COLLECTIONS & ACCESS	FY14	FY15	FY16	FY17	FY18		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 by FY14.	x								x	x		x	x	x	
Activity 1. Llibrary 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. Promote databases as substitute resource for print reference.	x								x	x		x			
Activity 4. 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	
Objective B. Analyze selection, acquisition, processing and display practices to ensure that new acquisitions reach patrons in a timely manner by FY14.	x								x	x	x	x	x	x	
Objective C. Through **FY18**, Library staff engaged in collection selections will steadily explore, analyze and implement new electronic formats and media collections for customer use.	x	x	x	x	x				x	x	x	x	x	x	
Activity 1. The Library will continue to explore and expand offerings of e-content and downloadable formats and devices.	x	x	x	x	x				x	x		x		x	
Activity 2. Advocate for, and participate in, a statewide contract to procure e-content.	x	x	x	x	x		x		x						
Objective D. In **FY16**, apply for a Library Services and Technology Act (L.S.T.A.) Readers' Advisory Grant to promote connections between readers and resources.			x						x	x		x		x	
Objective E. Through **FY18**, the Library will systematically engage in preservation and conservation of its historic collections	x	x	x	x	x				x	x		x			
Activity 1. Investigate becoming a member of the Digital Commonwealth and proceed with digitization of, and virtual access to, historical collections.			x						x			x			
Activity 2. The Library Building Program will include the needs and specifications of a conservation-compliant Local History Collection Room.	x								x			x			
Objective F: 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	x	x	x		x	

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FACILITY AND SPACE	FY14	FY15	FY16	FY17	FY18		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 **FY16**, support and collaborate with Library Consultant on Feasibility Study analyzing current space, service, site and satellite options.	x	x	x				x		x						
Activity 1. The Library Management Team and Board of Library Trustees will revisit the FY13 Library Building Program, in light of Feasibility Study findings.		x					x		x	x	x	x	x		
Activity 2. The Library Management Team and Board of Library Trustees will pursue Space Planning Timeline activities:							x		x	x	x	x	x		
Oct. 2015 RFP for Library Building Consultant		x													
Jan. 2015 Geo/Technical Testing		x													
Topographical Survey		x													
Jan 2016 Consultant Writes Library Building Program			x												
Feb. 2016 RFR for Owner's Project Manager			x												
March 2016 Warrant Article for Feasibility Study/ Schematic Design			x												
Selection of Owner's Project Manager			x												
Jul 2016 RFP for Designer Selection Process			x												
July 2016 Submit Letter of Intent to MBLC for grant funding			x												
Oct. 2016 approx. MBLC-Administered Construction Grant Round announced			x												
Oct. 2016 Apply for Public Library Construction Grant Monies			x												
Dec 2016 Designer Selected			x												
Objective B. Pursue funding for the re-design of the Library driveway, islands, traffic flow, book drop location and parking lot as an **FY14** Capital request.	x						x		x						
Objective C. With Energy Committee assistance, address inadequate interior lighting.	x	x					x		x						
Objective D. In **FY16**, 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				x		
Objective E. Through **FY17**, identify final Library Improvement initiatives and engage in on-going facility and grounds improvements.	x	x	x	x					x						x

FACILITY AND SPACE (CONT.)	FY14	FY15	FY16	FY17	FY18	BOT	FOL	DIR	AD	CIRC	INFO	SYST	YS	MNT
Activity 1. Replace Story Hour Room kitchen countertop and sink.			x					x						x
Activity 2. Replace Meeting Room kitchen countertop and sink.			x					x						x
Activity 3. Screen outdoor AC chiller with bronze vinyl fencing.		x						x						x
Activity 4. Sand, stain and refinish four oak stairwells.	x							x						x
Activity 5. Install pendant track lighting over rear entry stairwell.	x							x						x
Activity 6. Replace/retrofit ceiling tiles in ground floor Meeting Room.				x				x						x
Activity 7. 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 8. Investigate a yellow brick entry causeway (from rear door to parking lot) and attendant landscaping as a fund raising possibility.			x					x						x
Activity 9. Replace/retrofit ceiling tiles in Mezzanine Stack Room.				x				x						x
Activity 10. Replace/retrofit ceiling tiles in Ground Floor Meeting Room.				x				x						x
Activity 11. Replace worn carpeting in stack aisles, and in the Janiece Greenberg Room.		x						x						x
Activity 12. Replace or restore stackends in the 1895 Stack Room and in the juvenile area.		x						x						x
Objective F. Through **FY18**, the Library will systematically engage in preservation and conservation of its historic facility features.	x	x	x	x	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 **FY17**.				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	FY14	FY15	FY16	FY17	FY18	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	x	x	x		x						
Activity 1. In FY14, work to restore the operational appropriation of the J. V. Fletcher Library to meet the Municipal Appropriation Requirement for FY15.	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	x	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	x	x	x		x						
Objective D. Continuing in **FY14**, 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	x	x	x	x						
Objective E. Through **FY18**, the Board of Library Trustees and the Friends' Advocacy Committee will pursue partnerships and collaborations to augment the municipal funding received by the Library Department from the Town of Westford and identify optimal uses of non-appropriated funds.	x	x	x	x	x	x	x	x						

