

J.V. FLETCHER LIBRARY

STRATEGIC PLAN

FY2014 - FY2018

DEDICATION:

The Library Board of Trustees dedicates this plan for the future of library services to the patrons of the J. V. Fletcher Library, Westford, Massachusetts.

The Board would like to recognize the following contributors to this plan:

- * the Community Planning Committee participants and survey respondents whose input helped craft this community-based plan
- * the Library Task Force (composed of the Library management staff)
- * all the committed Library staff who will implement and execute it, and
- * Library Consultant, Nancy Rea, who helped guide the planning process

The thoughtful insights, civic generosity and dedication of the planning participants have ensured that through this visionary five-year plan, the J. V. Fletcher Library will remain in the vanguard of responsive community service. While this plan is neither exhaustive nor all-encompassing, it does provide focus for the next three to five years by setting objectives open to on-going revision via future needs assessment tools.

The Board of Trustees and the Library Administration would like to thank the community of Westford for its on-going proactive library support, its eagerness to share an idealized future vision, and its committed belief that the public library contributes value to the quality of life within the Westford community. This plan is intended to actualize the vision of the Community, the elected Board of Library Trustees and the planning participants. Thus, it is an instrument of positive change for both the J. V. Fletcher Library and the community as a whole.

This plan was unanimously approved and adopted by vote of the Board of Library Trustees at their regularly scheduled meeting on 9/10/12 (date), and will be revisited and updated annually by the Board of Library Trustees.

Marianne Fleckner, Chair
Hajo Koester, Treasurer
Elizabeth (Buffie) Diercks, Secretary
Susan Flint
Robert Price
John E. Wrobel, Jr.

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INTRODUCTION

The J. V. Fletcher Library's FY2014-FY2018 plan is intended to guide and set priorities for the Library for the next five years. Over several months, a community committee and library staff met, discussed, and helped develop the following statements and goals that will direct the Library for FY2014 to FY2018 and ensure that the Library is responding to the needs of the Westford community. The plan attempts to describe the major areas of focus for the Library, but does not describe all the work activities that the Library will undertake in the next five years.

The *Town of Westford's Master Plan* (approved in 2009) includes a multi-page in-depth Community Vision for the community of Westford; the Community Planning Committee was charged to create a vision of the ideal Westford for the new library strategic plan as a departure point in analyzing the community and its needs. The group voted to endorse a unique community vision statement for Westford:

To foster and encourage a community that respects and responds to the diversity, heritage, culture, and growth of Westford.



VISION AND MISSION

The Library Vision and Mission Statements that follow, and the GOALS summary reflect the work of the Community Planning Committee of 2012 and the Library Task Force:

J. V. FLETCHER LIBRARY VISION STATEMENT:

The J. V. Fletcher Library is a global gateway dedicated to serving the Town of Westford and committed to celebrating the community's heritage, diversity and multiculturalism.

Library patrons of all ages and socio-economic circumstances experience the Fletcher Library as a responsive, innovative resource meeting their unique needs and offering a personal library experience.

Lives are enriched and enhanced through the lifelong exposure to, and exploration of, life-changing ideas, creativity, information and evolving technologies.

In a world of rushed and removed relationships, the library offers both a virtual village and a space of sanctuary and community.

Approved by the Board of Library Trustees, June 4, 2012.

J. V. FLETCHER LIBRARY MISSION STATEMENT:

The J. V. Fletcher Library serves as a progressive responsive community resource, dedicated to the informational, cultural, educational and technological needs of its patrons. The Library supports its users in their lifelong pursuit of learning, personal growth and self-fulfillment. It encourages the young in their exploration of, and celebration of, the world. The Library is a resource for exploring and using new technologies, collections and media. The Library provides a gathering place for community members – in all their diversity – to meet in social engagement, to share discourse, to ponder divergent ideas and to engage in civic connection. The Library strives to be both reflective of and responsive to the community. It also seeks to be in the forefront of professional library service – attracting and leading the community into the future in a warm and welcoming public setting.

Approved by the Board of Library Trustees, July 9, 2012.

GOALS

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.

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.

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.

GOAL IV: Library patrons of all ages and socio-economic circumstances 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.

