



ANNUAL ACTION PLAN FY13

COLLECTIONS & ACCESS

GOAL I: Library patrons speedily access a global array of titles, formats, and information sources, meeting and reflecting their needs, interests, careers and diverse demographics.

Objective A: Through FY13, library staff will continue de-accessioning collections in accordance with professional practice, format and subject popularity, circulation history and facility space pressures.

Activity 1. Through FY13, the Adult Fiction collection will be assessed and thinned.

Activity 2. In FY12, the Adult paperback collection will be assessed, thinned and re-labeled.

Activity 3. Through FY13, Library staff will identify designated non-fiction areas for quarterly collection development in light of the FY11 de-accessioning project.

Activity 4. In FY12, the Bookmobile collection will be assessed, re-cataloged and incorporated into the Main Library collections.

Activity 5. In FY12, the non-fiction DVD collection will be assessed and re-labeled.

Objective B: Through FY13, the Library will systematically engage in preservation and conservation of its historic collections.

Activity 1. Investigate becoming a member of the Digital Commonwealth and proceed with digitization of, and virtual access to, historical collections.

Activity 2. The Library Building Program will include the needs and specifications of a conservation-compliant Local History Collection Room.

Objective C: Through FY13, library selectors will steadily explore, analyze and implement new electronic formats and collections for customer use.

Activity 1. The library will continue to explore and expand offerings of e-content and downloadable formats and devices.



FACILITY AND SPACE

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; solitude and spaces of sanctuary; and communal areas for the purpose of programming, governance and public discourse.

Objective A: Fund a Building Consultant at the **March 2012 Annual Town Meeting** to conduct a Feasibility Study and create a Library Building Program so as to poise the Library for pursuing the FY17 Commonwealth of Massachusetts Public Library Construction Grant.

Activity 1. A warrant article requesting \$20,000 for a Building Planning and Design Grant match – provisional upon awarding of the grant by the Massachusetts Board of Library Commissioners -- will be submitted with the **FY13** Annual Town Meeting warrants.

Activity 2. The Library Management Team and Board of Library Trustees will create a Library Building Program, based upon the *2001 Gienapp Space Use and Re-Allocation Study Report*, the *2008 Library Needs Assessment*, and the *Wisconsin Public Library Building* standards and specifications.

Objective B: Through **FY13**, identify final Library Improvement initiatives and engage in on-going facility and grounds improvements.

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. Replace/retrofit ceiling tiles in ground floor Meeting Room.

Activity 7. Secure estimate and pursue re-glazing and re-painting of ten original Victorian wooden windows (2 Browsing, 2 attic, 6 Stack Room).

Activity 8. Investigate a yellow brick entry causeway (from rear door to parking lot) and attendant landscaping as a fund raising possibility.

Activity 9. Replace/retrofit ceiling tiles in Mezzanine Stack Room.

Objective C: Through FY13, the Library will systematically engage in preservation and conservation of its historic facility features.

Activity 1. The Library will submit a CPA proposal for the preservation of its copper gutter system and four remaining stained glass window panels in FY12.

Activity 2. The Library will submit a CPA proposal for the preservation/restoration of the oil portrait of Jonathan Varnum Fletcher in FY13.

FUNDING/RESOURCES

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*.

Objective B: Annually, the Board of Library Trustees will approve 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.

Objective C: Annually, the Board of Library Trustees will approve 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, at which point the hours regulation increases to 59.

Objective D: In FY13, the Board of Library Trustees will approve and advocate for a budget that maintains current staffing levels, without initiating lay-offs, and will work to restore lost staffing as the fiscal climate permits.

Objective E: In FY12, the Board of the Friends of the J. V. Fletcher Library, Inc. will fundraise for Library collections and technologies

through the *Annual Appeal* town wide mailing, and consider an Open House for donors.

Objective F: In FY12, the Foundation Committee of the Friends of the J. V. Fletcher Library, Inc. will produce a Foundation Brochure preparatory to raising funds for Capital Campaign and Endowment initiatives.

HOURS

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 FY14, or the Town's population reaching the 25,000 mark, the Library will increase its weekly service hours to 59 (per state regulation).

Objective B: By the end of FY13, Sunday hours will be offered mid-October through April.

STAFFING AND STAFF EDUCATION

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 FY12, the J. V. Fletcher Library Organization Chart will be assessed for streamlining and efficiencies in line with the FY12 budget target and fiscal climate, and plans will be made to restore lost staffing OR positions in FY13.

Objective B: Library management staff will experience two staff-determined Management Staff Development mornings off-site to inspire, energize and motivate.

Objective C: Management 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.

Activity 1. Per Trustee Goals, the Assistant Director will train on two Director's tasks per month, and accompany Director to two Director's level management events/meetings per month.

Activity 2. Library Management and divisional staff will receive 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.

Activity 3. Create and maintain a hard copy and electronic version of a *Director's Manual*.

PUBLIC SERVICES

GOAL VI: Library patrons enjoy offerings, services, programs and collections that meet their interests, needs, demographics, schedules and abilities.

Objective A: In FY12, 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.

Activity 1. Survey significant demographic groups, such as Asian households for language, collection and program preferences.

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).

Objective B: Continue to host weekly **Westford Job Seekers Network** to support the community's and region's unemployed demographic.

Activity 1. Recruit and maintain a Volunteer Coordinator to assist staff in this weekly program.

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.

Activity 3. Recruit speakers, specialists and presenters and coordinate special programs for the weekly Westford Job Seekers Network group.

Activity 4. Create and maintain collections and resources which provide support and training for the community's and region's unemployed demographic.

Objective C: In FY13, library staff will either apply for an L.S.T.A. "On the Same Page" (community-wide reading) Grant, or host a Friends-funded Community Reads program.

Objective D: Through FY13, 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.

Objective E: In FY12, Library Administration and the Board of Library Trustees will draft surveys, initiate focus group discussions and engage in community-group activities in support of the development of the **FY14-FY18 Long Range Plan**.

MARKETING

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 new Facebook page.

Objective B: Routinely draft a Library Department press release for the Town Manager's monthly community newsletter.

Objective C: Schedule quarterly Westford CAT (cable) interviews to promote library programs, services, collections and initiatives.

Objective D: Recruit, choreograph, train and display a Book Cart Drill Team in the spring 2012 Apple Blossom festival.

Objective E: In FY12, assess interest in, and feasibility of, developing library-based spots for YouTube.

Objective F: In FY12, publicize, maintain and augment new *flickr* account.

TECHNOLOGY

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.

Objective A: Migrate administrative offices and staff computers to MS Office 2010 software in December 2011.

Objective B: Beginning in FY12, the Library will investigate and implement services and technologies that reflect an aging usership, such as larger Spine Label fonts and print, ADA-compliant Public Access Computers, vision enhancing and voice-activated technologies, etc.

Objective C: Beginning in FY12, the Library will investigate laptop printing via the wireless connection for patrons and staff.

Objective D: Beginning in FY12, the Library will speed the technical processing of books and new formats via new technological tools.

APPROVED BY THE BOARD OF LIBRARY TRUSTEES: 11/7/2011 (DATE)