

***Wayland Free Public Library
Strategic Plan
2020-2025***

Approved by the Board of Library Trustees
on September 18, 2019

*Wayland envisions its Library as an essential resource for
the Town, making ideas, information, and culture freely
and easily available to all.*

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Introduction, Purpose, Vision, and Mission

Dear Wayland Residents,

We are excited to present a new strategic plan for the Wayland Free Public Library (WFPL). We launched this planning process in the spring of 2019 to determine how to meet the library service needs of Wayland residents over the next five years in the current building at 5 Concord Road.

The strategic plan is built on five goals, based on extensive input from community members, Town officials, and stakeholders, including Library patrons, the Board of Library Trustees, Friends of the Wayland Public Library, and Library staff:

- 1. The Library Will Be an Essential Resource and Information Center**
- 2. Identify and Implement Improvements to Library Facilities**
- 3. The Library is a Center for Lifelong Learning**
- 4. Enhance Communications, Outreach, and Advertising to Better Inform the Public of Library Services**
- 5. Strengthen Staff Capacity to Maximize Service Delivery, Productivity, Job Satisfaction, and Employee Retention**

We also attach an important theme – ***Building Wayland Relationships*** – to our planning. The Library and Wayland community will best prosper with continued strong collaboration among stakeholders, Town officials, and community members. To this end, in the description of goals and objectives, we've identified potential collaborators from within the community.

We are aware that the limitations of the library building and site present serious obstacles to achieving the greatest potential for staff, the collection, and services to serve the Wayland community, however, we will continue to strive for excellence despite these shortcomings. Given past widespread support shown by the community for much improved spaces and services, the Library Trustees continue to consider acquiring a new building as an option over the long term.

Our new vision and mission statements will guide planning, activities, investment, and decision-making essential to fulfilling our goals:

Wayland envisions its Library as an essential resource for the Town, making ideas, information, and culture freely and easily available to all.

The Wayland Free Public Library seeks to provide a welcoming environment to inform, inspire, and enrich everyone who uses it, fostering lifelong learning and community. To this end, the Library will offer a wide variety of services and resources, adapting to the ever-evolving needs of its patrons.

This strategic plan is intended to provide direction for the Director, Board of Library Trustees, and staff in developing new initiatives, while not losing sight of those objectives considered to be most important. Approval of this strategic plan does not commit the current or future Board of Library Trustees or administration to follow it to the letter, nor does it dictate what the library should be doing in five years. The plan is intended to be flexible, and outside circumstances and evolving expectations may necessitate modifications to the plan.

The timeline for implementation of this strategic plan begins in fiscal year 2021 and will run through fiscal year 2025, that is July 1, 2020 through June 30, 2025.

Sincerely,

Aida A. Gennis,
Board of Library Trustees Chair

Sandra Raymond,
Library Director

Acknowledgements

The Wayland Free Public Library wishes to thank the 628 members of the community who contributed to this process via survey, the 52 individuals who attended our Community Meeting, and the 10-member Strategic Planning Task Force for their input and review of community input and the draft strategic plan. We also thank the Library staff for their contributions. The staff made excellent suggestions to contribute to this effort and on our new vision and mission statements. We also wish to thank the Board of Library Trustees for its participation and support throughout this process.

Strategic Planning Task Force

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The Wayland Community and the Wayland Free Public Library

Public libraries are thriving in the 21st century, in spite of wide-spread conjectures that libraries were going to fade away because of the pervasiveness of the internet, social media, smart phones, and e-commerce. This ongoing viability is certainly true here in the Wayland Free Public Library, which last year alone (fiscal year 2019), welcomed over 108,000 visitors, circulated over 236,000 library items, and hosted 657 library programs attended by more than 9,000 people. All of these metrics of library use have increased since our most recent long-range plan was written. Today, new prospects and challenges, changing expectations, and the rapid development of technology invite creativity more than ever as we operate in a stimulating era of library evolution. Our success in moving with the times will be measured by how fundamentally relevant we continue to be for our patrons.

Wayland Community

Wayland is a charming, historic, small town of 14,567 people situated 18 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, possibly for one of its frequent visitors, the Reverend Francis Wayland, President of Brown University.

Wayland comprises two historic centers. The library is located in Wayland Center, which for much of its history was a thinly populated farming community. Cochituate Village, in the southern part of the town, was Wayland's more densely populated "downtown," with a rich manufacturing history. It remains the population center of the town. From 1950 to 1970, Wayland's population more than tripled from 4,407 to 13,461, with rapid growth of housing creating a continuous link between the town's two historic centers.

Since 1970, Wayland's population has seen little fluctuation. The town has stayed committed to maintaining a small town, semi-rural character by prioritizing conservation, historic preservation, limited business development, and education.

Demographically, several characteristics stand out from the 2010 US Census as listed below (we will review the 2020 Census as soon as results are available):

Age

- 76.5% of the population live in family households
- The percentage of youth under 19 is 28.8%
- The median age is 46
- People over age 65 comprise 16.45% of the population

Ethnicity

- 87.2% are categorized as white alone

- Wayland’s most numerous minority group is Asian at 9.9%
- 2.4% are Hispanic
- 0.9% are black or African American
- “Other races” are 0.4% of Wayland’s population
- 1.6% of residents indicate they are from two or more races

Income

- The median household income is \$124,702
- Per capita income is \$71,863
- 2.7% of Wayland’s population falls below the poverty line

Education

- 70.7% of people over age 25 in Wayland have a bachelor’s degree or higher
- 98% have a high school diploma or higher

According to a 2013 UMass Donahue Institute (UMDI) study Wayland’s population is expected to grow only 2.9% between 2010 and 2030; in real numbers, this represents population growth of fewer than 20 people per year.¹

The UMDI projections for population shift across age categories are extremely detailed, and predict significant increases by 2030 in the three age groups that encompass the town’s youth and senior populations:

	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 traditionally most heavily used by young patrons and their families and by seniors, these numbers are important to our planning process.

¹ 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.

Library History and Statistics

An allocation of funds at the 1848 Town Meeting made the Wayland Free Public Library the first tax-supported public library in Massachusetts. Built in 1900, it remains the town's oldest public building in continuous use. The 8,000-square-foot, red brick building served Wayland without major renovation until the 1988 addition of a modest wing which expanded space on the first floor and basement levels.

