



WAYLAND FREE
PUBLIC LIBRARY

Long-Range Plan FY2018—2020

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APPROVAL BY THE BOARD OF LIBRARY TRUSTEES

On August 10, 2016 the Board of Library Trustees of the Wayland Free Public Library voted unanimously to accept and submit this FY2018—2020 Long Range Plan to the Massachusetts Board of Library Commissioners.

Board of Library Trustees:

Aida A. Gennis, Chair

Sally Y. Cartwright, Vice-Chair

Lynne J. Lipcon, Secretary

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ACKNOWLEDGEMENTS

The Wayland Free Public Library wishes to thank members of the community for participating in our surveys and planning sessions. We also thank the staff from the UMass Donahue Institute, the Library Planning Committee, and the library staff for their contributions to the development of this document. We also wish to thank the Board of Library Trustees for its support throughout this process.

VISION STATEMENT

The vision 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.

MISSION STATEMENT

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.

Note: The Library Vision and Mission Statements were approved by the Board of Library Trustees at their meeting on June 1, 2016.

INTRODUCTION

In spite of the internet, social media, smart phones, Amazon.com, and wide-spread conjectures that libraries were soon going to fade away, libraries nation-wide have continued to thrive in the 21st century. That is certainly true here in Wayland where last year alone the library logged over 110,000 visitors, circulated over 221,000 library items, and hosted 475 library programs that were attended by over 8,000 people.

However, the inadequate existing building at 5 Concord Road hampers the delivery of modern library services. After the library renovated and moderately expanded its building in 1988, usage skyrocketed. It is now very evident that more space is required in order to provide the level of service that most library patrons want. During the course of the planning process for this Long Range Plan, the community made it clear that they wanted much more from their library than a means to borrow books. A welcoming, skilled staff to lead them to the materials they need was high on the list, as was a variety of educational, cultural, and recreational programs geared to the local community. Residents also want a comfortable, more spacious facility where they can borrow materials, participate in enlightening programs, and interact with their neighbors.

Recognizing this need, Wayland's Fall 2015 Town Meeting funded a Planning and Design Study that would allow the Town to apply for a library construction grant from the State. That study is now underway. Should the Board of Library Trustees and the Town choose to move forward, the Town will be ready to apply for a grant in January 2017 under the Massachusetts Public Library Construction Program, in what will be a very competitive process.

This challenge will be complicated by the fact that in October Ann Knight, Library Director for the past 13 years, will be retiring. Finding the right successor will be important. Once hired, the new Director will quickly need to become acclimated since the grant application will be due in January of 2017. If funded, developing the final design, successfully building community support, and managing the construction will be a major undertaking. The current five-year Wayland Library Long Range Plan is set to expire at the end of FY2017. Rather than wait until next year to create a new Long Range Plan, potentially at the start of a new library's final design process, the Board decided to accomplish this task now, leaving one less item to take time away from other, potentially more pressing, projects.

This Long-Range Plan is intended to serve more as a guide than a detailed road map. It is not our intention to dictate now exactly what the library should be doing in two or three years. Instead, it attempts to provide direction and allow the new Director some flexibility in developing new initiatives, while not losing sight of those objectives that are considered to be the most important. Approval of this plan does not commit the current or future Board of Library Trustees or administration to follow it slavishly. Outside circumstances and evolving expectations may compel modifications of the plan.

Today, new prospects and challenges, changing expectations, and the rapid pace of technological development require more creativity than ever as we operate in a stimulating era of evolution for libraries. Whether or not we are successful in moving with the times will be measured by how fundamentally relevant we continue to be for our users.

THE COMMUNITY AND THE LIBRARY¹

Wayland is a charming, historic, small town of 14,429 people situated eighteen miles west of Boston in Middlesex County. Its origins trace to 1638 when it was established as the first settlement of the Sudbury plantation. In 1780 it split from Sudbury to become East Sudbury. Fifty-five years later, in 1835, the town renamed itself after one of its frequent visitors, the Reverend Francis Wayland, President of Brown University.

Wayland remained a thinly populated rural farming community for much of its history. It was not until the 1950s and 1960s that the town began to grow rapidly and take on the characteristics it has today. Wayland's population more than tripled from 1950 (4,407) to 1970 (13,461).

Since 1970, Wayland's population has seen very little fluctuation. The town has stayed committed to maintaining its small town, semi-rural character by focusing its efforts on conservation, historic preservation, limited business development, and education. Today Wayland is one of the most highly regarded, sought-after, family-friendly communities in the Metrowest area with a median home value of \$659,000, up 3.1% over the past year (source: *Zillow Home Value Index*).

