

**WAYLAND FREE PUBLIC LIBRARY
LONG-RANGE PLAN 2008-2012**

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1. SUMMARY

In the fall of 2005, the Wayland Public Library Board of Trustees appointed a committee of 14 residents to serve as the Long-Range Planning Committee. From November, 2005, through September, 2006, meeting monthly, committee members followed an established planning process, adapting it to Wayland as they believed necessary. The process proceeded from general to specific, first looking at a vision for the community, then moving to a determination of the Library's needs and its service roles.

The committee adopted the following four service roles for the Wayland Public Library: 1) General Information, 2) Current and Retrospective Topics and Titles, 3) Commons, and 4) Formal and Lifelong Learning Support. After a review of needs and service roles, committee members approved a mission statement for the Library.

Building on the needs and mission statements, service roles and committee member discussions, the committee, with the assistance of staff, worked on the heart of the plan, the goals, objectives and specific activities designed to accomplish these goals and objectives. The director and staff have collaborated to establish target dates for most activities.

The committee set forth the following goals for the four service roles: 1) Library patrons' information needs will be satisfied; 2) Library users will find materials that they want and need in a variety of formats; 3) residents will identify the Library as a well-maintained and welcoming place that builds community; 4) users will have a place to explore ideas, pursue knowledge and develop skills necessary to evaluate and use available information; 5) young people will have a sense of ownership in the Library; and 6) the Library will articulate its benefits to residents who are not regular users.

The committee completed the Long-Range Plan during a period of uncertainty regarding the library facility. The committee's charge (Appendix C) did not include a determination of the future size and location of the library facility. The committee believes that the goals outlined in the plan have the breadth and flexibility to guide the Library regardless of its location. However, it should be noted that Goal #3 (Commons) highlights the committee's concerns that the present facility may hamper the Library's ability to fully accomplish all the objectives set forth in the plan.

The Wayland Public Library Long-Range Planning Committee has developed an ambitious plan that will serve as a guide to the Trustees and Administration as the Library moves into the future. The plan will help focus attention as the Library faces challenges relating to its building, staffing, technology and financial support. The committee is also pleased that this plan will enable the Library to comply with the Massachusetts Board of Library Commissioners' requirement for an up-to-date long-range plan.

2. INTRODUCTION

PLANNING BACKGROUND

The Wayland Public Library developed its first long-range planning document in 1993. When the plan expired, the Trustees and Library Director submitted annual updates and action plans to the Massachusetts Board of Library Commissioners (MBLC).

In 2001, the Trustees formed the Library Planning Committee for the purpose of developing an assessment of the community's vision of needs for Wayland's Public Library of the future. The Committee's assessment, submitted in April 2002, became one evaluative tool for use in developing the current comprehensive long-range plan for the Wayland Public Library. The report showed general satisfaction with the Library's services and collections, but strong dissatisfaction with the facility and a desire for improvements in a variety of areas -- media, computers, shelf space, quiet work areas, meetings rooms, storage, seating, and children's and teen spaces. The five-member committee relied on community surveys, focus groups and interviews to gather data. A copy of this report is included here in Appendix A.

In 2003, the Trustees established a Library Building Feasibility Study Committee and issued a Request for Proposals (RFP) for architects and engineers to explore the possibility of expanding the current Library facility. Although the architects demonstrated that it was feasible to enlarge the building at the present location, serious problems with the site including wetlands areas and other barriers made it impossible to meet space requirements, create a manageable facility, and stay within a realistic and affordable budget. "Wayland Public Library Feasibility Study Committee Report (2005)" is Appendix B.

In 2005, the Trustees created a Long-Range Planning Committee, which is responsible for this document. The Trustees acknowledged the need for a comprehensive long-range plan for a number of reasons: 1) to plan a new or renovated building that truly reflects community needs and desires; 2) to plan for future Library services (even if there is no new building in sight); 3) to fulfill MBLC requirements for a long-range plan; 4) to be eligible and ready for construction grants that may become available; 5) to be prepared to move ahead if a potential site for a town building becomes available to the Library; and 6) to learn more about the Library's role in the community and how it has changed since the last long-range plan.

COMMUNITY PROFILE

In 2006, Wayland is a community of 13,800. *Massachusetts Municipal Profiles* does not predict any substantial growth. Over 14% of the population is 65 years or older; 17.3% fall in the ages of 5 to 14 years. 54% of the population is in the 25-64 years age group.

The census also revealed that over 12,000 residents are White, while the next largest group is Asian. Small numbers include African-Americans, Native Americans, Pacific Islands, and Hispanic groups. Over 1,100 individuals are foreign-born.