GOAL V: Library patrons enjoy access to an array of services, programs and collections facilitated by trained, customer-oriented and sufficient staffing.

GOAL VI: Library patrons enjoy offerings, services, programs and collections that meet their interests, needs, demographics, schedules and abilities in a customer-oriented setting.

GOAL VII: Library patrons enjoy increased awareness of, and access to, Library programs, services and outreach because of an expanded marketing program.

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 and uninterrupted environ.

ACKNOWLEDGEMENTS

Library Board of Trustees:

Marianne Fleckner, Chair
Hajo Koester, Treasurer
Elizabeth (Buffie) Diercks, Secretary
Susan Flint
Robert Price
John E. Wrobel, Jr.

Library Task Force:

Ellen Rainville, Library Director
India Nolen, Assistant Library Director
Nancy Boutet, Head of Youth Services
Dina Kanabar, Head of Systems/Automation and Technical Services
Kristina Leedberg, Head of Reference and Information Services
Holly Sheridan-Pritchard, Head of Circulation

Community Planning Committee:

Nancy Boutet, Head of Youth Services
Sue Carr
Lisa DeScenza, Friends of the J. V. Fletcher Library, Inc. Liaison
Robin Doherty
Marianne Fleckner, Trustee Chair
Susan Flint, Trustee
Jon Forsyth
Marilyn Frank
Ellen Harde, Town Moderator
Scott Hazelton, Westford Housing Authority
Shobha Hiremath
Victor Kosenko
Dennis Larosee
Susan Larosee
India Nolen, Assistant Library Director
Andrea Peraner-Sweet, Chair, Board of Selectmen
Marcella Pixley
Ellen Rainville, Library Director
Emily Teller
Giannina Underhill
Terri Yip

Additional Library Staff:

Ellen Appico
Alla Brovina
Jean Butler
Zoe Daniel
Jacki Dibble
Lauren Evans
Laura Fowler
Julie Franzek
Mayleen Kelley
Judy Madsen
Pat Matheson
Carol McCahon
Kira McGann
Paula McWilliams
Virginia Moore
Dennis Mulligan
Leigh Nallen
Seana Rabbito
Sarah Regan
Chantale Shepard
Karen Welz

Consultant:

Nancy Rea, Professional Library Consultant

THE PLANNING PROCESS METHODOLOGY

Library Board and administration participated rigorously in the Comprehensive Master Planning Process conducted by the Town of Westford, and approved in 2009, which resulted in the current Comprehensive Master Plan for the community. Building upon this plan, the Trustees and Director of the Library began the planning process for the Library in the fall of 2011 and hired Library Consultant Nancy Rea to guide the project. The Library Management team comprised the Library Task Force which worked with the consultant to coordinate the process, analyze data and record meetings. Meetings and survey activity took place from January to April 2012. The planning calendar for the project can be viewed in the appendix of this document (see *Library Strategic Plan Calendar-Appendix I*).

Using a nationally recognized planning process for libraries from “Strategic Planning for Results” by Sandra Nelson, the Library sought to determine the needs of the community and determine how the Library can best work to help meet those needs in the future.

COMMUNITY SURVEY

The Library Task Force and consultant developed a survey which was mailed directly to every Westford household and was available widely to the Westford community on the Library website and in paper form at the Library. Residents and Library users were encouraged to fill out the survey via the Library’s eNewsletter, the Library Latest, the Town Manager’s Newsletter, the Library website, Westford Patch, and the Winter Events town wide mailing. The survey was created and tabulated using Survey Monkey; the survey instrument may be viewed in the appendix of this document and summary findings reflected in “Some Things Revealed” (see *Library Community Survey, 2012* and *Some Things Revealed-Appendices IV and V*).

COMMUNITY COMMITTEE

The Library Trustees and the Library Task Force selected a Community Planning Committee of sixteen residents who broadly represented the Westford community. Participants represented multiple roles and viewpoints within the community. The group met three times from January through May to participate in exercises and discussions. The Library Director compiled and presented a community scan (see *Some Things You May Not Know About...the Community of Westford – Appendix II*), which profiled the community and changing demographics that helped inform the group and initiate discussion. The group considered trends outside the Library and community that may impact the Library in the future. Completing a SWOT (strengths, weaknesses, opportunities, threats) exercise, they examined the strengths and weaknesses of the Library

and possible opportunities and threats for the Library in the next five years. The group also considered possible service responses for the Library, developed a vision statement for the community of Westford and goals for the Library to support that vision. Vision and mission statement brainstorming resulted in valuable and instructive language which the Library Task Force utilized in the creation of the new Library Vision and Mission statements.