Demographically, several characteristics stand out: (sources: *2010 US Census; US Census Bureau and American Fact Finder, 2008-2012*):

- Wayland's population has more family households (76.5%) than Middlesex County (63.1%) and Massachusetts (63%). Wayland also has many more children under 18 living in family households, at 50.5%, than either the county (29%) or the state (28.3%).
- Wayland's population is both older and younger than county and state averages. The median age is 46, some 7.5 years more than in Middlesex (38.5 years) and 6.9 years more than in Massachusetts (39.1 years). And the number of people over age 65 is 16.45%, above the 13.8% for Middlesex and the 14.8% for the state. Wayland has a higher percentage of youth under 19 at 28.8% than either Middlesex (24%) or the state (20.8%).
- Wayland's population is much wealthier than those in many Massachusetts communities. The median household income of \$124,702 is 53% higher than the average for Middlesex County and 87% higher than the \$66,658 average for the state. Per capita income of \$71,863 is also significantly more: 70% above Middlesex County and more than double (103%) the state average of \$35,485. The 2.7% percent of Wayland's population falling below the poverty line is almost three times less than in Middlesex County as a whole (7.9%) and over four times below the state average (11%).
- Wayland's population is much less racially and ethnically diverse than most cities and towns in Massachusetts. 87.2% are categorized as white alone in the 2010 census (Middlesex 81.7%; Massachusetts 83.2%); 2.4% as Hispanic (7.3% Middlesex; 10.5% Massachusetts); 0.9% black or African America (Middlesex 5.4%; 8.1% Massachusetts). Wayland's most numerous minority group is Asian at 9.9%, slightly below Middlesex County's 10.5%, but well above the state average of 6%. "Other races" are 0.4% of Wayland's population, and 1.6% of residents indicate they are from two or more races.

¹ Section reproduced and slightly revised from recently completed Wayland Free Public Library Building Program

- Educational levels are also far above county and state norms. 70.7% of people over age 25 in Wayland have a bachelor’s degree or higher (Middlesex 50.2%; Massachusetts, 35.8%). 98% have a high school diploma or higher (Middlesex 91.9%; Massachusetts (84.7%).
- Wayland’s population is expected to grow only 2.9% between 2010 and 2030. These projections are based on a thorough November, 2013 study, *Long Range Projections for Massachusetts Regions and Municipalities*, done by three expert researchers under the auspices of the UMass Donahue Institute (UMDI). The 2.9% estimate for Wayland adds 380 people to the 12,994 people counted in the 2010 census, fewer than 20 people per year. Wayland’s population is expected to drop 1.8% between 2010 and 2020 and then climb 4.8% between 2020 and 2030.

The Donahue projections are extremely detailed and break down the official 2010 census data into 18 separate age categories from 0-4 to 85+. Then they project those numbers out in 5-year increments to 2030. The biggest increases are in three age groups:

	2010	2020	2030	Total % Change
Ages 0 to 14	2,790	2,665	3,496	25.3%
Ages 65 to 74	1,098	1,576	1,647	50.0%
Ages 75 to 85+	919	938	1,194	29.9%

Since public libraries are most heavily used by children and their families and by seniors, these numbers are important to our planning process.

At the 1848 Town Meeting, funds were allocated making the Wayland Free Library the first tax-supported public library in Massachusetts. The library was housed in various Town Halls until 1900 when the town’s first separate free standing library was completed and dedicated. Built on land and with funds donated by Wayland resident Warren G. Roby, it remains Wayland’s oldest building in continuous use. The sturdy, 8,000 square foot, red brick building served the Town well, without major renovation for over 80 years.

By 1980, the town’s population had grown to more than 13,000, and it became increasingly clear that the library was too small to properly serve the community. In 1985, Town Meeting voted funds to expand and renovate the library. The architectural firm of A. Anthony Tappé of Boston was chosen, and they designed a modest, one story addition to the north of the original building. Construction began in 1986, and in less than two years the 6,000 square foot addition was completed.

The town embraced the renovated and expanded library, and use soared. In the 1990s, improved library automation, the rise of the internet, and the explosive demand for non-print materials put tremendous pressure on the library. It is understandable that the building’s designers in the 80s did not foresee how much more space would be needed for public internet computers, free Wi-Fi, and audio book and video collections. Another surprise was the need for much more staff space for processing and for sending and receiving the massive increase in interlibrary loans. The huge jump in the number of programs the library offers and the rising demand for student tutoring, ESOL instruction, and job search help only added to the space crunch.

Notwithstanding a severe flooding event that closed the Library for four and a half months in 2010 and sent Wayland Library patrons to neighboring, more commodious, libraries, use of the Wayland Library by its residents remains strong and the past five years have seen increased attendance at library programs and general use of the library as a destination for work and leisure activities. The following chart of yearly statistics highlights library services and use by Wayland residents during Fiscal 2012—Fiscal 2016.

Activity	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016
Attendance	101,434	110,466	109,770	111,207	110,230
Total Holdings*	91,469	99,871	97,490	106,967	119,189
Digital Holdings	6,051	12,219	19,712	25,526	34,962
Total Circulation	197,670	207,157	213,678	222,184	221,153
Digital Circulation	1,875	4,690	8,180	13,271	17,347
No. of Children's Programs	53	72	144	119	195
Attendance @ Children's Programs	1,710	1,977	3,375	3,122	4,857
No. of Adult and YA Programs	181	186	202	205	280
Attendance @ Adult/YA Programs	3,259	2,751	2,876	2,696	3,187
Wayland residents with library cards	7,712	7,637	7,598	7,548	7,525
Interlibrary loans from other libraries	21,303	24,937	25,079	24,870	26,325
Interlibrary loans to other libraries	34,996	39,272	38,727	36,991	36,777
Reference questions answered**	17,531	21,624	22,731	19,897	20,437

* Reflects reduction in periodical backfile holdings as well as increased expenditure on digital content.