Wayland covers 15.2 square miles in land area; 0.7 square miles in water area. In 2000, there were 4,625 households. The labor force in 2005 was 6,658 with an unemployment rate of 2.7%. Wayland is an affluent community with per capita income of \$52,717 (1999) and median family income of \$113,671. The Town of Wayland is the largest employer with 534 individuals employed. Other major employers are Longfellow Health & Fitness (250), Candela Laser (150), Parmenter Health Center (108), Whole Foods Market (100), and Luigi's Restaurant (100). Fewer than 100 people work at Russell's Garden Center, Mahoney's Garden Center, two golf courses and several restaurants.

Wayland has an educated population with 96.5% of the residents having a high school diploma or higher and 68.3% with bachelor's degrees or higher. Average teacher salaries in the public schools are \$60,233 (2001). In 2005, the town spent about \$32 million on education out of a total budget of about \$60 million.

Wayland's form of government consists of a Town Administrator, Board of Selectmen and Open Town Meeting. In 2004, there were 9,843 registered voters.

LIBRARY PROFILE

Approximately 63% of the Wayland population (8,717 out of 13,800 residents) are registered Library users.

The Library is open to the public 62 hours per week including weekends except in July and August when it is open half-days on Saturday and closed on Sundays. An electronic people counter shows that Library visits total 127,000 in a year. In FY 2005, 2,250 children attended Library programs, and 3,210 adults participated in Library programs.

The Library boasts a healthy circulation of books and other media: 276,259 items for Fiscal 2005. A per capita circulation of 21.13 ranks Wayland Public Library 4th highest in its population group. Wayland filled requests from other libraries for 39,118 items. Wayland requested 23,599 items for its own patrons in FY2005. The Reference Department answered 26,235 questions.

The Library's adult collection consists of approximately 57,000 books, 205 periodical subscriptions, and 14,000 non-print items including CD's, videos, sets of audiotapes, and microfilm. The Youth Services collections number 24,000 print and non-print items.

The Library budget for Fiscal 2007 is \$942,695; nearly all funds come from the town. The Trustees administer trust funds, which total about \$600,000. On occasion, the Trustees also allocate trust fund interest for special programs and services.

A six-member Board of Trustees, in accordance with Chapter 78, Sections 10-12 of the Massachusetts General Laws, governs the Library. The Trustees hire the director, establish

policies and oversee the budget. About 35 individuals are employed at the Library, many working part-time -- nights, weekends, half-days. The full-time equivalent number is 14.8 employees. Twelve individuals are professional MLS librarians. Nine people in this group work part-time, leaving three full-time professional positions: the Director, Assistant Director, and Head of Youth Services.

The Wayland Library is a founding member of the Minuteman Library Network, a group of over forty public and academic libraries that share a state-of-the-art Library automation system for circulation, acquisitions, reference and cataloging. Using the MLN database, patrons may request materials located in other libraries and have them delivered to Wayland for pickup. Wayland is also a member of the Massachusetts Metrowest Regional Library System, which provides daily truck delivery of interLibrary loans, training programs and other services to its member libraries.

The Wayland Library offers a number of educational and cultural programs throughout the year. These include a fall slide/lecture art series, a winter classics series, a spring Shakespeare festival, a monthly book discussion group, and other literary programs. The Library supports local artists by exhibiting bimonthly art shows in the Raytheon Room and monthly exhibits in the main level foyer. For children, the Library offers a variety of programs including story times, crafts, summer reading, book groups, performances and writing workshops.

LIBRARY HISTORY

The Wayland Public Library has a long and distinguished tradition of leadership and excellence. As early as 1648, two hundred years before the Library's founding, those who were literate among a group of Sudbury settlers shared a collection of almost 200 books. Reverend Edmund Brown had arrived with a band of colonists from England and founded a settlement on the east and west banks of the river known as "Sudbury Plantation." Chiefly valued among his belongings in his log cabin was the scholarly collection he lent to other readers.

The Library movement truly began in Wayland on April 6, 1796, when Reverend Josiah Bridge, pastor of the First Church in Wayland (which was East Sudbury at the time) organized the East Sudbury Social Library. Thirty-two members, who paid a membership fee of four dollars and a yearly assessment of 25 cents for the purchase of books, acquired thirty-six volumes. By 1832, the collection had grown to 227 volumes and was housed in the homes of successive librarians.

In 1815, Reverend John Burt Wight, the intellectual and energetic pastor of the First Parish Church which until the Separation Act of 1822 had also served as part of the town's governing body, established a collection of "moral and religious books" to be kept at the church and freely used by the townspeople. Called the East Sudbury Charitable Library, this collection became the town's first public access Library and part of the Wayland Library's collection together with the circulating collection of sixty volumes, shared by the six district schools and known as the Common School Libraries.

In 1847, Judge Edward Mellen of Wayland (the name was changed from East Sudbury in 1835) received a generous offer from his friend, the Reverend Dr. Francis Wayland, president of Brown University, who was fond of the town which bore his name. He offered the sum of \$500 to establish a free public Library, if residents would match this amount. Town Meeting records of March 6, 1848, document that citizens raised \$553.90 and accepted Dr. Wayland's matching grant. On August 7, 1850, the Wayland Free Public Library was opened, the first public Library in Massachusetts and second in the United States supported by taxation.

