GOALS, OBJECTIVES, AND ACTIVITIES FY27	OUTCOMES	WHO
GOAL I: Library patrons enjoy a modern, expansive facility, designed to afford: collection growth; study, activity and meeting space; leisure reading; technological access; safe communal areas, and; parking during service hours which reflect their needs.		
OBJECTIVE 1.1: The Board of Library Trustees and Library Administration will oversee operations and outreach from the off-site library facility ensuring continuous library services to the Westford public.	RRTG	BOT, DIR, MGMT
a. Activity: Library Management Staff will craft procedures, operational instructions and training to provide off-site continuous library service.		DIR, MGMT
b. Activity: Library Management Staff will identify, investigate and procure sites for pop-up programs, circulation and library venues.		DIR, MGMT
c. Activity: Library Management Staff will investigate the potential for virtual, shared and cable programming coordinated with WestfordCAT.		DIR, MGMT
d. Activity: Library Management Staff will implement MVLC services which facilitate continuuous patron use during offiste tenure.		DIR, MGMT
OBJECTIVE 1.2: The Board of Library Trustees, Library Foundation and Library Friends will engage in informational and fund-raising efforts and community events to educate the Westford public on the Library Building Project.	CEC, QEO	BOT, DIR, FOL
OBJECTIVE 1.3: The Board of Library Trustees, Permanent Town Building Committee, and Library Director will effectively monitor the progress of the renovation/addition project.	RRTG, ESCA	BOT, PTBC, DIR
a. Activity: Library Board and administration will participate in weekly field meetings, weekly joint meetings, and all aspects of the Library Building Project.		DIR, BOT
b. Activity: Library Director will report monthly, or more often, to the Mass Board of Library Commisioners, Town Officials and the Westford public.		DIR, MGMT
c. Activity: Library Director and Management Staff will engage in robust continued communication during the transition to minimize staff anxiety and confusion.		DIR, MGMT
d. Activity: Work will continue with the MBLC, MASS Save and utilities to ensure a sustainable or sustainable-ready new library.		BOT, PTBC, OPM

GOALS, OBJECTIVES, AND ACTIVITIES FY27	OUTCOMES	WHO
OBJECTIVE 1.4: The Board of Library Trustees, Permanent Town Building Committee, and Library Director will agressively plan for the return of staff, collections and operations to the finished library building in FY27.	RRTG, ESCA	BOT, PTBC, DIR
a. Activity: Library Director and Management Staff will comprehensively plan Furnishings, Fixtures, Equipment, Wayfinding signage, AV and Technologies (both staff and public) for the finished library building.		DIR, MGMT, BOT, PTBC, OPM
b. Activity: Library Director and Management Staff will comprehensively plan security, safety procedures, Emergency and Maintenance procdures for the finished library building and conduct Staff Tours to ensure acclimation and staff comfort levels.		DIR, MGMT
c. Activity: Trustees, Library Director, Friends Board and Foundation will plan a pre-opening Donor Tour of the new building.		BOT, FOL, FNDTN, DIR
d. Activity: Library Director, Friends Board and Foundation will plan on appropriate permanent and celebratory Donor Recognition in the new building.		DIR, FOL, FNDTN
e. Activity: The Board of Library Trustees, Friends, Foundation and Library Director will plan a celebratory Ribon Cutting Ceremony and celebration for the opening of the finished library, including tours, brochures and maps to orient patrons.		BOT, FOL, FNDTN, DIR

GOALS, OBJECTIVES, AND ACTIVITIES FY27	OUTCOMES	WHO
GOAL II: Library patrons of all ages, abilities, socio-economic circumstances and diverse cultural backgrounds, have access to collections, meaningful activities, programs and events which foster personal growth, self-development, exposure to ideas, art, local and world cultures, and current issues and discourse.		
OBJECTIVE 2.1: Library Personnel will select collections, formats and resources which reflect and celebrate local and world cultures, and the unique demographics of the Westford community.	CEC, QEO, RRTG	MGMT
a. Activity: Throughout the year, Adult, Young Adult and Youth Services' collections will be offered that reflect global cultural and ethnic groups representing the Westford demographic.		IS, YS
OBJECTIVE 2.2: Library Personnel will research and proffer programs, activities and events which celebrate local and world cultures, and the unique demographics of the Westford community.	CEC, QEO	MGMT
a. Activity: Throughout the year, Adult, Young Adult and Youth Services' programs will be offered that reflect local cultural and ethnic groups comprising the Westford demographic.		IS, YS
OBJECTIVE 2.3: Library Personnel will provide resources, databases, collections and programs which support the initiatives of the Town of Westford Diversity, Equity and Inclusion Committee.	CEC, QEO	MGMT
a. Activity: At least quarterly, Adult and Young Adult programs and/or displays will be offered which focus on racial justice, ethnic diversity, equity and inclusiveness of all types.		IS, YS
OBJECTIVE 2.4: Library Personnel will provide resources, collections and live and remote programs accessible to the disabled, homebound, etc. and explore Pop-Up venues and outreach initiatives while off-site.	CEC, QEO	MGMT
a. Activity: During FY26 and INTO FY27, library personnel will continue to build collaborations with the Cameron Senior Center, Westford Recreation Department, Roudenbush Community Center, school librarians and appropriate partners on programs and collections, during the library's off-site tenure.		DIR, MGMT
b. Activity: During FY26 and going forward, library personnel will investigate Assistive Technology solutions to meet and the needs of the Westford public.		DIR, MGMT
c. Activity: During FY26 and going forward, library personnel will research the future "Library of Things."		DIR, MGMT
d. Activity: During FY26 and going forward, library personnel will research a neuro-diversity corner for the future Youth Services Area.		