** Estimate extrapolated from semi-annual weekly samples.

Major library expansions are supposed to last twenty years, but by 2001 the Library Trustees and staff could see that the library once again had a number of space and building problems that promised to worsen over time. Between 2003 and 2014, the Library Trustees commissioned or participated in no fewer than three architectural studies looking at the feasibility of expanding the current facility or moving to new quarters. In the spring of 2015, the library hired a consultant and developed a written building program which spells out the space and programmatic needs for the library for the next 20 years. In the fall of the same year, Town Meeting appropriated \$150,000 for a Planning and Design Study to assist the Trustees prepare to submit an application for a Library Construction Grant to the Massachusetts Board of Library Commissioners in January of 2017. The architectural firm of Tappé Associates has been hired to conduct the study.

Over the past fifteen years, the library has been frustrated in its attempts to expand, but that has not hindered the staff and Trustees from providing excellent service to the community. A founder of the now 43-member Minuteman Library Network, the library has kept pace with technological changes, experimented and remained innovative, and invested in the upkeep and appearance of the historic building. Our needs assessment clearly showed that while the need for more space poses serious limitations, library users are very happy with the Wayland Library. The 2015 UMDI study reported that 51% of respondents visited the library every week, and 78%

indicated they visited at least once a month. Whether it will be preparing to open a new facility or finding new ways to do more with what is available, the library is well prepared for the future.

METHODOLOGY

In early 2015 the Wayland Free Public Library formed a volunteer citizens' advisory committee, the Library Planning Committee (LPC), to evaluate the existing library space and program to determine whether the Library Trustees should take advantage of the anticipated 2016-2017 MBLC's Massachusetts Public Library Construction Program (MPLCP) grant round. Part of the charge to the LPC was to review the Library's current Long-Range Plan. Other key parts of their charge were to educate themselves about the requirements of the MPLCP, to make a recommendation to the Board of Trustees about whether and how to go forward with a Massachusetts Public Library Construction grant application, and to help organize data in preparation for a grant application in FY2017. During the course of the work of the LPC, it became clear that an updated Long-Range Plan would be an important element of submission in a grant application, so in early 2016 the Board of Library Trustees expanded the charge of the LPC to involve them in the creation of an updated Long-Range Plan.

In early 2015, the library hired the UMass Donahue Institute (UMDI) to gain a better understanding of the programs and services that Wayland residents expect from their library in the 21st century and to assess their level of support for efforts to deal with the space limitations of the current facility. UMDI conducted a detailed survey of residents in March 2015. The survey resulted in 875 responses, significantly more than the 358 needed to reach the common survey research standard of a 95% confidence level. The survey provided significant insight into the demographic profile of library users, as well as a strong sense of their support for existing library programs and services and their desires for the future. Survey results can be found on the Library's website at: <http://waylandlibrary.org/wp-content/uploads/2015/11/WFPL-PP-Final-to-post.pdf>

In 2016, the Library hired Chuck Flaherty, a retired library director to assist in the development of the plan. In January, Mr. Flaherty met with the Trustees and discussed a timeline and methodology. After reviewing demographic data, the UMDI survey, and usage data provided by the library, Mr. Flaherty then conducted a Strengths, Opportunities, Aspirations and Results (SOAR) exercise with the LPC on February 9. This visioning/planning tool, by focusing on strengths, is believed to generate much more positive results than earlier methods that spend significant time focusing on an organization's limitations.

The consultant then used the same SOAR approach at two separate sessions with community members held on Wednesday evening, March 23, and Saturday morning, March 26. The consultant then reviewed the notes taken at all three sessions, and in conjunction with the other data referenced above, prepared a preliminary listing of goals and objectives. This list was then distributed to library staff prior to conducting a final SOAR session for staff alone on April 4. At that session, staff was asked to comment, not just on what was included in the preliminary list, but also on what was missing.

With the staff input in hand, the consultant then revised the goals and objectives and presented a draft to the LPC, the Library Director, and a small group of staff in separate meetings to discuss the recommendations. Based on the input received at these three sessions, the consultant and the Library Director then finalized the planning document. A final draft of the document was approved by the Library Planning Committee on July 27, 2016 and by the Board of Library Trustees on August 10, 2016.

NEEDS ASSESSMENT/SOAR EXERCISES

The evaluation relied on 2010 census data, library usage figures, and two separate studies by the UMDI. This data served as background to the input received from the four SOAR exercise sessions. What follows in the next few paragraphs is a brief summary of the major findings of those sessions. It is encouraging to see how similarly the library is viewed by the vast majority of participants.