Reverend John Burt Wight, now serving as Wayland's Representative to the General Court, lobbied the State Legislature successfully to enact the "Library Act" in 1851, making it legal for tax monies to be used for the establishment and operation of public libraries.

The 1850 collection was settled in a room of the Town House, now known as the Collins Market building. Any resident over 14 years could borrow a book, but not more than three at a time. In 1879, the growing collection was moved to a new Town Hall (no longer in existence).

In 1896, Wayland resident Warren Gould Roby gave the town \$10,000 and a gift of land for a new Library building. The architect was a Weston resident, Samuel Mead, of the firm of Cabot, Everett and Mead. The building, designed in the then popular Italian Romanesque style, was opened in 1900 and is Wayland's oldest building in continuous use.

During the 1960's, limited remodeling, which included a new entrance and an expanded children's area and offices, was completed. In 1978, an elevator was installed to provide access for the disabled.

In 1986, construction began on a major renovation and expansion of the antique building. Dedicated in 1988, the building provided a new children's room with a storytelling amphitheatre, a meeting and exhibition room, additional shelving and reading areas and other improvements to meet the Library needs of a growing suburban community.

In 2002, when the Library Planning Committee assessed the community's vision for the Wayland Library's future, the Trustees began investigating the possibility of expanding the building at the present site. The Library Building Feasibility Study Committee demonstrated in their architect's report in 2005 that there are some serious and costly impediments to building at the present site. With this in mind, the Trustees are presently investigating alternative sites for a new Library building, which will better serve the changing needs of the community in the 21st century.

3. THE PLANNING PROCESS

APPOINTMENT OF COMMITTEE

At their regular meeting on October 19, 2005, the Board of Trustees voted to appoint a committee, which they named “The Wayland Public Library Long-Range Planning Committee,” for a term starting immediately and expiring September 2006. The Trustees approached twenty residents representing a variety of demographics in the community. A “charge” for the committee was distributed to interested candidates explaining the committee’s composition, time frame, and tasks. The “charge” can be found in Appendix C. The “charge” was also posted in the Library, at the Town Building and in the local newspaper.

Responses from the letters and postings resulted in the formation of a committee consisting of fourteen residents. Two were Library Trustees; one was the Library Director; two individuals were Library staff members. The remaining eight community members represented the demographics of the town. One committee member, the former Library director, served as Facilitator. The group elected a trustee to serve as Chairman; it also selected a Secretary to record all meeting transactions. The Chair served as timekeeper.

RESOURCES

Both the Facilitator and Library Director prepared for the planning process by reading *The New Planning for Results; A Streamlined Approach*, by Sandra Nelson, for the Public Library Association. Chicago, ALA, 2001. The Planning Committee Chairman brought planning expertise, especially in regard to developing mission statements, goals and objectives, from her work as a communications professional. Throughout the process, the leadership team shared charts, diagrams, and other documents to assist committee members in moving forward with the Plan.

MEETINGS

The Wayland Public Library Long-Range Planning Committee held its first meeting on November 28, 2005, at 7:45 p.m. at the Library. At this meeting, the Facilitator and Library Director distributed information to help explain the planning process, the rationale for a plan, the state’s requirements and the procedures the committee would follow.

At the first meeting, committee members focused on a vision for the ideal Wayland community. They completed a SWOT (Strengths, Weaknesses, Opportunities and Threats) exercise to determine the factors that would affect the development of an ideal community. Based on the SWOT exercise, they developed a list of Community Needs.

Meetings continued on a monthly basis from January through June, and September 2006. Each meeting included a review of tabulated results from the previous month’s activities, a

chance to question or modify previous decisions and time to move on to the next step in the process. For some exercises, the group broke into small groups. Several members took on assignments to work on between meetings.

Minutes of all meetings are included here in Appendix D.

4. THE COMMUNITY

SWOT EXERCISE FOR THE TOWN OF WAYLAND

In accordance with the recommendations of the *New Planning for Results* manual, the committee first focused its attention on the community, the town of Wayland. A SWOT exercise on the strengths, weaknesses, opportunities and threats in the town helped the Planning Committee come up with the following chart:

Strengths

1. Energy
2. Resources
3. Responsive/engaged citizenry
4. Excellent school system
5. Fine Library
6. Physical/Natural environment
7. Convenient, accessible location (proximity to Boston)
8. Affluence
9. Educated population
10. Historic character

Weaknesses

1. Poor tax base
2. No community center
3. No pedestrian-friendly town center
4. Failure to provide activities for youth
5. Poor traffic management
6. Lack of parking
7. Lack of diversity
8. Divisiveness in town
9. Town government structure
10. Criticism of town officials and volunteers