In the 1990s, increased library automation, the rise of the internet, and the explosive demand for non-print materials put tremendous pressure on the library. Additionally, a massive increase in interlibrary loans through use and expansion of the Minuteman Library Network required far more staff space for processing and for sending and receiving loans than was planned for in the renovation. The huge jump in the demand for programs the library offers and the rising demand for student tutoring, English Language Learners (ELL) instruction, and job search help only added to the space crunch.

Between 2003 and 2014, the Library Trustees commissioned or participated in three architectural studies looking at the feasibility of expanding the current facility or moving to new quarters. Ultimately, it was determined that expansion of the current building was not feasible based on a multitude of factors. In December 2014, the Library developed a written building program that assessed the space and programmatic needs for the library for the next 20 years². From 2015 to 2017, the Library Trustees conducted studies relevant to, and ultimately applied for, a Library Construction Grant through the Massachusetts Board of Library Commissioners. The Library was awarded a provisional grant for construction of a new library building adjacent to the town's Middle School amounting to \$10.1 million, or approximately one third of anticipated construction costs. Unfortunately, the vote approving town funds for the remaining construction costs fell just short of the required 2/3 majority at the 2018 Annual Town Meeting; consequently, the Library will remain in its current building through the near future.

A founder of the now 41-member Minuteman Library Network, the Library has kept pace with technological changes, remained innovative, and invested in the upkeep and appearance of the historic building. In the April 2019 town-wide survey, we found that nearly 70% of respondents (of 606 respondents) visited the Library at least twice a month, a testament to the value of the Library in the community.

Use of the Wayland Free Public Library by its residents remains strong, with increased attendance at Library programs and general use of the Library as a destination for work and enrichment activities. The following chart of yearly statistics highlights Library services and use by Wayland residents during Fiscal 2015-Fiscal 2019.

² *The Community and Library information above was chiefly reproduced and revised from the recently completed Wayland Free Public Library Building Program, Thomas N. Jewell, Library Consultant, December 2014.*

Activity	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019
Attendance	111,207	110,230	114,456	115,489	108,906
Total Holdings*	106,967	119,189	134,777	163,313	159,187
Digital Holdings	25,526	34,962	46,390	73,614	77,295
Total Circulation	222,184	221,153	231,677	234,654	236,306
Digital Circulation	13,271	17,347	26,528	31,852	38,589
No. of Children's Programs	119	195	254	258	293
Attendance @ Children's Programs	3,122	4,857	5,020	5,274	5,266
No. of Adult and YA Programs	205	280	233	333	364
Attendance @ Adult/YA Programs	2,696	3,187	3,276	3,662	3,822
Wayland residents with library cards	7,548	7,525	7,384	7,399	7,986
Interlibrary loans from other libraries	24,870	26,325	26,753	29,666	32,152
Interlibrary loans to other libraries	36,991	36,777	35,855	35,221	34,811
Reference questions answered*	19,897	20,437	18,104	10,517	10,062

**Estimate based on quarterly sampling.*

Planning Methodology

Delivering the best library services possible to Wayland community members is at the core of everything we do at the Library. Therefore, the planning process has been heavily dependent on input from the community and Library patrons, as well as from Library staff and Trustees.

Planning Timeline:

- Our planning process began in April 2019 with a detailed survey of Wayland community members that garnered 606 responses in both online and paper formats.
- In May 2019, a 10-member Strategic Planning Task Force was formed to include key staff and Library Trustees as well as representatives of the community.
- Also in May, our facilitator led a SOAR (Strengths, Opportunities, Aspirations, Results) exercise for the Board of Library Trustees and key Library administrators.
- This session was followed by an open community meeting attended by 52 members of the public, including members of the Strategic Planning Task Force, to brainstorm on the future of the Wayland community and Library.
- Responding to a request at the community forum for further balanced input, another brief paper and online survey was made available for one week, resulting in 22 new responses from community members.
- In June our consultant led the Library staff in SOAR, vision/mission, and goal setting exercises.
- The results of the events and surveys were shared with the Board of Library Trustees, the Strategic Planning Task Force, and the Library staff for comment. The notes from each of these sessions are included in the Appendices.
- Our consultant evaluated data, identified trends, and used best practices to draft the strategic plan.
- A draft of the strategic plan was shared with the Board of Library Trustees, Strategic Planning Task Force, and Library staff in July. The revised plan was presented to the Board of Library Trustees for comment and discussion at its September 4, 2019 meeting. The final strategic plan was approved at the Board of Library Trustees meeting on September 18, 2019.

User Needs Assessment

We reviewed feedback from over 600 Wayland community members, as well as from Town officials, Library Trustees, Friends, and staff members, and have developed a mission, vision, five strategic goals, and a strategic theme in response to the needs expressed in this process. The main areas of interest are described below.

Community members, staff, and Trustees alike identified the staff, programs, Minuteman Library Network membership, and the welcoming nature of the historic library building as key strengths.

Opportunities included many building- or site-related concerns, including the size and condition of the Children's room, ADA compliance and general accessibility, parking, the need for more and varied meeting spaces, and noise containment.

Opportunities for improvements to Library services included continued collection development to fit evolving patron needs, community building, continued expansion of events and programming offered by the Library, and enhanced services to specific population segments.

Library Trustees, Friends, and staff added specific priorities, such as improving communications with the public, fostering staff development, and improved staff work areas.

Many community members care deeply about Library services and many have made specific suggestions for action. These are collected in the appendices with the results of our surveys and information-gathering exercises.

Strategic Goals and Theme

In this area we lay a framework for realizing our new vision and mission through the implementation of five strategic goals that are above and beyond the Library's day-to-day work. Under each goal we list objectives; activities to accomplish the objectives; an estimated start date for each activity; opportunities for Wayland collaboration where possible; and expected results.

The planning process did not allow time for detailed evaluation of all services and the facility; thus, many objectives incorporate the process of assessment and evaluation, followed by decision-making and budgeting based on the information gathered.

This plan is ambitious and calls for addressing many needs and service areas in the Library. Many of the objectives require Library-wide coordination to be most effective. Staff may benefit from training and tools for teamwork and collaboration. This is a great deal of work for the staff of 15 full-time equivalent members to complete over the five-year planning period. Outside expertise will be needed to facilitate progress and implementation in some cases. For example, consultants from the Massachusetts Board of Library Commissioners, the Massachusetts Library System, and/or Minuteman Library Network can assist in areas such as technology planning, collection planning, reaching underserved groups, and communications. Other experts will be required for space planning, employee health and safety, parking and traffic patterns, as well as sound abatement and flood mitigation. Some of these experts may be available at low or no cost. Others will likely entail some cost. These negotiations and fees must be considered and included in the implementation and budget for the Library.