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HOURS	FY14	FY15	FY16	FY17	FY18	BOT	DIR	AD	CIRC	INFO	SYST	YS	MNT
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 morning per week (per state regulation).					x	x	x						
Objective B. By the end of **FY17**, Sunday hours will be offered mid-October through April.				x		x	x						
Objective C. By the end of **FY18**, analyze Friday service in light of weekend rotations and staff development needs.					x	x	x						

STAFFING	FY14	FY15	FY16	FY17	FY18	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 in **FY15**.	x	x	x	x	x	x		x						
Activity 1. Analyze the J. V. Fletcher Library Organization Chart for the addition of a "Readers' Advisory" specialty in FY17.				x		x		x						
Activity 2. Analyze the J. V. Fletcher Library Organization Chart and Job Descriptions for the addition and assignment of "Emerging Products and Technologies" responsibilities.	x	x	x	x	x	x		x						
Activity 3. Analyze the J. V. Fletcher Library Organization Chart and Job Descriptions for the restoration of cataloging and processing hours.	x	x	x	x	x	x		x						
Objective B. Library management staff will will annually participate in two staff-determined Management Staff Development mornings off-site to inspire, energize and motivate.	x	x	x	x	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	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, Playaways, Cisco IP Phone usage, and Excel.	x	x	x	x	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	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	x	x	x			x						

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PUBLIC SERVICES	FY14	FY15	FY16	FY17	FY18	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	x	x	x	x
Activity 1. Survey significant demographic groups, such as Asian households for language, collection and program preferences.		x												
Activity 2. 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	x			x			x		x	
Activity 3. 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	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	x	x			x				x		
Activity 1. Recruit and maintain a Volunteer Coordinator to assist staff in this weekly program.	x	x	x	x	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	x	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	x	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	x	x			x				x		
Objective C. Beginning in **FY13,** library staff will host a Friends-funded Community Reads program OR apply for a Library Services and Technology Act (L.S.T.A.) "On the Same Page" (community-wide reading) Grant.		x		x		x	x	x	x	x	x	x		

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PUBLIC SERVICES (CONT.)	FY14	FY15	FY16	FY17	FY18	BOT	FOL	DIR	AD	CIRC	INFO	SYST	YS	MNT
Objective D. 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	x	x	x	x	
Activity 1. Investigate more intellectual adult programs, such as a "Fletcher Forum" or "Evening of Frank Discussion Series."	x		x		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	x	x	x	x	
Objective E. Through **FY18**, the Library will pursue at least one new partnership annually with community groups, associations and agencies to facilitate greater outreach and responsiveness to the Community.	x	x	x	x	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	x	x	x	x	
Activity 2. Investigate restoration of outreach services to Pre-Schools, Daycares and Home Schools and expansion of outreach services.	x	x	x	x	x			x	x	x	x	x	x	
Activity 3. Continue collaboration with Public School/Public Libraries Collaborative in support of Westford readers.	x	x	x	x	x			x	x	x	x	x	x	

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MARKETING	FY14	FY15	FY16	FY17	FY18		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. Publicize, maintain and augment Facebook page.	x	x	x	x	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	x	x	x	x	
Activity 1. Users are able to sign up for the eNewsletter from the homepage of the Library website.	x	x	x	x	x								x		
Activity 2. Patrons will be given the option of receiving the eNewsletter at the point of registration.	x	x	x	x	x						x				
Activity 3. Town wide mailings will promote eNewsletter signup.	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	x	x	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	x	x	x	x	
Objective E. In **FY15**, engage a professional to re-design and facilitate new Library web site.		x						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	x	
Activity 2. Pursue migration to mobile web site.			x												

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TECHNOLOGY	FY14	FY15	FY16	FY17	FY18	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	x	x	x	x	
Activity 1. Host a technology petting zoo for the public to promote new services and devices.	x							x	x	x	x	x	x	
Activity 2: Purchase adequate media, new technologies and devices for staff training and expertise.	x							x	x	x	x	x	x	
Activity 3: Train staff on all new formats, media and new technology by facilitating staff webinars on smart devices, state of the art technologies (mobile access, geo-tagging and geo-location, the app revolution, etc.)		x						x	x	x	x	x	x	
Activity 4: Develop the perception of "technology" as a collection; introduce more smart devices, semantic-aware software, econtent, etc.			x					x	x	x	x	x	x	
Activity 5. 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	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	x	x	x	x	
Objective C. Continue to support development and enhancement of the new Merrimack Valley Library Consortium (MVLC) EVERGREEN Open Source software.	x	x	x	x	x			x						