Both the LPC and the public listed the caliber of the library staff as a major strength. When asked to respond to this, the staff said that they gain satisfaction by being helpful, and credited an overall commitment to customer service that permeates the organization. Members from all groups also praised the quality of the library's collections, especially the children's collections. In spite of great appreciation, there was minor disagreement. Some community members indicated they visited other libraries for a wider selection of materials; others said they appreciated the freer access to materials they found in other nearby towns due to more spacious facilities. While there was high praise from all groups for the quality and diversity of library programming, here, too, there were several who asked for more programs, and for better promotion/publicity for what is offered. Residents specifically mentioned a need for more programs focused on children, technology, and topics of local interest. Staff indicated a strong desire to do more in this area but named time and space constraints as barriers. At the staff session, some time was spent brainstorming ways to reallocate staff so that more time could be dedicated towards planning and presenting programs.

Most participants were aware of the library's pursuit of a grant to renovate or replace the library building, leading to many comments on space issues. All groups viewed the library building as a beautiful facility much loved by the community, but at the same time, very limited in terms of space, parking, and susceptibility to flooding. The need for more meeting space, of varying sizes, was recognized by all who spoke to the issue. Given the library's central location, visual, and sentimental appeal to the community, several expressed hope that the library's needs could be accommodated on the current site. Others wondered if such a solution, if feasible, would prove very expensive. Some pointed out that if the current facility is upgraded, steps should be taken to deal with traffic congestion at the entrance to the parking lot.

Some community members asked for more emphasis on technology, with expanded electronic resources and more training opportunities. Once again, space limitations were mentioned, but so were the possible use of mobile devices and portable furnishings that might help mitigate this problem.

Possibly the most important finding verbalized in one way or another by all groups was the recognition of the library's role as the central gathering place for the community. Patrons are drawn to the facility by the services provided, they are made to feel welcome by staff, and they appreciate the ambiance, in spite of its limitations. Complete notes from all four SOAR sessions can be found in the Appendix.

Although the 2015 UMDI survey did not capture significant input from residents who do not use the library, it provided excellent insight into the interests, needs, and aspirations of those who do. The feedback gained from the four SOAR sessions mirrored almost exactly the findings of the UMDI. Together, these two different research exercises identified the exact same list of priorities.

FINDINGS

The needs assessment identified four key findings, which became the basis for the library's Goals moving forward. Those four Goals, along with their Objectives and proposed Action Items, are listed in the chart below.

GOALS, OBJECTIVES, AND PROPOSED ACTION ITEMS	YEARS FY2018—2020
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GOAL 1: PHYSICAL SPACE AND FACILITIES

To provide space of sufficient size, design and aesthetic to enhance the wide spectrum of programs and services offered by the WFPL.

(Finding: Patrons are disappointed by a lack of sufficient space and lack of enough high quality/suitable space.)

Objectives	Actions	Timeframe for Activity	By Whom (optional)
To receive an MBLC construction grant in FY2018 and open a greatly enhanced facility in FY '20.	Continue to document inadequate existing conditions (visually and in print) that impair services and programs.	2018	Trustees Director Staff
	Mount a concerted public relations campaign using both social and traditional media to secure the necessary Town Meeting votes/approvals to accept the grant,	2018	Trustees Director Staff
	If a grant is received in 2018, continue to work with the architect with a view to starting construction in 2019, including incorporation of time-saving technology to mitigate increased staffing demands of an expanded library.	2018	Municipal Building Committee Trustees Director
	Continue working with architect to ensure that design includes comfortable, inviting, and flexible human-scaled spaces for large and small groups as well as individual use.	2018	Municipal Building Committee Trustees Director
If grant is awarded: Develop a plan to provide the highest level of service possible during library construction	Investigate alternative temporary locations, if renovation/expansion is undertaken.	2018-19	Director Trustees
	Weed the collection prior to moving either to temporary quarters or the new building.	2019	Staff
	Develop a plan to RFID tag the collection prior to opening new facility.	2019	Director Staff

GOAL 1: PHYSICAL SPACE AND FACILITIES (continued)

Objectives	Actions	Timeframe for Activity	By Whom (optional)
If construction application fails or the Town rejects funding, focus efforts on maximizing utilization of existing space.	Hire a consultant to evaluate current uses of space and examine design options for improvements and flexibility to overall layout, collection access, patrons' use of space, and staff service points.	2019	Trustees Director Staff
	Purchase furniture and equipment that is versatile, flexible, and easily moved.	2019-2020	Trustees Director Staff
	Pursue any and all additional flood mitigation and control measures that are possible on the current library site.	2020	Trustees
	Incorporate the latest technology in terms of energy controls, security, digital signage, and library applications into the current building.	2019-2020	Director Staff
	In either the current facility or an expanded/new facility, work to expand parking availability for library users.	2020	Trustees Town Officials
	Ensure that the Town does not delay the current library building's connection to the municipal Wastewater Management District.	2018	Trustees

GOAL 2: STAFF

Recruit, hire, train, and retain a top quality staff that is motivated, forward thinking, and engaged.

(Finding: When asked to identify what the WFL was best at, the performance of the staff was the most common response.)