GOALS, OBJECTIVES, AND ACTIVITIES FY27	OUTCOMES	WHO
GOAL III: Library patrons avail themselves of a global array of services, programs, resources, technologies and collections reflecting their life-long needs, interests, careers, and diverse demographics, in an environment supported by an ample, trained, customer-oriented staff.		
OBJECTIVE 3.1: Library Personnel will pursue virtual and outdoor programs, Curbside Delivery, co-funding and hosting with sister libraries on events, Zoom/Virtual meetings and Pop-Up Library events while off-site.	CEC, QEO, REC	MGMT
a. Activity: Attendance and participation in Adult Programs will continue via partnering with sister libraries, simultaneously broadcasting over Zoom, and/or hosting programs on WestfordCAT.		IS
OBJECTIVE 3.2: Westford high schoolers receive academic, research and social support via programs on College Aid, appropriate databases and EXAM WEEK support in January and June 2027.	CEC, QEO	IS, YS
OBJECTIVE 3.3: Westford and area residents receive expertise, support, collegiality and networking via the Mass Libraries 50+ Job Seekers Networking Group free programming.	CEC, QEO	SYST
OBJECTIVE 3.4: Westford patrons enjoy materials in various languages, and/or their native languages, via increased Collection Development and specified Foreign Collection deposit loans from the Boston Public Library.	CEC, QEO	IS
a. Activity: Information Services will borrow a greater number of foreign language deposits from the Boston Public Library (e.g. Arabic, Chinese, Japanese, Korean, and Spanish).		IS
OBJECTIVE 3.5: Westford patrons enjoy the attention and service of an engaged, dedicated staff resulting from professional development, adequate staffing and training, Succession Planning, and infilling of vacancies.	CEC, QEO	DIR
a. Activity: During the off-site tenure, Library staff will continue to avail themselves of professional development opportunities, webinars, sessions and conferences.		ALL STAFF
b. Activity: During the off-site tenure, Library staff Job Descriptions will be revised and updated to reflect the future services and operations in the future facility.		MGMT
c. Activity: During the off-site tenure, the Library Administration will recruit to restore positions frozen prior to the move off-site.		MGMT
d. Activity: In the FY27 budget, service hours will be increased to 53 HPW, as of January 2027.		BOT, DIR
e. Activity: In late Fall 2026, the Board of Library Trustees and Library Director will begin succession planning and professional recruitment in anticipation of the Director's retirement in 2027.		BOT, DIR, HR

GOALS, OBJECTIVES, AND ACTIVITIES FY27	OUTCOMES	WHO
GOAL IV: Library patrons enjoy increased awareness of, and access to, Library collections, formats, programs, technologies, services, community partnerships and outreach because of an expanded marketing program and the support of the Friends of the J. V. Fletcher Library.		
OBJECTIVE 4.1: Library Personnel promote and market library services, events and collections via traditional publicity outlets, the weekly Friends eNewsletter, Website enhancement, and current and evolving Social Media.	CEC, QEO, REC	MGMT
OBJECTIVE 4.2: Library patrons utilize a robust WiFi connection [hardwired or mobile] both within, and beyond the library walls, and via circulating HotSpots.	RRTG	SYST
OBJECTIVE 4.3: Library personnel maximize marketing, community engagement, outreach and visibility via strong Community Partnerships, cooperation with sister libraries, WestfordCAT, the Public School/Public Library Collaborative, and other partnering entities.	CEC, QEO, REC	MGMT
KEY: BOT = BOARD OF LIBRARY TRUSTEES; C = CIRCULATION; DIR = LIBRARY DIRECTOR; FOL = FRIENDS OF THE LIBRARY, INC.; IS = INFORMATION SERVICES; LWG = LIBRARY WORKING GROUP; MGMT = ALL MANAGEMENT; PTBC = PERMANENT TOWN BUILDING COMMITTEE; SYST = SYSTEMS; TS = TECHNICAL SERVICES; YS = YOUTH SERVICES.		

TOWN OF WESTFORD: OUR STRATEGIC OUTCOMES	KEY
➔CARING and ENGAGED COMMUNITY	CEC
➔DIVERSE and ATTAINABLE HOUSING OPTIONS	
➔INTENTIONAL and APPROPRIATE ECONOMIC GROWTH	
➔OPPORTUNITES for RECREATION and PRESERVATION of OPEN SPACE	REC
➔COMMITMENT to ENVIRONMENTAL SUSTAINABILITY and CLIMATE ACTION	ESCA
➔RESPONSIVE and REPONSIBLE TOWN GOVERNMENT	RRTG
➔QUALITY EDUCATIONAL OPPORTUNITIES	QEO

Approved by Board of Library Trustees 11/3/25