Opportunities

1. Overall attractiveness of the community
2. Improved cooperation within the town
3. Location (geographic)
4. Collaboration with neighboring communities
5. Volunteers willing to work on and study problems
6. Improved economic environment in state
7. Revisiting Proposition 2 ½

8. Town can work with non-profits, including Sudbury Valley Trustees and Parmenter Health Center
9. CPA (Community Preservation Act) Funds
10. Involvement of neighborhood groups in local developments

Threats

1. Divisiveness in Town
2. Failure to support high school renovation
3. Flooding
4. Disease Control – ex. Mosquito spraying
5. Congestion problems
6. Lack of town-wide capital planning
7. Waste disposal capacities
8. Financial stress of town
9. Lack of town facilities manager/coordinator
10. Town will become less diverse as it becomes more expensive to live here.
11. McMansion trend of erecting huge houses
12. Loss of historic character

COMMUNITY VISION STATEMENT

The next step was to develop the Community Vision Statement as a list and as a one-paragraph narrative as follows:

List

1. Residents will have access to cultural, recreational and educational opportunities in the town.
2. Children will have access to a solid education.
3. Teenagers will have access to special programs in their own space and opportunities for community service.
4. Residents will have access to affordable housing.
5. Disabled citizens will have access to transportation and to public and commercial buildings in town.
6. The Town will have a sound financial base to provide continuity of funding.
7. Wayland citizens will live in a safe and secure community.
8. Residents will have access to a community center in the town.
9. The Town will be welcoming to businesses.
10. The Town will attract diverse populations
11. The Town will encourage intergenerational contact
12. The Town will care about its ecological environment.
13. The Town will maintain conservation lands and trails.

Narrative

The town will have a sound financial base to provide all residents with cultural, recreational and educational opportunities in a safe, secure and ecologically healthy

environment. Children will have access to an excellent education. Teenagers will have access to special programs in their own space and opportunities for community service. Disabled citizens will have access to all buildings in the town and to transportation. The town will provide affordable housing and a community center. It will welcome businesses and diverse populations. The town will encourage intergenerational contact. The town will maintain its conservation lands and trails. Wayland will be a desirable place for people to live in the 21st Century.

COMMUNITY NEEDS

After approving the Community Vision Statements, the Planning Committee looked at Community Needs, which would have to be satisfied if the town anticipated realizing some of the concepts expressed in the Vision Statements. The Committee developed the following list of Community Needs:

1. More money (better tax base, more state funding)
2. Improved civil discourse
3. Improved public service efficiency (all areas of government)
4. Some sort of intersection for the exchange of views
5. A function space, also an Inn
6. Traffic mitigation
7. Addressing the needs of those on fixed incomes
8. Maintaining improvement of diversity
9. Improved collaboration between towns
10. Review of town government
11. Improve accessibility for disabled
12. Improved/consolidated town planning (capital/fiscal)
13. Improved affordable housing
14. Attract more businesses
15. Maintain strong conservation and open space policies
16. Maintain the educational excellence of our school system
17. Maintain the historic character of the Town

COMMUNITY NEEDS THAT THE WAYLAND LIBRARY CAN ADDRESS

Following its development of the above list of Community Needs, the Planning Committee sought to identify specific needs that the public Library could address. The following was the result of more discussion, brainstorming, referencing the initial SWOT exercise and previous vision and needs lists.

1. Acquire more money – Apply for grants
 - a. Offer grant-writing workshops
 - b. Identify private sources of funding
2. Maintain free access to information
3. Provide intersection for the exchange of ideas to improve civil discourse
4. Address the needs of people on fixed incomes

5. Provide function space, meeting rooms, etc.
6. Increase access to cultural activities
7. Improve collaboration between towns
8. Support educational excellence in schools
9. Use technology to expand the dissemination of information
10. Improve access for disabled users

5. THE LIBRARY

SWOT EXERCISE FOR WAYLAND LIBRARY

Following the community visioning exercises and completion of vision statements, Library Planning committee members turned their attention more specifically to the Library and its users. Results of their SWOT (Strengths, Weaknesses, Threats and Opportunities) exercise are as follows.

Strengths

1. Staff
2. Responsiveness
3. Proactive user service philosophy
4. Minuteman Library Network membership
5. Availability of materials
6. Strong print collection
7. Strong audio-visual collection
8. Active Friends organization
9. Endowment Fund
10. Programs
11. Exhibits
12. Hours
13. Community values the Library
14. Charming historic building
15. Children's Room
16. Scale of building
17. Forward thinking

Weaknesses

1. Location – Traffic impedes access
2. Size
3. Parking
4. Building maintenance budget
5. Inadequate seating
6. No quiet areas
7. No study rooms
8. No Young Adult room
9. Not enough meeting room space
10. Lack of staff work and storage areas