Strategic Theme: Building Wayland Relationships

Collaboration is woven into all of the five strategic goals. We aspire to collaborate with residents and Town organizations, officials, and departments whenever possible to meet the goals listed here. While collaboration outside town with other libraries and organizations is likely, it is town-wide collaboration that will build relationships that are important to the future of the community.

Strategic Goals and Objectives *(followed by start date for objectives)*

1. The Library Will Be an Essential Resource and Information Center
 - a. Make continuous updates to the collection for current and future patrons' needs. 2020
 - b. Actively explore innovations and improvements in technology offerings to expand patron resources and experiences. 2021
 - c. Review progress in meeting this goal. 2024

2. Identify and Implement Improvements to Library Facilities
 - a. Make high-impact cost-effective improvements to the current building to make it safer, more accessible, and more inviting to all, including the improvements prioritized above and recommendations in the *2013 DRA Building Use Audit*. 2020
 - b. Explore use of Library spaces and meeting spaces around town to expand Library offerings. 2021
 - c. Increase physical accessibility for all people. 2021
 - d. Be attentive to future Planning and Design and Library Construction Grant rounds. 2020
 - e. Consider formation of a Library Foundation to provide financial support for capital improvements to defray costs to taxpayers. 2021
 - f. Review progress in meeting this goal. 2024

3. The Library is a Center for Lifelong Learning
 - a. Provide appropriate teen-centered resources and experiences that encourage independent exploration and discovery for education and lifelong learning. 2020
 - b. Provide appropriate youth-centered resources and experiences that encourage independent exploration and discovery and education for children and youth with caregivers (birth-grade 6). 2021
 - c. Maintain/increase/continue to offer innovative programs for patrons of all ages. 2022
 - d. Provide resources, experiences, services at the Library, alternate locations, patrons' homes, to better serve those with visual/auditory/mobility/sensory challenges. 2022
 - e. Develop resources and services appealing to adults with little prior library experience to demonstrate utility and excitement of opportunity through the Library. 2022
 - f. Develop resources and services to suit the current and future needs of all population groups. 2024
 - g. Expand recording of selected events. 2023
 - h. Review progress in meeting this goal. 2024

4. Enhance Communications, Outreach, and Advertising to Better Inform the Public of Library Services
 - a. Integrate the entire Library communications, outreach, and advertising systems/channels. 2021
 - b. Explore opportunities to collaborate with the Friends of the Wayland Library on major fundraising events/efforts. 2022
 - c. Review progress in meeting this goal. 2024

5. Strengthen Staff Capacity to Maximize Service Delivery, Productivity, Job Satisfaction, and Employee Retention
 - a. Empower staff with latest technology. 2020
 - b. Develop succession planning and policy and procedure manuals for Library and related volunteer roles. 2020
 - c. Explore options and best practices to enhance service delivery, productivity, and job satisfaction among Library staff members. 2021
 - d. Review progress in meeting this goal. 2024

1. The Library Will Be an Essential Resource and Information Center

Residents rely on the Library for ongoing access to books, media, and online resources, as well as the technology to use collections to support education and lifelong learning. Respondents asked for more and updated books, magazines, newspapers, media, and downloadable materials, as well as expansion of non-traditional collections. Patrons look to the staff to keep abreast of evolving patron needs and wishes and to provide technology for public use.

Objective A.			
Make continuous updates to the collection for current and future patrons' needs.			
Activities	Start Date	Who	Outcomes
Maintain best practices for collection development in physical and electronic formats with an awareness of diversity and equity issues, and promotion of collections.	2020	Library staff.	Patrons actively suggest additions to library materials and staff actively monitor and respond appropriately.
Build collection holdings, drawing from a combination of staff expertise and patron requests.	2020	Library staff and patrons.	Collection developed in response to community needs Increased circulation, satisfied patrons.
Explore collaboration with Minuteman libraries to allow best use of limited shelf space	2022	Library staff.	Optimize use of limited shelf space while expanding access to library materials.

Objective B.			
Actively explore innovations and improvements in technology offerings to expand patron resources and experiences.			
Activities	Start Date	Who	Outcomes
Build technology resources drawing from a combination of staff expertise and patron requests.	2021	Library staff and Library Trustees, with the collaboration of patrons.	Patrons actively suggest additions to library materials and staff actively monitor and respond appropriately. Resources developed in response to community wishes. Increased use of resources, satisfied patrons.
Maintain best practices for development of most current technology resources to optimize patrons' experiences.	2021	Library staff and Library Trustees.	

Objective C.			
Review progress in meeting this goal.			
Activities	Start Date	Who	Outcomes
Evaluate progress on meeting this goal and consider and decide on most appropriate information-gathering steps to measure success since inception of the Strategic Plan.	2024	Library staff and Library Trustees.	Fine-tune activities and direction in meeting this goal.
Initiate revised measures to meet this goal based on most recent information, when appropriate.	2025	Library staff.	

2. Identify and Implement Improvements to Library Facilities

The limitations imposed by the size, location, and condition of the building are well known, and were documented at length by the Library Planning Committee (*Report of the 2015 Wayland Library Planning Committee, August 27, 2015*). In recent years, changes, major maintenance, and building upgrades were put on hold while planning for a hoped-for new Library building took place. Though major construction at the current site is neither possible nor feasible, many high-impact, low-cost changes can be made to improve safety, access, patron and staff comfort, and the overall quality of services. With the Library set to remain in its current town-owned building for the foreseeable future, it is time to plan, budget for, and implement much-needed improvements to Library facilities.

Four major areas have been prioritized for action, as possible, in the next five years:

- Children’s Room
- Building access and safety for mobility impaired patrons
- Staff work spaces
- Parking

A new Library facility is required for the long-term sustainability of library services. While this plan does not delve into a new process for seeking a new Library, specific recommendations made by community members relating to a new facility (included in the Appendices) will be considered, if applicable, in future planning processes. Under current state-funding methods, it is unlikely that a new grant round will be opened within the five-year term of this strategic plan to perhaps assist with the costs of significant improvements or building acquisition. However, this grant program will be monitored by the Library staff and Library Trustees to determine whether a future application may be warranted, and activities undertaken over the next five years will help lay the groundwork for a successful future application.

