

**J. V. FLETCHER LIBRARY ANNUAL ACTION PLAN FY21 AND IMPLEMENTATION MATRIX**

<b>COLLECTIONS &amp; ACCESS</b>	<b>FY21</b>	<b>BOT</b>	<b>FOL</b>	<b>DIR</b>	<b>AD</b>	<b>CIRC</b>	<b>INFO</b>	<b>SYST</b>	<b>YS</b>	<b>MNT</b>
<b>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.</b>										
<b>Objective A. Assess Collection Development priorities and expenditures through FY21.</b>	<b>x</b>			<b>x</b>	<b>x</b>		<b>x</b>	<b>x</b>	<b>x</b>	
<b>Activity 1.</b> Library staff will continue de-accessioning collections in accordance with professional practice, format and subject popularity, circulation history and facility space pressures.	<b>x</b>			<b>x</b>	<b>x</b>		<b>x</b>	<b>x</b>	<b>x</b>	
<b>Activity 2.</b> 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.	<b>x</b>			<b>x</b>	<b>x</b>		<b>x</b>			
<b>Activity 3.</b> Grow collections identified via survey for development and enhancement per Westford's demographics and population (e.g. Dementia Kits)..	<b>x</b>			<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	
<b>Activity 4.</b> The Library will continue to explore and expand offerings of e-content and downloadable formats and devices.	<b>x</b>			<b>x</b>	<b>x</b>		<b>x</b>		<b>x</b>	
<b>Activity 5.</b> The Library will create and implement a new three-year Strategic Plan to identify the information needs and wants of the Westford community.	<b>x</b>	<b>x</b>		<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	
<b>Objective B.</b> Through FY21, the Library will systematically engage in preservation and conservation of its historic collections with an emphasis on digitization.	<b>x</b>			<b>x</b>	<b>x</b>		<b>x</b>			
<b>Activity 1.</b> The Library will create a multi-year Preservation Action Plan, identifying items for preservation and digitization..	<b>x</b>			<b>x</b>	<b>x</b>		<b>x</b>			

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<b>FACILITY &amp; SPACE</b>	<b>FY21</b>	<b>BOT</b>	<b>FOL</b>	<b>DIR</b>	<b>AD</b>	<b>CIRC</b>	<b>INFO</b>	<b>SYST</b>	<b>YS</b>	<b>MNT</b>
<b>GOAL II: Library patrons enjoy a modern, expansive facility designed and furnished to afford: collection growth; study, activity and meeting space; leisure reading;</b>										
<b>Objective A.</b> Through FY21, execute planning based upon Waitlist status on the Massachusetts Public Library Construction Project (MPLCP) grant awards.	x	x		x	x					
<b>Activity 1.</b> The Library Facility Needs Committee, Library Management Team, Board of Library Trustees and Permanent Town Building Committee (PTBC) will pursue Public Library Construction Grant Timeline activities, proceeding in response to Massachusetts Public Library Construction Project Grant Award Notification.	x	x		x	x	x	x	x	x	
<b>Objective B.</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						
<b>Objective C.</b> Through FY21, identify final Library Improvement initiatives and engage in on-going facility and grounds improvements.	x	x		x						x
<b>Objective D.</b> Through FY21, the Library will systematically engage in preservation and conservation of its historic facility features.	x	x		x						
<b>Activity 1.</b> 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 FY21.	x	x		x						
<b>Activity 2.</b> The Library will submit a Community Preservation Act (CPA) proposal for the preservation/restoration of the oil portrait of Jonathan Varnum Fletcher in FY21.	x	x		x						

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**J. V. FLETCHER LIBRARY ANNUAL ACTION PLAN FY21 AND IMPLEMENTATION MATRIX**

<b>FUNDING/RESOURCES</b>	<b>FY21</b>	<b>BOT</b>	<b>FOL</b>	<b>DIR</b>	<b>AD</b>	<b>CIRC</b>	<b>INFO</b>	<b>SYST</b>	<b>YS</b>	<b>MNT</b>
<b>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.</b>										
<b>Objective A.</b> 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.	<b>x</b>	<b>x</b>		<b>x</b>						
<b>Objective B.</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.	<b>x</b>	<b>x</b>		<b>x</b>						
<b>Objective C.</b> 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 to 59 hours per week.	<b>x</b>	<b>x</b>		<b>x</b>						
<b>Objective D.</b> Through <b>FY21</b> , 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.	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>						
<b>Activity 1.</b> Trustees and Friends will work collaboratively to recognize donors annually.	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>						
<b>Activity 2.</b> The Board of Library Trustees and or J. V. Fletcher Library Foundation will conduct a Fundraising Feasibility Study.	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>						

