trends, the library's collections, and NoveList to provide thoughtful and relevant reading suggestions.	Ongoing	Supervisor of Circulation
	3. Ensure all reference staff are familiar with the Local History Room's resources and layout.	FY27	Local History Librarian
Objective 3: Consider new services to increase convenience and access.	1. Evaluate current service offerings and identify services that could be improved or replaced.	FY27	Circulation Staff
	2. Ensure all new staff can perform essential circulation and patron account maintenance tasks.	FY27	Library Director and Department Heads
	3. Identify new services and trends that may appeal to the Billerica community.	Ongoing	Library Director
Objective 4: Work with the Library Board of Trustees to develop new library policies and refine existing library policies as needed.	1. Regularly review existing library policies for needed updates and create new policies as needed.	Ongoing	Library Director and Department Heads

Goal III: Programs: The library will offer programs for patrons of all ages that support literacy, education, creativity, and entertainment.

Objectives (if included in current strategic plan)	Actions	Timeframe for Activity	By Whom
Objective 1: Offer children's programs that foster imagination, creativity, mindfulness, STEM/STEAM, and literacy.	1. Continue exploring the idea of a story tree program, which highlights various books and authors with creative displays and activities, and switch out themes monthly.	FY27	Youth Services Staff
Objective 2: Offer teen programs that foster imagination, creativity, mindfulness, STEM/STEAM, and literacy.	1. Maintain collaborations with the high school's club advisors so students can present children's programs at the library.	FY27	Teen Librarian
Objective 3: Offer adult programs that are engaging, informative, creative, and celebrate reading.	1. Partner with community organizations and town departments to offer programs of particular interest to Billerica residents.	Ongoing	Reference/Community Services Librarian
	2. Continue offering craft-based programs that are both active and passive.	Ongoing	Assistant Library Director and Supervisor of Technical Services
	3. Evaluate and adjust clubs and reading programs/challenge offerings, like author talks and Book Buzz, which cater to various reading interests.	Ongoing	Adult Program Staff
	4. Identify and host programs on topics that appeal to various interests, including current events, hobbies, travel, history, art, and genealogy.	Ongoing	Assistant Library Director
	5. Continue efforts to build and support community clubs around shared interests, such as Mah Jongg, knitting, gaming, and reading.	Ongoing	Assistant Library Director and Supervisor of Technical Services

Goal IV: Spaces: The library building and grounds will be welcoming, useful, and accessible to the community and provide adequate spaces conducive to work, study, collaboration, gathering, and play.

Objectives (if included in current strategic plan)	Actions	Timeframe for Activity	By Whom
Objective 1: Collaborate with relevant town departments on keeping up with building and grounds maintenance requirements.	1. Work with the Facilities Department to ensure completion of capital projects.	FY27	Library Director
	2. Work with the Facilities Department to implement cosmetic improvements to the building, especially the library's Meeting Room.	Ongoing	Library Director and Department Heads
Objective 2: Reconfigure existing spaces in the Children's Room and Teen Area for new uses.	1. Continue investing in more modern, modular furniture to make adapting spaces for various activities easier.	FY27	Library Director and Department Heads
	2. Work with the Library Foundation to explore installing a permanent tree structure in the Children's Room.	FY27	Library Director and Supervisor of Youth Services

Goal V: Technology: The library will provide access to a variety of technological devices for browsing, productivity, collaboration, research, and entertainment, as well as training on how to use those devices.

Objectives (if included in current strategic plan)	Actions	Timeframe for Activity	By Whom
Objective 1: Improve the library's technology infrastructure to offer enhanced services and support.	1. Continue efforts to promote and expand electronic payment options at all print, fax, and copying stations.	FY27	Supervisor of Technology Services
	2. Continue to invest in new hardware and software to provide secure and efficient connections and services.	Ongoing	Supervisor of Technology Services

	3. Maintain existing cloud-based systems for managing in-house and lendable tablets, laptops, and devices.	Ongoing	Supervisor of Technology Services
Objective 2: Evaluate and support the community's technology literacy needs and provide both group and one-on-one training in the use of technology to patrons and staff.	1. Continually update and revise written guides and video tutorials on how to use technological devices and electronic resources available through the library.	FY27	Supervisor of Technology Services
Objective 3: Ensure library hardware and software are current, useful, and accessible to meet the community's needs.	1. Replace, update, and maintain the library's public PCs, public iPads, peripherals, software, and lendable technology devices according to the library's replacement schedule and vendor recommendations.	Ongoing	Supervisor of Technology Services
	2. Maintain accessibility tools on public PCs, public iPads, and loanable devices.	Ongoing	Supervisor of Technology Services and Assistant Library Director

Goal VI: Promotion and Outreach: The library will work to extend its presence in and value to the community by keeping the community informed about our offerings through creative and engaging marketing content and by regularly engaging in off-site programs and community activities.

Objectives (if included in current strategic plan)	Actions	Timeframe for Activity	By Whom
Objective 1: Keep the community aware of upcoming events, activities, services, and resources through the creation of engaging and informative marketing content.	1. Highlight services and resources via various social media platforms every week.	Ongoing	Public Services Librarian
	2. Keep the library's website and online calendar current with listings for upcoming events and activities.	Ongoing	Assistant Library Director

	3. Create flyers, listings of events, digital slides, promotional videos, and similar media to inform the community.	Ongoing	Assistant Library Director and Youth Services Staff
	4. Continue to offer engaging and informative e-newsletters for adults, teens, and families.	Ongoing	Library Director, Teen Librarian, and Youth Services Staff
Objective 2: Offer pop-up libraries throughout the town to extend the library's presence.	1. Expand pop-ups targeted at the teen population by hosting regular pop-ups in the schools, at the Boys and Girls Club, and BATV.	FY27	Teen Librarian
	2. Begin offering pop-ups targeted at adults by hosting regular pop-ups in new locations throughout town.	FY27	Reference/Community Services Librarian
Objective 3: Cultivate long-lasting relationships with assistive and affordable living facilities in town to serve residents in those facilities.	1. Promote and expand homebound delivery services to residents in the community.	Ongoing	Reference/Community Services Librarian
	2. Continue to provide engaging and enriching programs at assistive and affordable living facilities that utilize and promote library resources.	Ongoing	Reference/Community Services Librarian
Objective 4: Explore and develop new ways to increase social media engagement with the current audience and grow our social media audience across platforms.	1. Create posts across social media platforms that encourage community engagement.	Ongoing	Library Director

Goal VII: Fundraising and Advocacy: The library will work with Town Administration to secure adequate municipal funding for library operations and with fundraising and grant organizations to supplement municipal appropriations.

Objectives (if included in current strategic plan)	Actions	Timeframe for Activity	By Whom
Objective 1: Work with fundraising support organizations to continue to innovate established fundraisers and develop new ones.	1. Work with the Family Friends to grow fundraising activities and revenue.	FY27	Assistant Library Director
Objective 2: Strengthen the community's appreciation for how the library benefits the community and advocate for financial support to make continual improvements.	1. Continue increasing the library's materials and technology budget lines to keep up with state funding requirements and keep resource offerings current and useful.	FY27	Library Director
Objective 3: Seek funding from local, state, and federal business and grant organizations.	1. Apply for Local Cultural Council grants to fund summer 2027 programs.	FY27	Youth Services Staff
	2. Write a Community Fund Grant to fund summer 2027 programs (if eligible).	FY27	Library Director
	3. Write a new Salem Five Grant for 2027 (if eligible).	FY27	Children's Staff