Opportunities

1. Developing as more of a community center
2. State Library construction program
3. Enhance cultural and educational programming
4. Downloadable audio
5. Increased use of partnership with Cable
6. Build on public support and good will for Library
7. Private funding/ grants
8. Increased support from businesses
9. Partnering with potential new Town Center
10. Acquiring adjacent property to north of building

Threats

1. Shrinking budgets – state and local
2. Rising utility costs
3. Competition from Internet/technology
4. Competition of residents' busy lives
5. Bookstores—regular and online
6. Governmental intrusion into privacy
7. Cultural shift away from books and libraries
8. Deterioration of building
9. Theft/disasters

LIBRARY USER NEEDS

Working from these lists the committee identified a number of Library user needs:

1. Improved traffic control at Library entry
2. More space
3. Better maintenance, cleaner building
4. More seating areas
5. Quiet areas for reading, study, etc.
6. Study rooms for research, study, tutoring, etc.
7. Expanded Children's Department
8. A dedicated Young Adult area
9. Improved and larger meeting room space
10. A Library that serves also as a community center
11. Enhanced cultural and educational programming
12. Respect for individual's privacy
13. Desire for downloadable books and videos

WAYLAND PUBLIC LIBRARY NEEDS

The Committee proceeded to review the SWOT results and list of Library user needs and recommended addressing the following needs:

1. Money
2. Space
3. Improve community support
4. Improve services to youth
5. Increase Library usage
6. Keep up with new and current technology
7. Establish Library as essential community and cultural center
8. Offer technology training programs
9. Expand public relations efforts
10. Redefine Wayland Public Library mission

6. SERVICE ROLES

SELECTION PROCESS

The first decision made by the Long-Range Planning Committee when they approached this area of planning was to substitute the word “roles” for “responses,” the term used in the *New Planning for Results* planning manual. Committee members believed the Library should be a catalyst, not just a responder, in generating awareness and wisdom. Also, in reviewing the planning manuals list of thirteen services responses, the Committee added a number 14, Transmission of the Wisdom of the Ages, as another important role for a public Library.

After studying the service roles and modifying some language, the Committee proceeded to rank fourteen service roles by assigning values of one, two or three to each role, three being the most important. The Committee settled tentatively on accepting the top seven service roles (those which received the highest ratings). The Director also asked the staff to prioritize the Library’s roles. To better understand the roles as they related to the Wayland Library, the staff spent many hours performing a SWOT (Strengths, Weaknesses, Opportunities and Threats) exercise on each service role. The results of the SWOT exercise and charts showing rankings of the roles by the Committee and the staff are included in the Appendix E.

Upon further consideration at a subsequent meeting, the Committee made the decision to consolidate service roles to help reduce potential redundancy in setting goals and objectives and to help provide a clearer focus in the improvement work planned for the future.

SERVICE ROLES

After many revisions, the Committee approved the following list of Service Roles for the Long-Range Plan:

1. **General Information**

The Library provides community members access to information on a broad array of topics related to their personal, educational, financial, recreational, and career needs through its collection, the Internet, the Minuteman Library Network, and regional and national Library networks. The Library also provides skilled reference assistance and general assistance to users of its resources.

2. **Current And Retrospective Topics And Titles**

The Library offers a broad range of materials that includes both timely and time-tested topics and titles designed to satisfy and whet community members’ appetite for literature. The Library’s collection reflects popular trends as well as traditional

knowledge relating to cultural, historical, social and economic subjects and helps the community understand its cultural heritage and that of others. A variety of materials in many formats enhances users' educational and recreational experiences.

3. **Commons**

The Library is a meeting place where citizens can interact and participate in public discourse. The Library provides public space for meetings that is welcoming, neutral and safe for all groups. The Library provides educational and cultural programs, which are free and accessible to all members of the community.

4. **Formal and Lifelong Learning Support**

The Library is a place where people can explore ideas. It assists students of all ages in their pursuit of knowledge. The Library and its staff provide support to parents who are introducing their children to the joys of reading, to students who are enrolled in formal programs of education, and community members who are pursuing self-directed educational endeavors. The Library teaches patrons the skills required to use technology in their search for knowledge and to evaluate the information available on the Internet.

7. MISSION STATEMENT

PROCESS

In approaching the task of developing a new Library mission statement, the Committee first reviewed the current mission statement, which appears on the Wayland Library webpage and has been in effect for about twelve years. After discussing whether the current mission statement reflected the thinking and priorities emerging in recent meetings, the Committee made a decision to rewrite the mission statement.

The Committee broke into small groups for twenty-five minutes to brainstorm ideas related to the purpose, the audience and outcomes for the Library. Then each small group shared its ideas with the whole Committee. Two Committee members volunteered to draft a summary of the ideas that were found desirable for the new mission statement and to develop a draft mission statement for the next meeting. The Committee chairman provided the two members with guidelines for creating mission statements, recommended to her by a planning professional.