Objective A.			
Make high-impact cost-effective improvements to the current building to make it safer, more accessible, and more inviting to all, including recommendations in the 2013 DRA Building Use Audit, i.e., the Comprehensive Building/Program Audit. Published on May 10, 2013, by Drummey Roseane Anderson, Inc. Architects, Waltham, MA			
Activities	Start Date	Who	Outcomes
Work with other Town departments to complete already-funded deferred building maintenance.	2020	Library staff and Library Trustees, collaborating with appropriate Town departments and officials.	Implement pre-funded improvements.
Work with other Town departments to form and agree on annual maintenance	2020	Library staff and Library Trustees, collaborating with	Prevent long-term facilities issues and maintain

schedule,		appropriate Town departments and officials.	comfortable building.
Plan renovation of Children's Room, including improved space use, new carpeting, and state-of-the-art flexible furnishings, to create an environment that welcomes both children and caregivers.	2020	Library staff, Library Trustees, and an expert space planner, collaborating with appropriate Town departments and officials.	Plan, budget, etc., to provide inviting space for children, parents, and caregivers, thereby increasing use of facilities.
Assess current ADA accessibility and other conditions that may require accommodation for patrons/staff.	2020	Library staff, Library Trustees, and an ADA specialist (consultant), collaborating with appropriate Town departments and officials.	Prioritized list of possible improvements Estimated budget and plans List of improvements that cannot be made due to limitations of space/structure.
Assess staff workplaces with the aim of optimizing space use efficiency, safety, ergonomics, productivity, morale, and ability to retain current and recruit new staff.	2020	Library staff, Library Trustees. An expert space planner (consultant).	A range of options for revised use of staff spaces. Budget for implementation of plans. Space planner's recommendations for ideal amount of space needed for daily operations for WFPL staff.
Assess current parking conditions and patron, staff, and delivery access and appropriate signage. (Consider redesign of all exterior spaces to accommodate more parking, loading dock, wheelchair access, and drive-up book return.)	2020	Library staff, Library Trustees, and a parking specialist, collaborating with appropriate Town departments and officials.	Plan, budget, etc., to provide adequate parking. Alternate parking locations.
Assess spaces, current equipment, and features of meeting rooms in the Library, and their use.	2020	Library staff, Library Trustees, and an expert space planner, collaborating with appropriate Town departments and officials.	More capacity for events and programs. Space planner's recommendations for ideal number and size of meeting rooms needed for a library in a community of this size.

Investigate noise abatement and delineation in various Library spaces based on louder and quieter volume in designated areas	2020	Library staff, Library Trustees, and an acoustics specialist, collaborating with appropriate Town departments and officials.	Provide inviting space for Library visitors, thereby increasing comfort, use of facilities.
Set priorities, schedule, and budget for assessed and investigated areas listed above for implementation.	2020	Library staff and Library Trustees, collaborating with appropriate Town departments and officials, e.g., Town Manager in order to facilitate Town Meeting approval of necessary funds.	
Plan implementation	2020-2021		
Begin implementation	2021		
Complete implementation	2025		

Objective B.

Explore use of Library spaces and meeting spaces around town to expand Library offerings.

Activities	Start Date	Who	Outcomes
Assess current and potential use in Wayland meeting spaces that are relevant to the Library.	2021	Library staff, Library Trustees in collaboration with appropriate Town departments and officials, e.g., schools and other existing and potential partners in programming.	Library hosts programs most relevant to library patrons and other programs are hosted elsewhere thereby optimizing use of library space. Library and collaborators host jointly when appropriate.
Collaborate with Wayland community organizations to expand programming.	2021		

Objective C.			
Increase physical accessibility for all people.			
Activities	Start Date	Who	Outcomes
Assess current and potential use in Wayland by those with special requirements to access and use Library facilities, collections and programs.	2021	Library staff collaborating with Council on Aging and with appropriate Town departments and officials.	Increased use of the Library. Enhanced staff skills, empathy, and training.
Plan and budget for programming, collection, and other areas to increase Library use.	2021		
Implement new programming, etc.	2022-2024		

Objective D.			
Be attentive to future Planning and Design and Library Construction Grant rounds.			
Activities	Start Date	Who	Outcomes
Monitor grant application process at the Board of Library Commissioners for grant opportunity to defray taxpayer cost of improving library services.	2020	Library Director, Library Trustees, collaborating with appropriate Town departments and officials, e.g., Town Administrator, Board Selectmen, Town Meeting.	Be prepared to make decision about applying during next grant rounds.
Initiate grant application process, if appropriate			

Objective E.			
Consider formation of a Library Foundation to provide financial support for capital improvements to defray costs of taxpayers.			
Activities	Start Date	Who	Outcomes
Explore best practices, legal requirements, and interest among residents to build on generosity of spirit.	2021	Library Director, Library Trustees, Friends, potential foundation leadership.	New group of Library supporters and financial stream of support for capital needs from foundation.
Initiate formation process, if appropriate.	2022	Library Director, Library Trustees, Friends, potential foundation leadership.	

Objective F.			
Review progress in meeting this goal.			
Activities	Start Date	Who	Outcomes
Evaluate progress on meeting this goal and consider and decide on most appropriate information-gathering steps to measure success since inception of the Strategic Plan.	2024	Library staff and Library Trustees.	Fine-tune activities and direction in meeting this goal.
Initiate revised measures to meet this goal based on most recent information, when appropriate.	2025	Library staff.	

3. The Library is a Center for Lifelong Learning

Services to children, teens, adults, and those with limited mobility, e.g., those who need mobility assistance or without transportation, are noted as areas for improvement. The most glaring problem for children is the need for renovation of the Children’s Room (addressed under the “Improve Facilities” goal). Limitations of the current facilities allow for solutions that can only be accommodated in the current space or offsite in collaboration with community organizations. These potential solutions present their own logistical and financial challenges.

Objective A.			
Provide appropriate teen-centered resources and experiences that encourage independent exploration and discovery for education and lifelong learning.			
Activities	Start Date	Who	Outcomes
Assess current and potential teen use in Wayland.	2020	Library staff and Teen Advisory Board, collaborating with appropriate Town departments and officials, e.g., schools.	Increased teen use of the Library. Cross training. Enhanced staff skills and training.
Investigate teen use best practices in other libraries, including teens from diverse populations, after-school staffing of teen areas.	2020	Library staff, collaborating with peer libraries.	
Set priorities and budget for assessed and investigated	2021	Library staff and Library Trustees, collaborating with appropriate Town	

areas listed above for implementation.		departments and officials, e.g., schools.	
Implementation of prioritized steps	2021-2022	Library staff and Library Trustees, collaborating with appropriate Town departments and officials, e.g., schools.	