Objectives	Actions	Timeframe for Activity	By Whom (optional)
Insure that compensation levels are sufficient to attract an appropriate caliber of applicants for all vacancies.	Conduct a salary survey every three years to ensure that compensation levels remain competitive with peer libraries and request salary adjustments if supported by survey data.	2019	Director of Human Resources Trustees
Fully engage staff at all levels and encourage staff development activities to encourage professional development and awareness of current library trends.	Increase staff training in all areas including customer service and readers' advisory service and require that all staff remain current with new technologies by attending at least one continuing education program or conference, approved by the Library Director, each year.	2019	Director Assistant Director Staff
	Evaluate current staffing model to ensure it is meeting the changing needs of the library and community.	2019	Director Assistant Director
	Increase the frequency of regular all-staff meetings to quarterly and promote more frequent departmental staff meetings.	2018	Director Assistant Director
	Involve most staff members in library programming by requiring all professional staff, and encouraging all full-time paraprofessionals to plan, promote, and attend at least one library program each year.	2019	Director Assistant Director
	Investigate the utilization of work/study students from local colleges to make more effective use of staff resources.	2019	Director
	Survey neighboring and peer communities to determine staffing levels dedicated to teens and present findings to the Personnel Board	2018	Director Trustees Children's Librarian
Advocate for additional staffing dedicated to Young Adult services.	Develop a job description for position dedicated to teens and request that the Town approve additional staffing	2019	Director Trustees Children's Librarian

GOAL 3: COMMUNITY ENGAGEMENT AND PROGRAMMING

Raise the profile of the Library in the community through a wide variety of methods.

(Finding: The community truly appreciates the wide range of programs and services offered for all ages, particularly those serving children. However, more must be done to build community awareness and encourage greater use of library resources.)

Objectives	Actions	Timeframe for Activity	By Whom (optional)
Partner with other libraries, municipal departments, and community groups to transform existing programs and services to increase their popularity and usefulness and to develop and publicize new offerings to the library's traditional core service that will be valued by the local community.	Form a Marketing/Public Relations Committee to help plan and coordinate expanded programming efforts.	2018	Director Trustees Staff
	Work more closely with the Council on Aging, the Wayland Schools, and area preschools to develop at least one new targeted program for these age groups each year.	2019-2020	Director Staff
	Improve use of social media to promote the library's efforts. Also, enlist the efforts of the Minuteman Library Network (MLN) to publicize, and promote member programs on the MLN web site and social media.	2019-2020	Director Staff
	Seek financial assistance from the Friends, to provide "welcome bags" promoting the library and its services to new residents and new parents.	2019-2020	Director Children's Librarian
	Utilize staff time saved from any technological innovations to enhance programming efforts.	2019-2020	Director Staff
	Increase the regularity and frequency of public library staff interactions with school library staff both at the schools and in the Wayland Library.	2018	Director Assistant Director Children's Department
	Explore ways to increase the number of residents who are library card holders. Ideas include going out to community groups to promote library services and sign up new cardholders.	2018	Staff

GOAL 3: COMMUNITY ENGAGEMENT AND PROGRAMMING (continued)

Objectives	Actions	Timeframe for Activity	By Whom (optional)
Propose that the Town authorize the hiring of a part-time staff member to coordinate programming and handle community outreach, marketing, development and public relations for the library.	Survey neighboring and peer libraries to gather information about how these job functions are handled at other libraries.	2019	Director Assistant Director Trustees
	Develop a job description for this new position and present the survey findings, job description and request for funding the position to the Human Resources Director and Personnel Board.	2019	Director Trustees
Investigate the creation of an independent Foundation for the library to raise money for library expansion and other needs not funded by the Town.	Survey neighboring and peer libraries to gather information about how private library foundation or endowment funds were created and are managed.	2019-2020	Trustees
	Make a recommendation to the full Board of Library Trustees on how best to proceed in the matter of future fundraising for the library.	2019-2020	Trustees
Present a series of programs for the public that focuses on modern trends in public library design and services.	Visit newly constructed local libraries, attend professional meetings about library design, and monitor trends in the library literature on this subject.	2018-2019	Director Staff Trustees
	Present a program featuring design innovations in area libraries. Invite those library directors to participate in a final discussion.	2018-2019	Director Staff
	Use programming opportunities to compare current conditions and deficiencies at the Wayland Library.	2018-2019	Director Staff Trustees

GOAL 3: COMMUNITY ENGAGEMENT AND PROGRAMMING (continued)

Objectives	Actions	Timeframe for Activity	By Whom (optional)
Acknowledge the pervasive role of technology in library services as well as in daily life and offer increased opportunities for training, education, and usage of digital library resources and new emerging technology.	Increase the number of training sessions on electronic resources.	2019	Staff
	Increase the number of training sessions on emerging electronic devices.	2018	Staff
	Increase the number of programs that explain emerging technological trends to the public	2019	Staff
	If survey findings warrant it, determine the personnel costs involved for additional weekend hours of operation.	2019	Director Trustees Human Resources
	Meet with Library Staff Union, Personnel Board, and Finance Committee to discuss staffing concerns and funding for additional weekend hours.	2020	Director Trustees Human Resources
Analyze and investigate the operational possibilities and funding requirements of adding additional weekend hours.	Conduct a patron survey to determine community demand and support for additional weekend hours and report findings to full Board of Library Trustees.	2019	Director Trustees Human Resources
	If a building grant is received, investigate opening a technology/new media lab, acquiring appropriate equipment, and provide public and staff training on equipment use.	2019	Director Staff Trustees
	Continue to digitize print resources held by the library and make them available to the public online.	2019-2020	Staff

GOAL 4: COLLECTIONS

Ensure that the collection meets the needs of Wayland Library patrons to the fullest extent possible.