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<b>HOURS</b>	<b>FY21</b>	<b>BOT</b>	<b>FOL</b>	<b>DIR</b>	<b>AD</b>	<b>CIRC</b>	<b>INFO</b>	<b>SYST</b>	<b>YS</b>	<b>MNT</b>
<b>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</b>										
<b>Objective A.</b> By the end of FY21, or the Town's population reaching the 25,000 mark, the Library will increase its weekly service hours to 59.	<b>x</b>	<b>x</b>		<b>x</b>						
<b>Objective B.</b> By the end of FY21, Sunday hours will be offered mid-October through April.	<b>x</b>	<b>x</b>		<b>x</b>						
<b>STAFFING</b>	<b>FY21</b>	<b>BOT</b>	<b>FOL</b>	<b>DIR</b>	<b>AD</b>	<b>CIRC</b>	<b>INFO</b>	<b>SYST</b>	<b>YS</b>	<b>MNT</b>
<b>GOAL V: Library patrons enjoy access to an array of services, programs and collections facilitated by trained, customer-oriented and sufficient staffing.</b>										
<b>Objective A.</b> Through FY21, the J. V. Fletcher Library Organization Chart will be assessed for streamlining and efficiencies in line with the FY21-23 budget targets and fiscal climate, and plans will be made to restore lost staffing AND/OR benefitted positions as funding is available.	<b>x</b>	<b>x</b>		<b>x</b>						
<b>Activity 1.</b> Analyze the J. V. Fletcher Library Organization Chart for the addition of a READERS SERVICES Staff Librarian in FY21.	<b>x</b>	<b>x</b>		<b>x</b>						
<b>Objective B.</b> Library management staff will annually participate in two staff-determined Management Staff Development mornings to inspire, energize and motivate.	<b>x</b>	<b>x</b>		<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	
<b>Objective C.</b> 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.	<b>x</b>	<b>x</b>		<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	
<b>Activity 1.</b> 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, Readers Advisory, Website maintenance, Social Media communication, new Technologies and Software.	<b>x</b>	<b>x</b>		<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	
<b>Activity 2.</b> Staff will receive semi-annual training in Emergency Procedures and Policy application.	<b>x</b>	<b>x</b>		<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	
<b>Activity 3.</b> The Library Director will produce and maintain a hard copy and electronic version of a Director's Manual.	<b>x</b>			<b>x</b>						

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PUBLIC SERVICES	FY21	BOT	FOL	DIR	AD	CIRC	INFO	SYST	YS	MNT
<b>GOAL VI: Library patrons enjoy offerings, services, programs and collections that meet their interests, needs, demographics, schedules and abilities in a customer-oriented setting.</b>										
<b>Objective A.</b> Through FY21, Library staff will identify growing population trends within the community and continue to develop service, collections and programs for these demographics, age groups and populations.	x			x	x	x	x	x	x	x
<b>Activity 1.</b> 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	
<b>Activity 2.</b> 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	
<b>Objective B.</b> Continue to host weekly (September-June) <b>Westford Job Seekers Network</b> to support the community's and region's unemployed demographic.	x			x				x		
<b>Activity 1.</b> Recruit and maintain a Volunteer Coordinator to assist staff in this weekly program.	x			x				x		
<b>Activity 2.</b> Maintain up-to-date website links on <a href="http://www.westfordlibrary.org">www.westfordlibrary.org</a> to provide resources and contacts for the community's and region's unemployed demographic.	x			x				x		
<b>Activity 3.</b> Recruit speakers, specialists and presenters and coordinate special programs for the weekly (September - June) Westford Job Seekers Network group.	x			x				x		
<b>Activity 4.</b> 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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<b>PUBLIC SERVICES (CONT.)</b>	<b>FY21</b>	<b>BOT</b>	<b>FOL</b>	<b>DIR</b>	<b>AD</b>	<b>CIRC</b>	<b>INFO</b>	<b>SYST</b>	<b>YS</b>	<b>MNT</b>
<b>Objective C.</b> Through FY20, 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.	<b>x</b>			<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	
<b>Activity 1.</b> Investigate more intellectual adult programs, such as a “Fletcher Forum”, a "Flash Forum" or an “Evening of Frank Discussion Series.”	<b>x</b>			<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	
<b>Activity 2.</b> Commit to providing immediate programming on timely or high-interest topics, with short-term preparation.	<b>x</b>			<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	
<b>Objective D.</b> Through FY21, 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.	<b>x</b>			<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	
<b>Activity 1.</b> Investigate potential partners to assist as the HOMEBOUND program enlarges.	<b>x</b>			<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>			
<b>Activity 2.</b> Continue outreach services to Pre-Schools, Daycares and Home Schools and expansion of outreach services.	<b>x</b>			<b>x</b>	<b>x</b>	<b>x</b>			<b>x</b>	
<b>Activity 3.</b> Continue collaboration with Public School/Public Libraries Collaborative in support of Westford's young readers.	<b>x</b>			<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>		<b>x</b>	

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<b>MARKETING</b>	<b>FY21</b>	<b>BOT</b>	<b>FOL</b>	<b>DIR</b>	<b>AD</b>	<b>CIRC</b>	<b>INFO</b>	<b>SYST</b>	<b>YS</b>	<b>MNT</b>
<b>GOAL VII: Library patrons enjoy increased awareness of, and access to, Library programs, services and outreach because of an expanded marketing program.</b>										
<b>Objective A.</b> Expand Social Media outreach.	x			x	x	x	x	x	x	
<b>Objective B.</b> Promote the Library eNewsletter as an informational outlet to the public.	x			x	x	x	x	x	x	
<b>Objective C.</b> Schedule semi-annual Westford CAT (cable) interviews to promote library programs, services, collections and initiatives.	x						x			
<b>Objective D.</b> Through FY21, continue to pursue new promotional and media outlets to promote the Library, its collections and services.	x			x	x	x	x	x	x	
<b>TECHNOLOGY</b>	<b>FY21</b>	<b>BOT</b>	<b>FOL</b>	<b>DIR</b>	<b>AD</b>	<b>CIRC</b>	<b>INFO</b>	<b>SYST</b>	<b>YS</b>	<b>MNT</b>
<b>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.</b>										
<b>Objective A.</b> Through FY21, embrace and use emerging technologies and provide staff training on same.	x			x	x	x	x	x	x	
<b>Activity 1.</b> The Library will create a multi-year Technology Plan.	x			x	x			x		
<b>Objective B.</b> Continue to support development and enhancement of the Merrimack Valley Library Consortium (MVL) ILS software.	x			x						

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