At the next meeting of the Committee, the members charged with writing the new mission statement presented two alternatives. After several language adjustments, the Committee voted to approve the following statement:

MISSION STATEMENT

The mission of the Wayland Free public Library is to be a free and accessible marketplace of ideas, information, and culture that fosters learning, community, and information literacy. The Library provides open and guided access to a wide variety of media and programs to inform, inspire, and empower all its patrons in their pursuit of lifelong learning, personal enrichment, and cultural understanding. In so doing, the Library seeks to promote the free exchange of ideas necessary to the effective conduct of a democracy in an ever-changing world.

8. ANNUAL ACTION PLAN FY08-FY10

(**=New Initiative)

I. GENERAL INFORMATION

| | | FY08 | FY09 | FY10 |
|--|---|------|------|------|
| GOAL 1: Library patrons' information needs will be satisfied. | | | | |
| Objective: | The Library will offer a collection of materials that is timely, up-to-date and carefully maintained. | | | |
| Activities: | <i>Review Library collection development and deselection policies and amend as needed.</i> | X | | |
| | <i>Review Library preservation and book repair procedures.</i> | | X | |
| | <i>Develop a list of factors attributable to the physical environment that affect either collection preservation or collection use by patrons.</i> | | | X |
| Objective: | The Library will ensure that reference and circulation desk services are available to assist patrons all hours that the Library is open. | | | |
| Activities: | <i>Employ adequate number of qualified people to staff reference and circulation desks.</i> | | X | |
| Objective: | The Library will have current technology and equipment to facilitate access to information. | | | |
| Activities: | <i>Plan for regularly scheduled replacement of hardware and software</i> | X | | |
| | <i>Advocate for adequate funding to support library technology.</i> | | X | |
| | <i>Plan for special computer-training area in a new facility.</i> | | | X |
| | <i>Increase staff time available to devote to supporting library technology.</i> | | | X |
| Objective: | The Director and Staff will promote awareness of the Library as a community resource to increase usage of its collection and services. | | | |
| Activities: | <i>The Library will establish an e-mail list for its monthly newsletter and will distribute its print newsletter to all town departments and provide copies to the Senior Center.</i> | **X | | |
| | <i>The Library will investigate new media outlets such as local listservs, Wayland eNews and school media centers for disseminating information about its programs and services.</i> | **X | | |
| | <i>The Library will reach out to other community organizations including the schools, the historical agencies, Council on Aging, the Business Association and others to identify services and programs that meet the needs of these groups.</i> | | **X | |
| | <i>The Library will implement software on its website to allow users to reserve museum passes at home and will investigate the purchase of additional museum passes or multiple subscriptions to popular passes.</i> | **X | | |
| | <i>The Library will develop a presence on Cable TV, at the landfill, and at special events including Earth Day and Health Day for the purpose of publicizing Library programs and services.</i> | | | **X |
| Objective: | The Library will continue to participate in the Minuteman Library Network and other library resource-sharing networks to provide information and materials not available at WPL. | | | |
| Activities: | <i>The Library will publicize the range of its interlibrary loan services through the Minuteman Library Network and other regional and national networks, which allows it to provide a wide range of information and materials not available in the local collection.</i> | X | | |
| Objective: | The Library will provide opportunities for staff development for professional growth and to maintain a high level of customer service. | | | |
| Activities: | <i>The Trustees will support attendance at professional conferences and involvement in professional groups by advocating for an increased budget for substitute clerks and travel for attendees.</i> | | X | |
| | <i>The Trustees will support staff training and attendance at training workshops by increasing the budget for substitutes and workshop fees.</i> | | | X |
| | <i>The Library will hold quarterly staff meetings and the Director will schedule annual performance evaluations of all staff.</i> | X | | |
| | <i>The Library Director will seek support from the Trustees to plan and fund an annual staff development day</i> | **X | | |

II. CURRENT AND RETROSPECTIVE TOPICS AND TITLES

| | | FY08 | FY09 | FY10 |
|--------------------|---|------|------|------|
| GOAL 1: | Library users will find materials that they want and need in a variety of formats. | | | |
| Objective: | The Library will purchase new materials on current and popular topics of interest in a variety of formats. | | | |
| Activities: | <i>The Library will offer downloadable audio books and E-books.</i> | **X | | |
| | <i>The Library will offer information and materials in other new formats, such as downloadable video and music.</i> | **X | | |
| | <i>Reference staff will provide public demonstrations in the use of new formats.</i> | **X | | |
| | <i>The Library will enhance its regular, rotating book displays, reading lists, and establish additional innovative book promotions.</i> | | X | |
| | <i>All departments will optimize the use of its automation system reports to assess collections.</i> | | X | |
| | <i>By FY10, the Library will conduct a survey to determine how users prefer library funds to be spent on materials.</i> | | | **X |
| Objective: | The Library will acquire new materials that reflect local cultural diversity. | | | |
| Activities: | <i>The Library will continue to enrich its collection of Chinese language materials and monitor other language needs.</i> | | X | |
| | <i>The Library will improve its collection of materials to support ESOL learners.</i> | | | X |
| Objective: | The Library will maintain a representative collection of older materials to provide depth and perspective to the collection. | | | |
| Activities: | <i>The Library will continue to collect materials that relate to Wayland's history and cultural heritage and will advocate for additional staff hours to devote to maintaining the current collection.</i> | | X | |
| | <i>To ensure collection depth, the Library's revised Collection Development Policy will reflect the importance of maintaining a good representative collection of older materials, including the classics and major works from a variety of cultures.</i> | X | | |