(Finding: The community is appreciative of Wayland's collections and is very pleased with the collection augmentation and support provided by the Minuteman Library Network (MLN).)

Objectives	Actions	Timeframe for Activity	By Whom (optional)
Evaluate and modify, if needed, the current Collection Development policy.	Evaluate current collection development procedures to ensure that best practices are being followed and digital content is expanded.	2018	Director Staff
	Evaluate materials usage patterns, including e-resources, with an eye towards possible reallocation of funds towards areas of heaviest usage.	2019	Director Staff
	In either the current building or an expanded one, work to improve display and accessibility of the library's collections.	2018	Staff
	Evaluate census data to determine if demographic trends offer opportunities to develop collections in new areas.	2019	Staff
	Monitor new technologies and delivery mechanisms to insure that the library is making available the most current resources.	2019	Staff
	Develop a series of instructional videos and/or print and electronic guides on how to utilize digital resources.	2019-2020	Staff
	Offer additional staff training for Readers' Advisory services so that we improve patron access to our collections.	2019	Director
	Request that the Town's IT Department monitor the library's IT infrastructure to insure good performance of our library system software.	2018	Director Assistant Director

GOAL 4: COLLECTIONS (continued)

Objectives	Actions	Timeframe for Activity	By Whom (optional)
If a grant is received and a building project is approved by the Town, ensure that the collection development policy reflects the space allocations of a proposed expanded facility and allows for flexibility in a temporary facility if necessary.	Tailor a temporary collection to be available to the public that reflects popular usage and needs.	2019	Director Staff
	Depending on the availability and location of a potential temporary facility, investigate book return and/or hold pick-up opportunities in other Town-owned or public facilities.	2019-2020	Director Trustees
	Factor in the additional linear feet of shelving capacity available at a temporary location and modify temporary collection acquisition and weeding policies and procedures.	2019-2020	Staff

APPENDIX A

NOTES FROM STRENGTHS, OPPORTUNITIES, ASPIRATIONS, & RESULTS (SOAR) EXERCISES

LIBRARY PLANNING COMMITTEE SOAR NOTES 2-9-16

STRENGTHS -- What are we doing well? What can we build on?

Programming—lectures, films, children’s programs, technology programs, book clubs

Citizens use our library 8-9x a year. nNtional avg. 4x, and in comparison 14x in Weston (our numbers might be constrained by parking problems and a facility that is not as spacious)

Collection

Knowledgeable staff

The Library feels like a welcoming place to community members. People feel comfortable there.

Location –center in town in a crowded intersection

Beautiful building – both a strength and a potential problem

Staff—have started doing more small group adult programming, more individual attention, book-a-librarian, good Reader’s Advisory/BookMatch, staff really tries to help, teaching, ref. librarians are becoming teachers, more staff-patron interpersonal interaction, less shush

Access to digital resources, downloadable, available for mobile use, other reference databases

Kids-Books are “better when they are from the library”

High School students use it to study together

Some displays are more interactive—foyer area is a good interactive space

Rotunda area is a nice reading area and beautiful

Marketing and displays are improving/ PR could be better to get the word out

ILL for journal articles

High schoolers – open late hours – kids feel welcome

Kids learning a lot about community, sustainability, sharing resources by being in the Children’s Room

Important part of a community in a world where there are fewer community spaces

Is a place where face-to-face interaction takes place in a digital world where that has become less common.

Responsive collection development—more popular materials

OPPORTUNITIES -- What are our stakeholders asking for?

More hours

Barriers to entrance: Better access, difficult intersection, better parking

Improved handicap access

More quiet study spaces

More meeting spaces for public use

Larger and more flexible program spaces

Spaces for quiet study

Teaching space

Better Children’s Room space (We could have a better Children’s collection with more space)

Better Children’s programming if we had better Children’s space

Advocate for designated Teen Spaces

Late elementary school age and Tween programming

Mobile book shelving

Flexible spaces

Bringing the outside in by using glass to highlight the natural environment

Creating space for people to “work from home” at the library

Creating comfortable spaces where people want to linger comfortably.

Some sort of café. Or more of a feeling of a café.

Is our existing building also an opportunity?

Making the library a space that people “don’t need to leave” and can feel comfortable spending a long time in.

Create a community space or community center where you meet your neighbors and make new friends.

Intergenerational community center. Community commons. Town’s living room.

Collaborative staff space

New building should have flexible, open space and low shelves

Better services to teens

Need more marketing expertise among the staff, and also more technology expertise

THREATS

Lack of space, facility has big space deficits

No quiet spaces

Not enough seats, parking spots

No designated teen spaces

Very inadequate space in the Children’s Room

ASPIRATIONS – What do we care most deeply about?

Increased usage of both the physical and virtual library

The original 1900 building--its sense of history and sense of place. Its centrality. The affection for the building cannot be ignored. It’s a community treasure. Can we make a new library work at the old site?