STAFF PLANNING MEETINGS

Library staff met in two groups to participate in activities and exercises similar to those completed by the Community Planning Committee. Over six hours, the staff focus groups discussed demographic changes in the community, current trends, did a SWOT exercise, considered service responses for the Library, developed a vision for the Library and goals to support that vision. The work of the two Staff Focus Groups was analyzed, synthesized and incorporated by the Library Task Force.

NEEDS ASSESSMENT

COMMUNITY SCAN

Incorporated in 1729, the town of Westford is an established community with strong historic roots. In 1998 the Common and Center of the town was accepted as a National Historic District and Westford Academy is one of the oldest co-educational secondary schools in the United States, offering integrated male/female education since its founding in 1792.

Westford is considered an affluent community. Between 2000 and 2009, the number of households earning an annual income of \$150,000 increased 56.5%, with the median income being \$119,051. In 2011 the average sale price for a single family home was \$487,708.

The community scan compiled for this plan revealed changes in the demographics of the town. Census information from 2010 showed an increase in population of 5.8% to 21,951. Westford's largest age group in 2010 was residents aged 40-59 years, comprising 37.9% of the population; the second largest age group was 10-19 year olds with 3,900 people, or 17.8% and the 0-9 age group represents the third largest group at 3,052 children (13.9%). 15.3% of town residents are 60 years of age or older. This last age cohort is projected to increase to 22% by 2020. The 2010 federal census reflects 12.6% of the town as ethnic Asian. The past decade also saw an increase in diversity indicated by the number of new churches and religious groups in Westford.

The Library's new strategic plan strives to reflect these age and ethnic changes in the community. Goals for the five-year strategic plan address collections, technology, programs and services, staffing, funding, marketing and a facility all calculated to meet the future and changing needs of the community.

LIBRARY SCAN

The Community Planning Committee and recent survey of the Westford community indicate strong support of the Library. In FY2011, 268,845 people visited the Library. 342,671 items circulated in FY2011 and the Library hosted 2,068 community groups and government boards using the public meeting rooms. The J.V. Fletcher Library is clearly a heavily used town service.

The 2011 Summer Reading Programs served more than 1,700 registrants, making it one of the most successful Summer Reading Programs in the Commonwealth. Of the items circulated in FY2011, 47% were juvenile materials, an indication of how well the Library serves the children of the community. Expanding service to this extremely important

population group is addressed in the collection, public service, facility and program goals in the new strategic plan.

The J.V. Fletcher Library was originally built in 1895 and has undergone renovations in 1963 and 1969 and an addition in 1986. A recent five-phase Library Beautification Project of the interior (new paint, carpet and furniture) has made the Library an attractive, warm place to visit. However, with increased use and space demands that come with new technology, the Library is finding it harder and harder to make current space meet the needs of a growing, more technology-based community.

The Westford Comprehensive Master Plan, adopted in 2009, includes an action item for the Library facility: “Evaluate the needs, options, and feasibility of renovating and expanding the J.V. Fletcher Library.” This action item resulted in the March 2012 Annual Town Meeting appropriation of \$20,000 to support the Library department’s application for a “Planning and Design Grant” (to be used to conduct a Feasibility Study of the current site and alternative space options). The Facility goals of the new strategic plan for the Library serve to help implement this action. The Library Administration, in 2008, conducted a Facility Needs Assessment and shared that assessment with the Permanent Town Building Committee. The inadequacies and needs revealed in that document prepared the department for the critical comments garnered under the FACILITY survey questions – these centered on inadequate space for collections, study, technology and service programs, lighting, and inadequate parking (in light of new parking constraints around the Common).

