

J. V. FLETCHER LIBRARY ANNUAL ACTION PLAN FY17 AND IMPLEMENTATION MATRIX

COLLECTIONS & ACCESS	FY17	BOT	FOL	DIR	AD	CIRC	INFO	SYST	YS	MNT
GOAL I: Library patrons speedily access a global array of titles, formats, media and information sources, meeting and reflecting their needs, interests, careers and diverse demographics.										
Objective A. Assess Collection Development priorities and expenditures through FY18.	x			x	x		x	x	x	
Activity 1. Library staff will continue de-accessioning collections in accordance with professional practice, format and subject popularity, circulation history and facility space pressures.	x			x	x		x	x	x	
Activity 2. Assess and re-allocate print Reference Collections, print serials, and database budgets and analyze shelving usage and efficiencies resulting from move to more virtual collections.	x			x	x		x			
Activity 3. Grow collections identified via survey for development and enhancement: New Bestsellers, Large Print, Foreign Language and all media (CDs, Audio, DVDs, etc.).	x			x	x	x	x	x	x	
Activity 4. The Library will continue to explore and expand offerings of e-content and downloadable formats and devices.	x			x	x		x		x	
Objective B. Through FY18, the Library will systematically engage in preservation and conservation of its historic collections.	x			x	x		x			
Objective C: Through FY18, Library staff will engage in production of way-finding signage, larger signage, tours and appropriate access improvements.	x			x	x	x	x		x	

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FACILITY AND SPACE	FY17	BOT	FOL	DIR	AD	CIRC	INFO	SYST	YS	MNT
GOAL II: Library patrons enjoy a modern, expansive facility, designed and furnished to afford: collection growth; study, activity and meeting space; leisure reading; technological access; and communal areas for the purpose of programming, governance and public discourse.										
Objective A. Through FY18, execute Planning and Design Grant focusing upon Feasibility Study analyzing current space, service, site and satellite options, and renovation and expansion.	x	x		x						
Activity 1. The Library Management Team and Board of Library Trustees will revisit the FY15 Library Building Program, in light of Feasibility Study findings.	x	x		x	x	x	x	x	x	
Activity 2. The Library Facility Needs Committee, Library Management Team, Board of Library Trustees and PTBC will pursue Public Library Construction Grant Timeline activities:	x	x		x	x	x	x	x	x	
Work with Library Facility Needs Committee, Designer and OPM on Grant preparations	x	x		x						
Conduct Community Forums	x	x		x						
Prepare and Execute Marketing Campaign	x			x						
Hold Town Meeting Vote to "Apply for, Accept & Expend" Grant Monies	x	x		x						
2016 Submit Letter of Intent to MBLC for MPLCP grant application	x	x		x						
January 2017 Apply for Massachusetts Public Library Construction Grant Monies	x	x		x						
Objective B. Pursue Capital funding for the re-design of the Library driveway, islands, traffic flow, book drop location and parking lot beginning in FY15 until funded.	x	x		x						
Objective C. In FY18 Re-configure Technical Services space for efficiency and effectiveness in acquisitions, cataloging, processing, outreach and ILL support, potentially with Friends' funding.		x	x	x				x		
Objective D. Through FY18, identify final Library Improvement initiatives and engage in on-going facility and grounds improvements.	x			x						x

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FACILITY AND SPACE (CONT.)	FY17	BOT	FOL	DIR	AD	CIRC	INFO	SYST	YS	MNT
Activity 1. Replace Story Hour Room kitchen countertop and sink.										
Activity 2. Replace Meeting Room kitchen countertop and sink.										
Activity 3. Screen outdoor AC chiller with bronze vinyl fencing.										
Activity 4. Sand, stain and refinish four oak stairwells.										
Activity 5. Install pendant track lighting over rear entry stairwell.										
Activity 6. Secure estimate and pursue re-glazing and re-painting of ten original Victorian wooden windows (2 Browsing, 2 attic, 6 Stack Room).	x			x						x
Activity 7. Replace/retrofit ceiling tiles in Mezzanine Stack Room.	x			x						x
Activity 8. Replace worn carpeting in the Janiece Greenberg Room.	x		x	x						x
Activity 9. Replace or restore stackends in the juvenile area.										
Objective E. Through FY18, the Library will systematically engage in preservation and conservation of its historic facility features.	x	x		x						
Activity 1. The Library will submit a Community Preservation Act (CPA) proposal for the preservation of its copper gutter system and four remaining stained glass window panels in FY18.	x	x		x						
Activity 2. The Library will submit a Community Preservation Act (CPA) proposal for the preservation/restoration of the oil portrait of Jonathan Varnum Fletcher in FY18.	x	x		x						