III. COMMONS

| | | FY08 | FY09 | FY10 |
|--------------------|--|------|------|------|
| GOAL 1: | Residents will identify the Library as a well-maintained and welcoming place that builds community. | | | |
| Objective: | The Trustees and Director will seek changes to the current Library or erect a new building that will make the institution more attractive and useful to its users. | | | |
| Activities: | <i>The Library will continue to plan for a new building or expansion that includes improved commons spaces for formal and informal meetings and programs.</i> | X | | |
| | <i>The Library will participate in town discussions on a Town Center and advocate for the Library.</i> | X | | |
| | <i>The Library will offer some type of food and drink in the building, most likely from vending machines.</i> | | X | |
| | <i>The Library will review current signage to ensure that it is helpful, attractive and appropriate.</i> | | X | |
| | <i>The Library will investigate the cost and service benefits of installing self-check-out stations.</i> | | X | |
| | <i>The Library Trustees will conduct a user survey to determine customer satisfaction with current library services and will review staffing and schedules to determine whether they are consistent with customers' needs expressed in the survey.</i> | | | X |
| | <i>The Library will investigate improved access to the facility and the collection for handicapped users and research/implement assistive technology.</i> | | | X |
| | <i>The Library will analyze usage patterns at different times of the day to determine whether adjustments could be made to staffing and library hours that would better meet the needs of users.</i> | | | X |

III. COMMONS (continued)

FY08 FY09 FY10

| | | | | |
|--|---|---|---|---|
| GOAL 2: | | | | |
| Residents will identify the Library as a forum for the free exchange of ideas where people can meet and interact in positive, meaningful ways | | | | |
| Objective: | The Library will develop and publicize educational programs that encourage connection and discussion. | | | |
| Activities: | <i>The Library will invite community groups to discussion programs intended to promote civil discourse on important issues.</i> | X | | |
| | <i>The Library will seek funds for honoraria and staffing in order to celebrate Women's History Month, Poetry Month, or Black History Month, etc. with a special library event or program.</i> | | | X |
| Objective: | The Library will sponsor educational and cultural programs and exhibits to fulfill patrons' needs for enrichment and enjoyment. | | | |
| Activities: | <i>The Library will work with local organizations and groups to offer programs of interest to their constituents.</i> | | X | |
| | <i>The Library will work with WayCam to investigate whether filming of library programs is possible. If filming is possible and permission is granted, the Library will encourage WayCam to record speakers and other programs and make the recordings available, both in the Library and on the local cable channel.</i> | X | | |
| | <i>The Library will sponsor at least one fine arts program each year.</i> | X | X | X |
| | <i>The Library will continue to present cultural and educational programs, such as lectures, book discussion groups, author parties, speakers, and other events throughout the year.</i> | X | | |
| | <i>The Library will investigate sponsoring or co-sponsoring a "Wayland Reads" program, organizing discussions throughout Town on a chosen title.</i> | | X | |

IV. FORMAL AND LIFELONG LEARNING SUPPORT

FY08 FY09 FY10

| | | | | |
|--|--|---|-----|-----|
| GOAL 1: | | | | |
| Users will have a place to explore ideas, pursue knowledge, and develop skills necessary to evaluate and use available information. | | | | |
| Objective: | The Library will assist students of all ages who are involved in formal learning in educational institutions and in home schooling. | | | |
| Activities: | <i>The reference and YS staff will meet regularly with Wayland school media specialists and teachers to compare collections and ensure that the Library staff has the training and materials to support students in their formal learning assignments.</i> | X | | |
| | <i>The Library will advertise and promote use of library resources for both student research projects and recreational reading.</i> | | X | |
| | <i>In consultation with school media specialists, the Library will offer programs and services at the Library that supplement and complement those currently offered at the schools.</i> | | X | |
| | <i>The Trustees will monitor and evaluate the use of the Library by tutors with a view of formulating a policy on this use of the facility.</i> | | | X |
| Objective: | The Library will assist individuals who are pursuing self-directed personal growth and learning opportunities. | | | |
| Activities: | <i>The reference staff will regularly provide learners of all ages with both formal and ad-hoc training in the use of the library catalog and subscription databases.</i> | | X | |
| Objective: | The Library will provide information literacy training. | | | |
| Activities: | <i>In both reference encounters and formal training sessions, the Library staff will emphasize the qualitative differences between free information on the Internet and online library resources that are funded by their tax dollars.</i> | X | | |
| | <i>The Library will keep its website current in both form and content and continue to develop it as a user resource.</i> | X | | |
| | <i>The website will provide guidance on how to evaluate information.</i> | | | **X |
| | <i>The staff will encourage people to use the Library's website as an important portal for conducting research online.</i> | | **X | |