While the Library has enjoyed on-going community support, has a superlative Friends’ group, great fund raising, and an elected Board of Trustees committed to advocacy on behalf of the department, for the first time in FY13, the J. V. Fletcher Library will need to apply for a waiver of the Municipal Appropriation Requirement (MAR) – one of the seven regulatory standards or performance measures required to maintain state certification by the Massachusetts Board of Library Commissioners and ensure sharing of collections. A major fiscal objective of the strategic plan (with, of course, service implications) is the restoration of a level of local appropriation which meets the MAR standard.

COMMUNITY SURVEY

In order to garner community sentiment, needs and usage trends as a portion of the Needs Assessment, a Community Survey was conducted for six weeks. This Community Survey indicated how valued the Library is by the community. The Survey netted 531 responses: females answered at a 4:1 ratio to males. The largest age cohort responding was ages 45-54. A summary of highlights appears in Appendix V (*Some Things Revealed...For Response in Our Strategic Plan*). Representative but verbatim (noted via quotation marks) survey responses follow below, arranged according to the strategic GOALS within the plan:

Collections / Access:

Patrons desire MORE new books, more formats, more media and timely delivery

- 61.4% of respondents rated **Inter-Library Loan** as EXCELLENT
- Respondents want MORE of all collections and all formats in diverse languages

Space/Facility Needs:

The limitations of the current library facility are clearly conveyed in survey criticism, comments and statements of inadequacies.

- A significant percentage of respondents (36.1%) rated **Parking** at FAIR or POOR
- **40.1%** of respondents rated **MORE PARKING** our most important facility need, followed by **38.6%** indicating a **LARGER/IMPROVED CHILDREN'S AREA**, **32.2%** **More NEW BOOK BROWSING SPACE; MORE COMPUTERS FOR ALL AGES** was deemed next most important, followed by **LARGER/IMPROVED TEEN SPACE**
- "larger new book browsing area"
- "I am not happy with having to wait for a terminal in order to access the card catalog - either separate uses for different terminals, or get more just for card catalog use!"
- "Better lighting in the parking lot"
- "Need more space & computer terminals"
- "More quiet study space, there simply is too little of it"
- "Expand the children's space"
- "Needs to be larger all around"

Hours:

The Westford community's desire for enhanced Library hours was evident throughout survey responses.

- "Open on Sundays all school year"
- "Open Fri. [sic] mornings"
- "Longer hours-earlier in the day"

Staffing:

The community clearly values the J. V. Fletcher staff and providing excellent customer service needs to be a continued focus for the Library.

- **Staff Knowledge and Expertise** received highest EXCELLENT rating at 79% (415 votes), indicating numerically and in comments how the community values a well-trained, responsive staff
- "Kind, caring staff [that] are committed to providing educational assistance and guidance in a welcoming environment"
- "The incredible staff. Always helpful and cheerful; much appreciated quality these days"
- "Librarians"

- “Staff warmth, recommendations and expertise, Interlibrary loans, Comfortable spaces to read/be/meet”

Public Services:

As with collections (above), the community voiced the need for “more.”

- “Add more adult programs”
- “MORE hours, collections, programs, computers”

Marketing:

Patrons continue to be unaware of long-term offerings (such as the eNewsletter) underscoring the on-going need to market and promote new AND existing library services, collections, technologies, media and programs.

Technology:

Survey responses indicate the desire for the Library to stay in the forefront of new and emerging technologies and to partner with patrons as they embrace new formats and technologies.

- Patrons need help with their various **eBooks** and **Downloads**
- Respondents want a better **MVLC Catalog** site
- Most respondents use the website to **check Library hours, reserve Museum Passes, and use the Library catalog** – respondents would like to see a more streamlined, updated Library website
- “Have better WiFi availability in study rooms”
- Just over one-third of respondents are using eReader devices in their household.

Overall Value of Service:

Survey respondents stressed the value and importance of the Library in their lives, their budgets and their personal fulfillment.

- “Thank you for making all of my library experiences wonderful”
- “Your library is an important part of our lives”
- “I love the library! Even though I don't take advantage of all your services, it's a great part of the Westford community. Can't speak highly enough about the staff”
- “I feel fortunate to have access to a wonderful library and would be very sad if I saw it go away!”

SERVICE RESPONSES

There are many roles that a Library can fill, depending on the needs of a community. Each community is different and has different needs. Addressing these needs successfully keeps a Library relevant and a vibrant part of the community. Identifying the community needs and deciding where the Library needs to focus attention and resources is an important part of strategic planning.

