



# FY27

# Action Plan

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Using the 2026 – 2031 Strategic Plan as a guide, this document defines the actions the Massachusetts Library System (MLS) will prioritize from July 2026 to June 2027.

# Strategic Initiative 1

MLS will implement an equity-based lens to its services, refocusing its efforts to support specific library types currently in the most need.

## Goal 1

Reintroduce the membership to all MLS staff by prioritizing in-person, cross-type, and personalized engagement opportunities.

### Actions

Begin providing updated in-library consulting services.



### Measurement of Success

By the end of FY27, we will create an updated description of consulting services that includes easy-to-understand MLS consulting service areas and explanations, along with a simplified process for members to request consulting support.

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Streamline our school renewal and Sora renewal process.



Simplify communications and processes for our members around these topics.

## Goal 2

Develop and implement a multi-year engagement approach focused on service and support to small public libraries as defined by statute; solo special and academic libraries; and school libraries, specifically at high schools.

### Actions

MLS will create a small public library website grant program.



### Measurement of Success

By the end of FY27, we will launch the program and have received at least 5 applications.

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MLS will update its grant and scholarship programs to prioritize these libraries.



By the end of FY27, we will update the guidelines for these programs.

# Strategic Initiative 2

MLS will continue to invest in and collaborate on opportunities that benefit the library community across the Commonwealth.

## Goal 1

Continue the work prioritized in the 2020-2025 Strategic Plan by researching and implementing recommendations for policy writing, hiring processes, and workplace culture to member libraries.

### Actions

The Learning Services Department will identify a priority list of topics to create templates, forms, and tool kits for MLS staff and member use.



### Measurement of Success

Number of resources created and number of times they are accessed.

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Execute a full day in-person training in support of the Empowered Libraries project and explore the creation of an online series of training with experts.



Number of attendees at the in-person event and the online series, as well as event evaluations and 6-month follow-up engagements.

## Goal 2

Prioritize and support collaboration, coordination, and cooperation with other statewide library organizations and among Massachusetts libraries of all types.

### Actions

The Learning Services Department will launch a train the trainer program for staff in member libraries.



### Measurement of Success

We will launch the program and have at least 10 members enroll in the program.

## Goal 3

Ensure MLS maintains its statewide role leading the development of best practices, experimenting with new collaborative services and other initiatives to move library services and libraries forward.

### Actions

MLS will create a leadership development program.



### Measurement of Success

We will complete development of the leadership development program during FY27 for a launch in FY28.

# Strategic Initiative 3

MLS will ensure its resources are aligned to best support its initiatives and its member libraries.

## Goal 1

Engage in an in-depth assessment of each of MLS's core services, ensuring internal resource allocation for staff, space, training, and budget align with member needs.

### Actions

MLS will assess our training services program, as well as our grant and scholarship program.



### Measurement of Success

We will complete the assessments in FY27, and updates will be planned for implementation during FY28.

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MLS will develop an updated physical delivery report.



We will have completed the report by FY28.

## Goal 2

Continue the work prioritized in the 2020-2025 Strategic Plan, guided by trusted experts, by reviewing and implementing internally-focused recommendations, especially around MLS's own policies.

### Actions

MLS will conduct an Internal Organizational Assessment.



### Measurement of Success

The report will be finished by the end of FY27 and implementation will begin in FY28.

## Goal 3

Improve internal and external communications to better help member library staff and MLS's own staff best engage with the resources available.

### Actions

MLS will explore updating our website and online spaces.



### Measurement of Success

We will complete a set of recommendations for the website and online spaces during FY27.