Objective B.			
Provide appropriate youth-centered resources and experiences that encourage independent exploration and discovery and education for children and youth with caregivers (birth-grade 6).			
Activities	Start Date	Who	Outcomes
Assess current and potential use in Wayland by children and their caregivers, including use by diverse populations.	2021	Library staff, collaborating with appropriate Town departments and officials, e.g., schools.	Increased children's and caregiver use of the Library.
Investigate best practices for these services.	2021	Library staff, collaborating with peer libraries.	
Set priorities and budget for assessed and investigated areas listed above for implementation.	2022	Library staff and Library Trustees, collaborating with community groups and with appropriate Town departments and officials.	
Implementation of prioritized steps.	2022		

Objective C.			
Maintain/increase/continue to offer innovative programs for patrons of all ages.			
Activities	Start Date	Who	Outcomes
Solicit and review comments of community members to consider event/program topics.	2022	Library Staff.	Programming meets community needs.
Determine potential need for additional staffing in this area as necessary to meet community needs.	2022	Library staff and Library Trustees.	

Objective D.			
Provide resources, experiences, services at the Library, alternate locations, and patrons' homes, to better serve those with visual/auditory/mobility/sensory challenges.			
Activities	Start Date	Who	Outcomes
Assess current and potential use in Wayland by those who lack access to a car.	2022	Library staff, collaborating with Council on Aging and with appropriate Town departments and officials.	Increased use of the Library. Enhanced staff skills, empathy, and training.
Plan and budget for programming, collection, and other areas to increase Library use.	2023		
Implement new programming, etc.	2024		

Objective E.			
Develop resources and services appealing to adults with little prior library experience to demonstrate utility and excitement of opportunity through the Library.			
Activities	Start Date	Who	Outcomes
Assess current and potential use in Wayland, including use by diverse populations.	2022	Library staff and Library Trustees, collaborating with appropriate Town departments and officials, e.g., schools.	Increased adult use of the Library. Cross training. Enhanced staff skills and training.
Investigate best practices for adult services/use in other libraries.	2022	Library staff, collaborating with peer libraries.	
Set priorities and budget for assessed and investigated areas listed above for implementation.	2022	Library staff and Library Trustees, collaborating with community groups and with appropriate Town departments and officials.	
Implementation of prioritized steps.	2022		

Objective F.			
Develop library resources and services to suit the current and future needs of all population groups.			
Activities	Start Date	Who	Outcomes
Assess current and potential use in Wayland, including use by all populations.	2024	Library staff and Library Trustees, collaborating with appropriate Town departments and officials, e.g., schools	Increased use of the Library. Cross training.
Investigate best practices for services/use in other libraries.	2025	Library staff, collaborating with peer libraries.	
Set priorities and budget for assessed and investigated areas listed above for implementation.	2025	Library staff and Library Trustees, collaborating with community groups and with appropriate Town departments and officials.	
Launch implementation of prioritized steps.	2025		

Objective G.			
Expand recording of selected events.			
Activities	Start Date	Who	Outcomes
Explore expanding offerings of library programs through video recording/ streaming/ other remote means.	2023	Library staff, collaborating with community partners and with appropriate Town departments and officials.	Virtual access to library. Events/programs enhances access to residents.

Objective H.			
Review progress in meeting this goal.			
Activities	Start Date	Who	Outcomes
Evaluate progress on meeting this goal and consider and decide on most appropriate information-gathering steps to measure success since inception of the Strategic Plan.	2024	Library staff and Library Trustees.	Fine-tune activities and direction in meeting this goal.
Initiate revised measures to meet this goal based on most recent information, when appropriate.	2025	Library staff.	

4. Enhance Communications, Outreach, and Advertising to Better Inform the Public of Library Services

We will strive to raise awareness across the community of the excellent and varied services, events, and programs offered by the Library. In this effort we must evaluate and reconsider the effectiveness of all of our forms of communication with the community, including library signage in and outside the Library.

Our plan calls for a complete review of communications, outreach, and advertising, a review of library best practices, and out-of-the box thinking to integrate, simplify, coordinate, and enhance library communications with patrons, among staff, community members, and collaborators.

Effective messaging about the value and wide range of library service can lead to growing use, and support. Very few non-users responded to our surveys. We need to attempt to reach them and demonstrate the value of the Library.

Objective A.			
Integrate the entire library communications, outreach, and advertising systems/channels.			
Activities	Start Date	Who	Outcomes
Assess current status and needs on reaching members of the Wayland community via digital and physical formats.	2021	Library staff, Library Trustees, and Friends	Expanding awareness and participation in library events and programs as well as expanded use of resources.
Assess library signage (internal and external).	2021	Library staff, Library Trustees, Friends collaborating with appropriate Town departments and officials.	Simplify finding the Library and parking.
Plan, budget, and allocate resources to bring new communications systems into place.	2021	Library staff, Library Trustees, and Friends.	Simplify finding one's way around the Library.
Implement new communications systems.	2021-2022	Library staff, Library Trustees, and Friends collaborating with appropriate Town departments and officials.	Efficient system to inform staff, Library Trustees, Friends, and stakeholders of library news and information. Coordination of communications/PR with community, patrons, Staff, Library Trustees, and Friends.

Objective B.			
Explore opportunities to collaborate with Friends of the Wayland Library on major fundraising events/efforts.			
Activities	Start Date	Who	Outcomes
Investigate best practices in other libraries and among leading Friends' groups.	2022	Library Staff, Friends, and community collaborators.	Friends and community support grow. New library patrons. Improve positive library visibility.

Objective C.			
Review progress in meeting this goal.			
Activities	Start Date	Who	Outcomes
Evaluate progress on meeting this goal and consider and decide on most appropriate information-gathering steps to measure success since inception of the Strategic Plan.	2024	Library staff and Library Trustees.	Fine-tune activities and direction in meeting this goal.
Initiate revised measures to meet this goal based on most recent information, when appropriate.	2025	Library staff.	

5. Strengthen Staff Capacity to Maximize Service Delivery, Productivity, Job Satisfaction, and Employee Retention

Library staff members' expertise, upbeat attitude, and responsiveness to patron concerns was recognized and appreciated by the Director, the Board of Library Trustees, survey respondents, community meeting attendees, and by each other at the staff meeting. Our Strategic Plan calls for strengthening staff capacity by equipping and empowering them for higher productivity and job satisfaction (which will contribute to employee retention).