From a list of Service Responses suggested in “Strategic Planning for Results,” both the Community Planning Committee and Library staff considered possible responses that the Library could use to respond to the expressed needs of the Westford Community. The following responses, not in any priority order, were indicated most often:

- **Connect to the Online World**
- **Visit a Comfortable Place**
- **Create Young Readers**
- **Understand How to Find, Evaluate, and Use Information**
- **Satisfy Curiosity: Lifelong Learning/ Stimulate Imagination/ Express Creativity**

These Service Responses have guided the selection of the Goals and Objectives of this plan.

GOALS AND OBJECTIVES & ANNUAL ACTION PLAN

COLLECTIONS & ACCESS

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**.

Activity 1. Library staff will continue de-accessioning collections in accordance with professional practice, format and subject popularity, circulation history and facility space pressures.

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.

Activity 3. Promote databases as a substitute resource for print reference.

Activity 4. Grow collections identified via survey for development and enhancement: New Bestsellers, Large Print, Foreign Language and all media (CDs, Audio, DVDs, etc.).

Evaluation: The materials allocation spreadsheet will be revised for FY14.

Implementation: Management, Division Heads and Library staff selectors.

Objective B. Analyze selection, acquisition, processing and display practices to ensure that new acquisitions reach patrons in a timely manner by **FY14**.

Evaluation: Circulation will increase in FY14 by 2.5%.

Implementation: Management, Division Heads, selectors, Technical Services, public service staff.

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.

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

Activity 2. Advocate for, and participate in, a statewide contract to procure e-content.

Evaluation: 30% of the materials budget will be spent on electronic formats and collections by FY15.

Implementation: Management, Division Heads and Library staff selectors.

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.

Evaluation: In October of FY16, the Library will submit a Letter of Intent, followed by an application for a Readers' Advisory Grant.

Implementation: Management, Division Heads and public service staff.

Objective E. Through FY18, 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.

Evaluation: Submit application annually for Community Preservation Act (CPA) funding; include Local History room in building program.

Implementation: Management and Head of Reference and Information Services.

Objective F: Through FY18, Library staff will engage in production of way-finding signage, larger signage, tours and appropriate access improvements.

Evaluation: Enhanced signage will be in place by FY16; tours will be offered semi-annually by Division Heads and/or divisional staff.

Implementation: Management and Division Heads.

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; 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.

Activity 1. The Library Management Team and Board of Library Trustees will revisit the FY13 Library Building Program, in light of Feasibility Study findings.

Activity 2. The Library Management Team and Board of Library Trustees will pursue Space Planning Timeline activities:

Oct. 2015	RFP for Library Building Consultant
Jan. 2015	Geo/Technical Testing Topographical Survey
Jan 2016	Consultant Writes Library Building Program
Feb. 2016	RFR for Owner's Project Manager
March 2016	Warrant Article for Feasibility Study/ Schematic Design Selection of Owner's Project Manager
Jul 2016	RFP for Designer Selection Process
July 2016	Submit Letter of Intent to MBLC for grant funding
Oct. 2016 approx.	MBLC-Administered Construction Grant Round announced
Oct. 2016	Apply for Public Library Construction Grant Monies
Dec 2016	Designer Selected

Evaluation: Space needs will be the first priority in the FY14 capital requests, onward.

Implementation: Library Director and Board of Library Trustees.

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.

Evaluation: Parking improvements will be the second priority item in the FY14 capital requests.

Implementation: Library Director and Board of Library Trustees.

Objective C. With Energy Committee assistance, address inadequate interior lighting.

Evaluation: Interior lighting will be augmented for better lighting, and retrofitted for higher energy efficiency by FY16.

Implementation: Library Director and Board of Library Trustees.

Objective D. In **FY16**, re-configure Technical Services space for efficiency and effectiveness in acquisitions, cataloging, processing, outreach and Inter-Library Loan support, potentially with Friends' funding.

Evaluation: Space analysis and design will result in a re-configured and re-furnished work space.

Implementation: Library Director, Head of Technical Services, Friends of the J. V. Fletcher Library, Inc., and Board of Library Trustees.