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FUNDING/RESOURCES	FY17	BOT	FOL	DIR	AD	CIRC	INFO	SYST	YS	MNT
GOAL III: The J. V. Fletcher Library is funded at a level that reflects the demographics, expectations, educational level and service needs of the community of Westford.										
Objective A. Annually, the Board of Library Trustees will approve and advocate for a budget level that ensures certification by the Massachusetts Board of Library Commissioners by meeting the Municipal Appropriation Requirement.	x	x		x						
Objective B. Annually, the Board of Library Trustees will enact and advocate for a budget that maintains the J. V. Fletcher Library Materials collection at the 15% level that ensures certification by the Board of Library Commissioners.	x	x		x						
Objective C. Annually, the Board of Library Trustees will enact and advocate for a budget level that maintains the J. V. Fletcher Library service hours at a level that will be certified by the Board of Library Commissioners (minimally 50 or more hours per week, some part of five days, including some evening hours) until Westford’s population exceeds 25,000, and the hours regulation increases.	x	x		x						
Objective D. Through FY18, the Library Director, Friends Executive Board and Board of Library Trustees will develop the J. V. Fletcher Library Foundation to support major long-term Library objectives.	x	x	x	x						
Activity 1. Trustees and Friends will work collaboratively to recognize donors annually.	x	x	x	x						

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HOURS										
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GOAL IV: Library patrons of all ages have access to collections, meaningful activities, programs and events which foster personal growth, self-development and exposure to ideas, art, cultures and current issues during service hours which reflect their needs.										
Objective A. By the end of FY18, or the Town's population reaching the 25,000 mark, the Library will increase its weekly service hours to 59 by opening at 9AM five mornings per week (per state regulation) or restore Friday AM hours.	x	x		x						
Objective B. By the end of FY19, Sunday hours will be offered mid-October through April.	x	x		x						

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STAFFING	FY17	BOT	FOL	DIR	AD	CIRC	INFO	SYST	YS	MNT
GOAL V: Library patrons enjoy access to an array of services, programs and collections facilitated by trained, customer-oriented and sufficient staffing.										
Objective A. Through FY18, the J. V. Fletcher Library Organization Chart will be assessed for streamlining and efficiencies in line with the FY14-18 budget targets and fiscal climate, and plans will be made to restore lost staffing AND/OR benefitted positions as funding is available.	x	x		x						
Activity 1. Analyze the J. V. Fletcher Library Organization Chart for the addition of a "Readers' Services" Staff Librarian in FY18.	x	x		x						
Objective B. Library management staff will will annually participate in two staff-determined Management Staff Development mornings to inspire, energize and motivate.	x	x		x	x	x	x	x	x	
Objective C. Staff will engage in Succession Planning exercises, mentoring and cross-training as the department prepares for the anticipated sequential turnover of the 62 % of staff aged 51 - 70.	x	x		x	x	x	x	x	x	
Activity 1. Library Management and divisional staff will receive semi-annual training and cross-training to strengthen and develop their abilities in the areas of: Building Supervision, Customer Service, Planning, Website upkeep, FirstClass communication, new technologies and software.	x	x		x	x	x	x	x	x	
Activity 2. Staff will receive semi-annual training in Emergency Procedures and Policy application.	x	x		x	x	x	x	x	x	
Activity 3. The Library Director will produce and maintain a hard copy and electronic version of a Director's Manual.	x			x						