What happens to the old building is a huge concern.

Having a facility that is commensurate with staff. Create an environment that fulfills the mission of the library.

Enhanced programming—better space, more staff dedicated to it

Flexible space could enhance all aspects of our operation. Expandable space.

Staff development

Having different spaces appropriate for all ages where people of all ages can browse and find things that improve their lives. But also spaces that are intergenerational.

STEM/STEAM (e.g. Maker space) programming for all ages, especially tweens and teens. Collaborative learning space. Also staffing such a space would be a goal.

More partnering with other local organizations for programming.

RESULTS – How do we know we are succeeding?

Building-We have already started the process of the state building project. This is easy to measure.

Programming-measured by attendance, evaluation forms, surveys, progress by talking to potential partners for ideas,

Staffing-surveys, ask staff for suggestions, more than one program a year,

Usage-circulation numbers, program attendance, website hits, door count, library card holders,

WAYLAND LIBRARY COMMUNITY MEETING SOAR NOTES 3-21-16

STRENGTHS -- What are we doing well? What can we build on?

Location-center of town
Helpful staff, parking, sometimes parking difficult
Easy to get to, comfortable
Children's collection excellent/ well chosen / Childrens programs good
Lots of programs, varied (children's programs, Great Decision, lots going on)
Look of the building, location, attractive space
Minuteman Network, cost effective, benefit to users, resource sharing, network lending, convenient
Search catalog from home/pick up at library
Museum passes
Open many hours / late till 9
Beautiful restoration of rotunda
Beautiful historic building
OverDrive digital resources/downloadable
Welcoming HS students during exam week
Friends of the Library – very strong support
DVD collection
Strong helpful staff

OPPORTUNITIES -- What are our stakeholders asking for?

More welcoming environment, brighter, more space, more play space for kids
Better sight lines for supervising kids
Could have a larger collection of chapter books
Larger collections
Better study space, can't always find space or appropriate space to study here
More databases available at Wellesley
More musical entertainments at Wayland, more performances here
Could have easier access and more handicap accessibility
Larger meeting room, more varied spaces for working in
Easier access to meeting room
A space that's a more casual place to sit and connect with others
Better use of outdoor space for programs/events
Larger libraries have larger collections to browse
Children's craft room
Better place for teens
Better place for interviews and tutors (small study rooms)
Hiring a teen librarian?
Technology assistance
More books, larger collections
Space for small groups (student group study, ESOL tutoring)

Small meeting spaces
 Improved ADA compliance/accessibility for seniors and others
 Improved technology training space and staffing to teach technology
 More extensive (deeper) technology training
 Better relationship/articulation between school and public library information literacy programs.

ASPIRATIONS – What do we care most deeply about?

Better spaces
 Flexible spaces--movable shelving, movable furniture
 Staying committed to books
 Better spaces for teens and tweens—more attractive
 Better resources for teens and tweens
 Organization that can be a lot of different things to a lot of different groups.
 Space--ability to serve many different groups at the same time.
 Adults in their 20s, get them to come. Finding services and programs for people in their 20s.
 Space that welcomes a wide variety of people
 Staff is important and helpful to expand use of the resources.
 More regular trainings on how to use library digital resources, databases. Invest in staff as well as space.

RESULTS – How do we know we are succeeding? (Presumes goals are agreed on)

Measurable outcomes: usage, utilization, circulation, program attendance
 Qualitative data is also important...as well as quantitative data. (suggestion box, surveys, etc.)
 Can we measure length of time spent in the building. Shorter time here than in other more spacious buildings.
 Layout of building may encourage more use of building.
 Are we being provincial? If we were designing a new library system, might we be building spaces and not book collections. All books could be stored centrally.

WAYLAND LIBRARY COMMUNITY MEETING SOAR NOTES 3-26-16

STRENGTHS -- What are we doing well? What can we build on?

Librarians—staff is helpful, responsive
 Programs
 Material collection—also digital collections
 The Minuteman Library Network – catalog/resource sharing
 Range in collection
 Home access
 Curated collections
 Kids programming
 Friendly environment for kids
 Readers advisory services
 Books
 Beautiful place to read/be

A haven – a place for all
 A sense of place
 A beautiful place to read/to be/comfortable place to think in
 Ambience
 Cultural history and sense of place for the town
 The place is “badge of honor”
 Natick has a better large-print collection and is a comfortable place to be in
 Technology programming
 Great Presenters Series
 Staff is a major strength—observant, thoughtful
 Staff is receptive to new ideas
 Soliciting community opinion
 Staff favorites are popular
 Playaways
 Technology support
 Online databases
 Consumer Reports and other databases
 General periodical databases
 Could have expansion of WayCAM presence: Great Presenters Series and other programs/Upload to the webpage to be accessible to the community
 Be a place to curate recordings of local events
 Museum passes
 Exhibit space for artists
 The library reacts to what is going on and is responsive in terms of programming
 Open to new ideas/not rigid
 Young adults return to use the library for study, technology, meet peers, connect with others.

OPPORTUNITIES -- What are our stakeholders asking for?