Objective E. Through **FY17**, 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.

Activity 10. Replace/retrofit ceiling tiles in Ground Floor Meeting Room.

Activity 11. Replace worn carpeting in stack aisles, and in the Janiece Greenberg Room.

Activity 12. Replace or restore stack ends in the 1895 Stack Room and in the juvenile area.

Evaluation: A minimum of three facility improvements will be implemented annually.

Implementation: Library Director and Maintenance staff.

Objective F. Through **FY18**, the Library will systematically engage in preservation and conservation of its historic facility features.

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**.

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**.

Evaluation: Submit application annually for Community Preservation Act (CPA) funding.

Implementation: Library Director and Board of Library Trustees.

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.

Activity 1. In FY14, work to restore the J. V. Fletcher Library operational appropriation to meet the Municipal Appropriation Requirement for FY15.

Evaluation: The J. V. Fletcher Library will meet all certification requirements by FY16.

Implementation: Library Director and Board of Library Trustees.

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.

Evaluation: Annually, the J. V. Fletcher Library will meet its materials requirement.

Implementation: Library Director and Board of Library Trustees.

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.

Evaluation: Westford will maintain its 55-hour service week (58-hour through the Sunday season) and increase its service week to 60 when the population exceeds 25,000.

Implementation: Library Director and Board of Library Trustees.

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.

Activity 1. Trustees and Friends will work collaboratively to recognize donors annually.

Evaluation: Quarterly meetings of a volunteer-led Foundation Committee will take place.

Implementation: Library Director, Friends of the J. V. Fletcher Library, Inc., and Board of Library Trustees.

Objective E. Through **FY18**, the Library Director, 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.

Evaluation: A volunteer Coordinator for the Friends' Advocacy Committee will be identified and recruited; quarterly meetings will take place.

Implementation: Library Director, Friends of the J. V. Fletcher Library, Inc. Executive Board and Board of Library Trustees.

HOURS

GOAL IV: Library patrons of all ages and socio-economic circumstances 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 60 by opening at 9AM five mornings per week (59 per state regulation).

Evaluation: Westford will maintain its 55-hour service week (58-hour through the Sunday season) and increase its service week to 60 when the population exceeds 25,000 (per MBLC data statistics).

Implementation: Library Director and Board of Library Trustees.

Objective B. By the end of **FY17**, Sunday hours will be offered mid-October through April.

Evaluation: The Sunday service season will span October through April.

Implementation: Library Director and Board of Library Trustees.

Objective C. By the end of **FY18**, analyze Friday service in light of weekend rotations and staff development needs.

Evaluation: Survey users and area libraries regarding likely and actual use of Friday night hours.

Implementation: Library Director and Board of Library Trustees.

STAFFING

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 begin to restore lost staffing, full-time positions AND/OR benefitted positions in FY15.

Activity 1. Analyze the J. V. Fletcher Library Organization Chart for the addition of a “Readers’ Advisory” specialty in FY17.

Activity 2. Analyze the J. V. Fletcher Library Organization Chart and Job Descriptions for the addition and assignment of “Emerging Products and Technologies” responsibilities.

Activity 3. Analyze the J. V. Fletcher Library Organization Chart and Job Descriptions for the restoration of cataloging and processing hours.

Evaluation: By FY18, two fulltime benefitted positions will be restored and job descriptions will reflect the above added specialties and responsibilities.

Implementation: Library Director and Board of Library Trustees.

Objective B. Library Management staff will annually participate in two staff-determined Management Staff Development mornings off-site to inspire, energize and motivate.

Evaluation: Management Staff Development days will be entered on the Administrative Calendar in September, January and May; staff input and interest will be sought and funding requested from the Board of Library Trustees.

Implementation: Library Director, Library Management Staff and Board of Library Trustees.

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.

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 formats, Cisco IP Phone usage, and Excel.

Activity 2. Staff will receive semi-annual training in Emergency Procedures and Policy application.

Activity 3. The Library Director will produce and maintain a hard copy and electronic version of a *Director’s Manual*.

Evaluation: Staff Development days will be entered on the Administrative Calendar in September, January and May; staff input and interest will be sought and funding requested from the Board of Library Trustees. In-house training on Emergency Procedures and Policy

will occur annually. The Assistant Director will receive on-going training on the contents of the Director's Manual.