Technology is a strong driver for employee productivity and library services. Developing a plan and budget to keep up to date is essential. In addition to the benefits to

employees, strong technology knowledge may be shared with library patrons and be developed into library programming.

This goal is complemented by two additional objectives listed under separate goals that are just as essential to ensuring the success of this goal: under Goal 2, we recognize the need to improve staff working conditions; and under Goal 5, we call for integration of library communications, which will provide a direct benefit and efficiency to the staff. Other changes called for in this strategic plan will further support strengthening staff capacity, including collaboration within the Wayland community, and targeting user needs in library service areas.

Objective A.			
Empower staff with latest technology.			
Activities	Start Date	Who	Outcomes
Update plan and budget for staff and patron technology to integrate the use of and knowledge about library technology.	2020	Library staff, collaborating with appropriate Town departments and officials, e.g., school and town officials with technology skills, Minuteman, MBLC, and MLS consultants.	Library keeps up with library technology. Patrons are better served by knowledgeable staff members.
Develop and fill a full-time technology librarian position to lead technology planning, implementation, and training.	2020	Library staff and Library Trustees.	
Assess current knowledge base, technology base, and staff desire to learn about new technology.	2021	Library staff.	
Design technology training plan whereby knowledgeable staff share skills with their colleagues and/or outside trainers are brought in for this purpose (consider including patrons in these training events).	2021	Library staff collaborating with appropriate Town departments and officials, e.g., school and Town officials with technology skills.	

Objective B.			
Develop succession planning and policy and procedure manuals for library and related volunteer roles.			
Activities	Start Date	Who	Outcomes
Identify key roles at risk for succession.	2020	Library staff, Library Trustees, Friends, and volunteers.	Cross training and succession planning provide continuity of services.
Create succession, backup, and documentation for key positions.	2020-2023	Library staff, Library Trustees, Friends, and volunteers.	Cross training and procedure manuals enhance job satisfaction by allowing worry-free time off.

Objective C.			
Explore options and best practices to enhance service delivery, productivity, and job satisfaction among Library staff members.			
Activities	Start Date	Who	Outcomes
Examine staffing levels (full-time vs. part-time) and Library patron priorities and needs in terms of staff skills and hours of coverage, beginning with teen services and outreach/programming services.	2021	Library staff and Library Trustees collaborating with appropriate Town departments and officials.	Staffing for successful programs, employee productivity, and job satisfaction
Develop recommendations for necessary services, staffing levels, budget, and space allocations, revision of job descriptions, conversion of part-time to full-time, and library coverage.	2021		
Develop procedures to support and encourage professional development opportunities, e.g., training, networking, professional activities, contributions to the literature and profession.	2021	Library staff and Library Trustees.	Staff development and connections with colleagues contribute to successful programs, employee productivity, and job satisfaction

Objective D.

Review progress in meeting this goal.

Activities	Start Date	Who	Outcomes
Evaluate progress on meeting this goal and consider and decide on most appropriate information-gathering steps to measure success since inception of the Strategic Plan	2024	Library staff and Library Trustees.	Fine-tune activities and direction in meeting this goal.
Initiate revised measures to meet this goal based on most recent information, when appropriate.	2025	Library staff.	

Appendix A - Community Surveys – Spring 2019

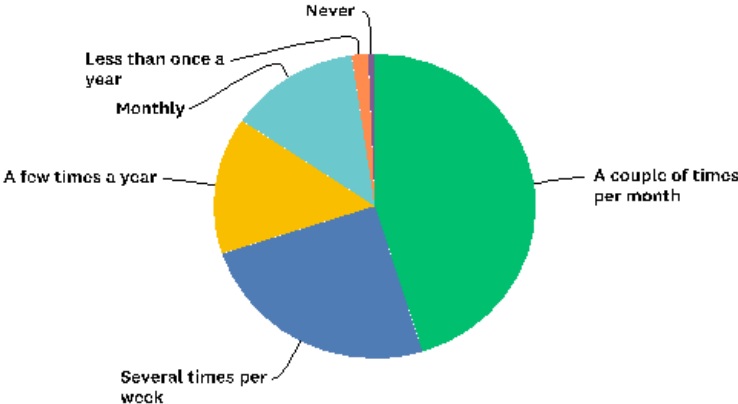
Results of Wayland Public Library Strategic Planning Surveys – Spring 2019

Total responses: 628. We offered two survey instruments. The **April Survey** garnered 606 responses. At the Community Meeting, attendees suggested that we reach out to the community again to bring input from more quarters. We issued a second briefer **June Survey** and 22 residents responded. The results of both surveys are compiled below.

April Survey Results

Q1 How often do you use the library? (check one)

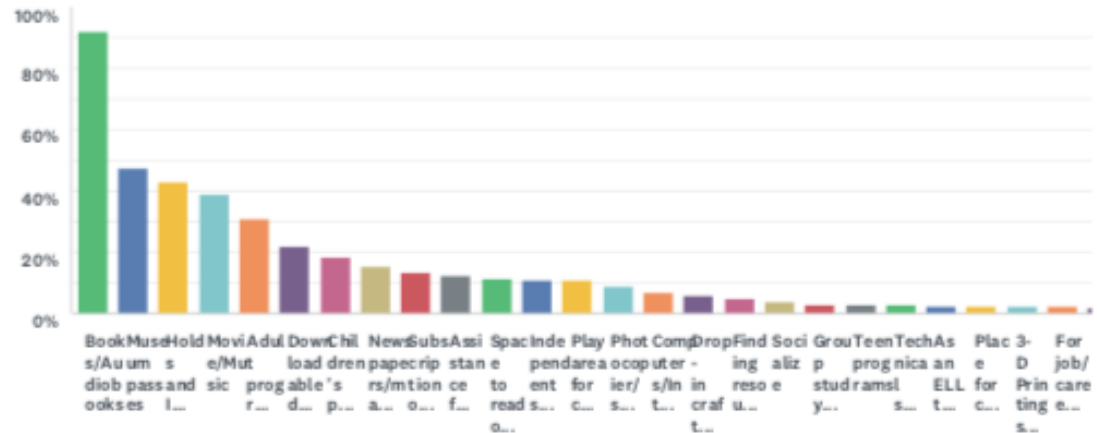
Answered: 606 Skipped: 0



ANSWER CHOICES	RESPONSES	
A couple of times per month	45.21%	274
Several times per week	24.76%	150
A few times a year	14.52%	88
Monthly	13.20%	80
Less than once a year	1.65%	10
Never	0.66%	4
TOTAL		606