Webpage improvement – events from other libraries that might be of interest/Clearinghouse for events
 Would like to see an expanded web presence giving more direction from the library itself (user input/assistance?)
 Go to other libraries...why?
 Proximity
 More books
 Music programs/facilities
 Different program opportunities
 Convenience
 If you are away from home, you can get Internet access, use computer, and other resources of the library
 Increased hours/Maintain the hours we have
 More hours on weekends, esp. Sundays
 MLN: Aggregate all MLN programs through a central service
 MLN: Utilize professionals from local libraries for all libraries/Programming clearinghouse
 MLN: User groups for different interest groups

Providing clear access to sites like MeetUp, etc.
 One suggestion that a library is best on one floor
 Accessibility
 Expanded hours

Larger collections

A building/space that lends itself to outside activities

Use other town facilities

Academic library partnerships

Museum passes for other areas—e.g., Berkshire area

Increased borrowing time for “speed reads”

Course in advanced research techniques

Tap into resources of Greater Boston community for programming and teaching

More explicit information and programming on privacy and library use

Better serve clusters of inhabitants: branch libraries—reestablish a Cochituate branch library

Make the library more accessible: ADA, walking, etc.

Creating a space more easily accessible to those with physical disabilities

Opportunity: improve Children’s space and Children’s programming: Our Children’s programming & collections are limited because of space

Improved general Children’s space to improve services to youth

ASPIRATIONS – What do we care most deeply about?

It is already a cultural resource for the town. The old space is special. The history is beautiful, special, spectacular.

A building that is not going to flood.

Children’s Room and Teen Space that is comparable to what other peer and neighboring libraries have.

More private spaces for study and thought.

Better facilities for seniors. Better browsability for seniors and vision impaired residents.

Better selection in large print area. More appropriate space.

Leverage the population better to distinguish ourselves from other libraries.

Use virtual spaces for programs.

Small group meeting spaces for ESOL tutors and other tutors.

RESULTS – How do we know we are succeeding? (Presumes goals are agreed on)

Measurable results. How to determine?

Customer satisfaction

Surveys

Utilization/Usage data

Door count

Attendance

Increased circulation

Focus groups

Staff satisfaction

Customer satisfaction

Casual comments

Focus on innovation. Paying attention to innovation.
Constant scanning to see what other libraries are doing all over the world.

Observation: Other town organizations may be doing some of the same kinds of programming.

Question: What is a library in this day and age? A reflection and a magnifier of culture? A unique institution.

WAYLAND LIBRARY STAFF MEETING SOAR NOTES

STRENGTHS -- What are we doing well? What can we build on?

Staff

Collections

Programs

Central location

Beauty/ambience

Technology--Electronic resources, wireless

Gathering place

Usage levels vs averages

Staff ideas:

Library serves as entrance to the community. Portal to the community

People in town have a lot of expertise; citizenry and their backgrounds

Strength of schools and also strength of arts programs and opportunities for students' expression

Staff gives excellent customer service and is really nice. Staff gains satisfaction by being helpful and makes people feel good about their experiences at the library. Making people feel comfortable at the library.

Relationships to patrons (and colleagues). Relationship to whole people. Wholistic.

Making a "community home" for users.

We still answer the phone ourselves.

Variety of programs is great for the size of library.

OPPORTUNITIES -- What are our stakeholders asking for?

More space—all areas and purposes, but CHILDREN'S space was mentioned several times, and for several reasons

More flexible space—multipurpose spaces, room dividers, movable furniture/shelves

Good AV technology—projection/sound/display

Larger collection

Better accessibility—HP and elderly

Teen librarian

More technology assistance

More programs and use MLN to publicize programs at other venues (libraries)

Library skills/research skill training

Programs regarding current community issues

Staff ideas:

Smaller rooms/group study rooms/for conversation or group study

Improved social media presence (finding content and staff time to do it)

We need a programming librarian

Tapping into volunteers—integrate Friends to do more programming/fundraisers/publicity/, etc.

Sustainability and educating about sustainability

Also sustainability of services

Having other collections to circ: tools, cooking items, etc.

Café or some kind of compromise multi-purpose space

Performance space to showcase local talent

Spaces invite people in

ASPIRATIONS – What do we care most deeply about?

Use MLN to coordinate and promote library programming across MLN

Increase utilization of physical and virtual library

Enhance programming

Increased staff development

Find way to use existing building

SPACE—dedicated to kids, teens, quiet study, and multi-generational—also meeting rooms of all sizes

To not have to walk through water to get to library

Ease of access, especially for those with disabilities

Parking

Don't forget about books

Staff input:

Better marketing of collection

Outdoor space

More natural light, esp. for Children's

Improve ease of access for teens & tweens

Importance of central location due to north/south division

The rail trail will improve accessibility for bikers (could be a problem for parking lot)

RESULTS – How do we know we are succeeding? (Once goals are agreed on)

Standard library statistics

Staff Ideas:

Suggestion box should be more prominent

AND FOR FUN?: THREATS

Not enough space for a variety of services (collections, programs. Meetings of all sizes 2-100 people)

Not enough parking—and tough traffic at times

Current building