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PUBLIC SERVICES	FY17	BOT	FOL	DIR	AD	CIRC	INFO	SYST	YS	MNT
GOAL VI: Library patrons enjoy offerings, services, programs and collections that meet their interests, needs, demographics, schedules and abilities in a customer-oriented setting.										
Objective A. Through FY18, Library staff will identify growing population trends within the community and begin to develop service, collections and programs for these demographics, age groups and populations.	x			x	x	x	x	x	x	x
Activity 1. Research, identify and offer at least two programs annually appealing to significant demographic groups within the community (e.g. Indian and Chinese residents).	x				x		x		x	
Activity 2. Collections and services will reflect the growing senior demographic indicated in the latest Federal Census numbers and its impact on collections and the Homebound service.	x				x		x		x	
Objective B. Continue to host weekly Westford Job Seekers Network to support the community's and region's unemployed demographic until unemployment declines to 5%.	x			x				x		
Activity 1. Recruit and maintain a Volunteer Coordinator to assist staff in this weekly program.	x			x				x		
Activity 2. Maintain up-to-date website links on www.westfordlibrary.org to provide resources and contacts for the community's and region's unemployed demographic.	x			x				x		
Activity 3. Recruit speakers, specialists and presenters and coordinate special programs for the weekly Westford Job Seekers Network group.	x			x				x		
Activity 4. Create and maintain collections and resources which provide support and training for the community's and region's unemployed demographic.	x			x				x		

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PUBLIC SERVICES (CONT.)	FY17	BOT	FOL	DIR	AD	CIRC	INFO	SYST	YS	MNT
Objective C. Through FY18, the Library will continue to offer a wide array of cultural, educational, informational and recreational programs for all ages, along with passes and discounts to area museums, events, cultural centers and family destinations.	x			x	x	x	x	x	x	
Activity 1. Investigate more intellectual adult programs, such as a “Fletcher Forum”, a "Flash Forum" or an “Evening of Frank Discussion Series.”	x			x	x	x	x	x	x	
Activity 2. Commit to providing immediate programming on timely or high-interest topics, with short-term preparation.	x			x	x	x	x	x	x	
Objective D. Through FY18, the Library will pursue at least one new partnership annually with community groups, associations, municipal departments and agencies to facilitate greater outreach and responsiveness to the Community.	x			x	x	x	x	x	x	
Activity 1. Investigate potential partners to assist as the HOMEBOUND program enlarges.	x			x	x	x	x	x	x	
Activity 2. Continue outreach services to Pre-Schools, Daycares and Home Schools and expansion of outreach services.	x			x	x	x	x	x	x	
Activity 3. Continue collaboration with Public School/Public Libraries Collaborative in support of Westford young readers.	x			x	x	x	x	x	x	

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MARKETING	FY17	BOT	FOL	DIR	AD	CIRC	INFO	SYST	YS	MNT
GOAL VII: Library patrons enjoy increased awareness of, and access to, Library programs, services and outreach because of an expanded marketing program.										
Objective A. Explore and engage in Social Media outreach.	x			x	x	x	x	x	x	
Objective B. Promote the Library eNewsletter as an informational outlet to the public.	x			x	x	x	x	x	x	
Objective C. Schedule semi-annual Westford CAT (cable) interviews to promote library programs, services, collections and initiatives.	x						x			
Objective D. Through FY18, continue to pursue new promotional and media outlets to promote the Library, its collections and services.	x			x	x	x	x	x	x	
Objective E. In FY18, engage a professional to re-design and facilitate new Library web site.			x	x	x	x	x	x	x	
Activity 1. Pursue funding, design and implementation of a revised website.			x	x	x	x	x	x	x	
Activity 2. Investigate and pursue funding for Constant Contact email outreach to patrons.			x	x	x	x	x	x	x	

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TECHNOLOGY	FY17	BOT	FOL	DIR	AD	CIRC	INFO	SYST	YS	MNT
GOAL VIII: Library patrons access data, information, resources and collections cataloged via the latest technological tools, via the latest technology and via new technological formats in a global, uninterrupted environ.										
Objective A. Through FY18, embrace and use emerging technologies and provide training on same.	x			x	x	x	x	x	x	
Activity 1: Train staff on all new formats, media and new technology by facilitating staff webinars on smart devices, and state of the art technologies.	x			x	x	x	x	x	x	
Activity 2. By FY18, investigate and become conversant in ways to expand the Library's infrastructure to include the cloud computing community.	x			x	x	x	x	x	x	
Objective B. Through FY18, the Library will investigate and implement services and technologies that reflect an aging usership, such as larger Spine Label fonts, Americans with Disabilities Act (ADA) -compliant Public Access Computers, vision enhancing and voice-activated technologies, etc.	x			x	x	x	x	x	x	
Objective C. Continue to support development and enhancement of the Merrimack Valley Library Consortium (MVLC) ILS software.	x			x						

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