Q2 Please select your household's top reasons for using the library. (choose as many as apply)

Answered: 601 Skipped: 5



ANSWER CHOICES	RESPONSES
Books/Audiobooks	91.85% 552
Museum passes	47.25% 284
Holds and Interlibrary loan	42.93% 258
Movie/Music	38.94% 234
Adult programs/meetings (speakers, book discussion, arts, crafts, poetry, writing, etc.)	30.78% 185
Downloadable digital (e)books or downloadable audiobooks	21.96% 132
Children's programs	18.47% 111
Newspapers/magazines	15.31% 92
Subscription online resources (Ancestry, Britannica, Consumer Reports, etc)	13.64% 82
Assistance finding information and/or books to read	12.48% 75
Space to read or hang out	11.31% 68
Independent study space	10.98% 66
Play area for children	10.98% 66
Photocopier/scanning services	8.82% 53
Computers/Internet access	6.99% 42
Drop-in craft table for children	6.16% 37
Finding resources for school assignments or personal research	5.16% 31
Socialize	3.99% 24
Group study space	3.16% 19
Teen programs	3.00% 18
Technical support for electronic devices	3.00% 18
As an ELL tutor or student	2.66% 16

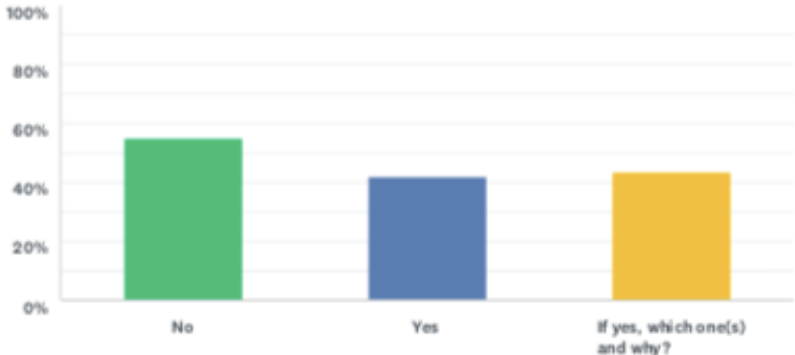
Wayland Public Library Planning Survey 2019

SurveyMonkey

Place for children to do homework	2.66%	16
3-D Printing services	2.66%	16
For job/career/business information	2.50%	15
Tutoring	2.16%	13
Total Respondents: 601		

Q3 Do you visit or call other area libraries regularly?

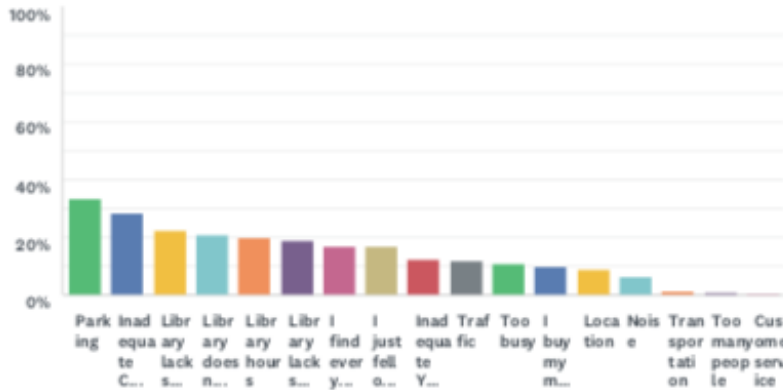
Answered: 599 Skipped: 7



ANSWER CHOICES	RESPONSES
No	54.92% 329
Yes	42.24% 253
If yes, which one(s) and why?	43.74% 262
Total Respondents: 599	

Q4 If you don't use the Wayland Library, what prevents you from using it? (check all that apply)

Answered: 190 Skipped: 416



ANSWER CHOICES	RESPONSES
Parking	33.68% 64
Inadequate Children's spaces	28.42% 54
Library lacks study rooms	22.63% 43
Library doesn't have what I need	21.05% 40
Library hours	20.00% 38
Library lacks comfortable reading areas	18.95% 36
I find everything I need on the Internet	16.84% 32
I just fell out of the habit of using the library	16.84% 32
Inadequate Young Adult space	12.63% 24
Traffic	12.11% 23
Too busy	11.05% 21
I buy my materials	10.00% 19
Location	8.95% 17
Noise	6.32% 12
Transportation	1.58% 3
Too many people	1.05% 2
Customer service	0.53% 1
Total Respondents: 190	

Q5 How would you rate service from our staff?

Answered: 593 Skipped: 13



	EXCELLENT	GOOD	FAIR	POOR	TOTAL
Staff helpfulness	79.46% 468	19.35% 114	1.19% 7	0.00% 0	589
Staff knowledge	75.09% 431	23.34% 134	1.57% 9	0.00% 0	574
Staff courtesy	79.49% 465	17.78% 104	2.74% 16	0.00% 0	585
Overall customer service	77.53% 445	20.56% 118	1.74% 10	0.17% 1	574

Q6 If the library could offer a new type of material or item to circulate that is not currently provided, what should it be?

Audiobooks

easier way to access larger audio book collections
Children's Spanish audiobooks or videos
Just more of the same. More audiobooks.
Larger audiobooks selection, please.
more audio books
More audiobooks
More audiobooks.
More audiobooks. Youth paired books on CD and hard copy.

Books

More recent YA releases
non-fiction books range can be improved significantly
Packages of children's books by age. Like 5 books in a package to take out for a baby, young toddler, older toddler, or preschooler.
religious books (Christian)
You do not have travel books for each state or at least region. For example, if I want something on Ohio or Mississippi there is nothing available.
more paperback books
More new books
More new books, especially fiction
More new titles in fiction and non-fiction
More international kids books
Conservative books for children & adults. Try googling "conservative children's books" get that list and search for them in your library, ZERO. You're also lacking conservative books for adults.
I get most of my books on reserve from other libraries. Wayland just doesn't have the space to host all the new, high quality children's books as other libraries;
Larger, newer selections of specialty books (i.e. gardening, cooking) so I could sit at the library and read them - they wouldn't be part of a lending library.
More books in foreign languages
More children's books
More children's stuff
More copies of bestsellers.
more copies of new novels
more current books

CDs

It's not new, but the music cd collection is really dated and could use a serious upgrade.

Downloadables

Not new but access to more e books would be great.

Wider range of downloadable documentaries with newsletters that alert me to ones I might want to see.