IV. FORMAL AND LIFELONG LEARNING SUPPORT (continued)

FY08 FY09 FY10

| GOAL 2: Young people will have a sense of ownership in the Library. | | | | |
|---|--|----------------|------------|------------|
| Objective: | The Library will expand programs that engage children in reading. | | | |
| | Activities: | | | |
| | <i>The Head of Youth Services will visit the local schools to talk to students on a regular basis.</i> | **X | | |
| | <i>The Library will survey parents and caregivers to determine interest in various topics and types of programs.</i> | | **X | |
| | <i>The Library will work with parent and caregiver groups in the community to offer programs of interest to their members.</i> | | | **X |
| Objective: | The Youth Services Department will reach out to school-aged children, especially teens, through new services. | | | |
| | Activities: | | | |
| | <i>By FY08 the Youth Services Department will set up a Teen Advisory Board.</i> | **X | | |
| | <i>The Library will survey young adults to determine program topics of interest and to determine preferred days and times for programs.</i> | | **X | |
| | <i>The Head of Youth Services will visit with Middle School and High School media staff to plan cooperative programs.</i> | | | **X |
| | | FY08 FY09 FY10 | | |
| GOAL 3: The Library will articulate its benefits to residents who are not regular users. | | | | |
| Objective: | The Library will investigate the service needs of youths, adults, and seniors in an effort to develop programs that are more responsive to their needs. | | | |
| | Activities: | | | |
| | <i>By FY10, the Library will work with the Council on Aging and Housing Authority to investigate the cost of a regular schedule of expanded service to seniors, including transportation to the Library, home delivery, delivery to senior housing sites, books by mail, and programming at elderly housing sites.</i> | | | **X |

9. GOALS and OBJECTIVES

I. GENERAL INFORMATION

| GOAL 1: Library patrons' information needs will be satisfied. | |
|--|--|
| Objective: | The Library will offer a collection of materials that is timely, up-to-date and carefully maintained. |
| Objective: | The Library will ensure that reference and circulation desk services are available to assist patrons all hours that the Library is open. |
| Objective: | The Library will have current technology and equipment to facilitate access to information. |
| Objective: | The Director and Staff will promote awareness of the Library as a community resource to increase usage of its collection and services. |
| Objective: | The Library will continue to participate in the Minuteman Library Network and other library resource-sharing networks to provide information and materials not available at WPL. |
| Objective: | The Library will provide opportunities for staff development for professional growth and to maintain a high level of customer service. |

II. CURRENT AND RETROSPECTIVE TOPICS AND TITLES

| GOAL 1: Library users will find materials that they want and need in a variety of formats. | |
|---|--|
| Objective: | The Library will purchase new materials on current and popular topics of interest in a variety of formats. |
| Objective: | The Library will acquire new materials that reflect local cultural diversity. |
| Objective: | The Library will maintain a representative collection of older materials to provide depth and perspective to the collection. |

III. COMMONS

| GOAL 1: Residents will identify the Library as a well-maintained and welcoming place that builds community. | |
|--|--|
| Objective: | The Trustees and Director will seek changes to the current Library or erect a new building that will make the institution more attractive and useful to its users. |

| GOAL 2: Residents will identify the Library as a forum for the free exchange of ideas where people can meet and interact in positive, meaningful ways | |
|--|---|
| Objective: | The Library will develop and publicize educational programs that encourage connection and discussion. |
| Objective: | The Library will sponsor educational and cultural programs and exhibits to fulfill patrons' needs for enrichment and enjoyment. |

IV. FORMAL AND LIFELONG LEARNING SUPPORT

GOAL 1: Users will have a place to explore ideas, pursue knowledge, and develop skills necessary to evaluate and use available information.

Objective: The Library will assist students of all ages who are involved in formal learning in educational institutions and in home schooling.

Objective: The Library will assist individuals who are pursuing self-directed personal growth and learning opportunities.

Objective: The Library will provide information literacy training.

GOAL 2: Young people will have a sense of ownership in the Library.

Objective: The Library will expand programs that engage children in reading.

Objective: The Youth Services Department will reach out to school-aged children, especially teens, through new services.

GOAL 3: The Library will articulate its benefits to residents who are not regular users.

Objective: The Library will investigate the service needs of youths, adults, and seniors in an effort to develop programs that are more responsive to their needs.