Implementation: Library Director, Library Management Staff and Board of Library Trustees.

PUBLIC SERVICES

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.

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).

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.

Evaluation: Significant demographic groups will be surveyed for their programming and collection desires, and collections and program offerings will be adjusted as indicated..

Implementation: Library Director and Library Management Staff.

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%.

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.

Evaluation: Weekly meetings and presentations will occur until the unemployed demographic reaches 5%, at which point the program will be re-evaluated.

Implementation: Library Director and Systems/Automation/Head of Technical Services.

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.

Evaluation: A multi-month Community Reads Event will take place in FY13.

Implementation: Library Director, Library Management Staff, Library Staff and Friends of the J. V. Fletcher Library, Inc. Executive Board.

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.

Activity 1. Investigate more intellectual adult programs, such as a “Fletcher Forum” or “Evening of Frank Discussion Series.”

Activity 2. Commit to providing immediate programming on timely or high-interest topics, with short-term preparation.

Evaluation: Two additional intellectual and one timely program will occur annually.

Implementation: Library Director and Library Management Staff

Objective E. Through **FY18**, Library will pursue at least one new partnership annually with community groups, associations and agencies to facilitate greater outreach and responsiveness to the Community.

Activity 1. Investigate potential partners to assist as the HOMEBOUND program enlarges.

Activity 2. Investigate restoration of outreach services to Pre-Schools, Daycares and Home Schools and expansion of outreach services.

Activity 3. Continue collaboration with Public School/Public Libraries Collaborative in support of Westford readers.

Evaluation: Staff and town resources will be maximized through collaboration and shared expertise and energy.

Implementation: Library Director and Library Management Staff

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 Facebook page.

Evaluation: Library users “likes” on our Facebook page will increase 50% by FY15.

Implementation: Library Director and Library Management Staff

Objective B. Promote the Library eNewsletter as an informational outlet to the public.

Activity 1. Users are able to sign up for the eNewsletter from the homepage of the Library website.

Activity 2. Patrons will be given the option of receiving the eNewsletter at the point of registration.

Activity 3. Town wide mailings will promote eNewsletter signup.

Evaluation: eNewsletter recipients will increase by 5%.

Implementation: Library Director and Library Management Staff

Objective C. Schedule semi-annual Westford CAT (cable) interviews to promote library programs, services, collections and initiatives.

Evaluation: Two cable programs will be created annually.

Implementation: Library Director and Library Management Staff

Objective D. Through FY18, continue to pursue new promotional and media outlets to promote the Library, its collections and services.

Evaluation: The Library Marketing outlet list in the Library Publicity Manual will increase by 5%.

Implementation: Library Director and Library Management Staff

Objective E. In FY15, engage a professional to re-design and facilitate new Library web site.

Activity 1. Pursue funding, design and implementation of a revised website.

Activity 2. Pursue software supporting a mobile web site.

Evaluation: A new website will be unveiled by FY15.

Implementation: Library Director, Library Management Staff, and Friends of the J. V. Fletcher Library, Inc. Executive Board.

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 in a global and uninterrupted environ.

Objective A. Through FY18, embrace and use emerging technologies and provide training on same.

Activity 1. Host a technology petting zoo for the public to promote new services and devices.

Activity 2: Purchase adequate media, new technologies and devices for staff training and expertise.

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.)

Activity 4: Develop the perception of “technology” as a collection; introduce more smart devices, semantic-aware software, econtent, etc.

Activity 5. By FY18, investigate and become conversant in ways to expand the Library’s infrastructure to include the cloud computing community.

Evaluation: A launch timeline and training program will support each new format, technology or media.

Implementation: Library Director and Library Management Staff

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.

Evaluation: One technology to support an aging demographic will be investigated and implemented annually.

Implementation: Library Director and Library Management Staff.

Objective C. Continue to support development and enhancement of the new Merrimack Valley Library Consortium (MVLC) EVERGREEN Open Source software.

Evaluation: The Library Director will engage in advocacy for the on-going proactive development of the EVERGREEN system.

Implementation: Library Director and Merrimack Valley Library Consortium (MVLC) Membership.