Amazon Audible Books

digital books/rentals like kindle etc

downloadable movies

I'm excited you've got Kanopy! I'll be curious if lots of users max out their monthly allotment - perhaps offer more films per month per user?

More e-books

More e-books available for downloading.

More digital collections

DVDs

more recent DVDs

DVDs of popular series on pay-per-view stations such as "Marvelous Mrs. Maisel"

DVDs- more BBC series, Showtime series. -Neurotribes by Steve Silberman -Learn with Mind Maps by Michelle Mapman -Aspergirls by Rudy Simone -Girls Growing Up on the Autism Spectrum by Shana Nichols -Pretending to be Normal by Liane Holliday Willey -> Any book by this author. -Twirling Naked in the Streets and No One Noticed by Jeannie Davide-Rivera -I think I might be Autistic by Cynthia Kim

More and sufficient number of current movies.

Library of Things

Puzzles

puzzles for children? manipulatives for children to develop math skills / spatial skills? toys - duplo? playmobil themed sets? all for creative play (if you've got these, I didn't realize it)

Seeds (fruit, vegetables)

Sewing and Knitting Patterns, Girl Scout Handbooks

sheet music, play scripts and librettos

Slide projector please

Some libraries are offering "things." I haven't felt the need but some people might like to be able to borrow tools, etc. It could be expensive.

Theme bags from the children's library - for example: Space, Bugs/Insects, Spring, Ocean. Tape to digital converter VHS to DVD converter Birding Backpacks Babysitter Backpacks

Things we want to try, but don't know if we want to buy, and things we'll only use once: Tents, backpacking/hiking gear, ice cream maker, metal detector, various house and garden tools, etc. Maybe some of it in coordination with Rec Dept and COA?

tools to borrow

Expand library of things offerings

more Library of Things

Art works

Baking pans

Bigger library of things

board games

I always think those sewing machine and other gadget check out is a good idea.

I just learned that Wayland library has a catalog of items to borrow. Perhaps add more musical instruments?

I love the idea of borrowing items, but I realize that we have little space.

I would expect to discover this wonderful thing at the library.

Library of things - toys, technology, infrequent use type items

Library of things like other libraries would include more choices

Literacy

More literacy resources, other than ESL. I work with English-speaking people with low literacy.

Weston offers unique check out items like portable record players, tape to MP3 converters, etc. They also have checkout jigsaw puzzles which is fun from time to time.

Local Information

Create an interactive exhibit (that includes art & music) about the history of Wayland, past, present & future.

lists of local home services and local recommendations well organized and on line; perhaps a tie in with Nextdoor, the app

Magazines/Newspapers

Reduce the loan time for magazines so more are available to others.

Spanish fashion magazines

Technical journal access, even online

more fashion magazines that circulate

Having online access to Consumer Report is great. There are a few other periodicals that would be nice to browse online, e.g., Cooks Illustrated, The Economist, The New Yorker. But it would be nice if the library only had to pay for the actual use, not just its availability.

Bird/nature magazines. The magazine selection in general is very limited More travel books maybe

Different newspapers

Buddhist and Taoist magazines

Boston Herald

Boston Herald (which you stopped carrying). New York Post. Maybe more magazines (you used to carry more). Two copies of Cook's, since it's hardly ever available.

AMC Outdoors magazine American whitewater magazine Outdoors Madazine

Online Resources

online courses (live and pre-recorded) preserve and made available online all library presentations

Streaming movies

streaming movies, similar to e-book lending

Tv/video streaming (maybe this already exists and I don't know)

Jstor

Technical journal access, even online

more on-line resources.

More online publications, ebooks, magazines, videos

Programs

Seed exchange

More night time talks or free classes.

additional story/song times for 9 mos-3 yrs. (More than 1 day/wk.)

Better children's programs

Better summer reading programs for kids. Weston has cool prepacked bags on topics, actually have pulled book for different age groups and list of good books (not just a 100 best books)

Does school bus stop at library? bring kids there after school for programs, place to do homework.

karaoke

Magazine swap

Reference

OED

A full encyclopedia set.

Technology

Photo scanner

Please keep introducing new technology to circulate technology-related things eg drawing tablets to attach to a computer

VR sets so that students can engage with available content

Video games,

Charging cords to borrow for laptops

more computers more tech support

Machine to turn audio cassette tapes into MP3 files

Other Comments

Not much room!

none, everything is very good I use my internet at home for research at home

Not sure. Has all I need.

offers plenty

Please keep to your mission of being a library, not a social center.

recent addition of audio books was great, and your team helps with the administration.

Thank you!!

Study rooms

Technological advances will answer that for us. You have better judgment on that than I

To date the library has had everything I've wanted/needed.

What we have is fine

You're doing great!

Impressed by library thinking of new things before I know I want them

It is fine the way it is because of the Minuteman service.

It's a library and does a great job! The schools have libraries also so they should have their own services.

Library fills my needs.

With changes in technology and more people getting their library related material digitally (i.e., ebooks, audiobooks, periodicals), can you rethink the space used by hard copy books on the shelves that have not been signed out over the past 3 years. For example, books that are not signed out as frequently, can they be available through the Minuteman Library Network and a customer can then request that book. This could possibly help to free up space in the library to make more individual study desks, teen space or technology area.

More of a children's play space

Q7 If the library could offer a new service, what should it be?

Community Building

Activities to build sense of Wayland community, interactions and positive activism
Again, more of what it offers. Maybe family nights.

Community meeting space

Even though our household no longer includes children, I think child and teen gathering space is greatly needed in the town, and combining that with Library would be great

Have Wayland students give lectures and presentations Have more "great presenter" type presentations Have debates/panel presentations about issues of public interest

Do all of the above in conjunction/cooperation with other communities and other organizations

home delivery.

Exhibits

More art exhibits and art related activities.

Library of Things

-Check out telescopes/binoculars.

Check out toys; or infant play sets/mats etc

Distribute seeds

I love the new library of things. Would like to see it expand.

more "library of things" items, specifically, we have seen the Framingham library offers bicycle cleaning/repair tools that we would love to have Wayland offer!

Programs - General

Parents social event

Movie nights are fun, and links to curated shorts available online would be a nice service.

I like that the library would continue to look and reach out for activities/workshops/presentations and programs that appeal will to various age groups to connect Wayland residents with each other and help to provide meaningful activities for all groups.

More education and help programs of technologies and online resources.

-Library Farm- food literacy, organic community garden, check out a plot somewhere in Wayland.

-Seed lending library (similar to Concord Fowler branch)

-Survival training for teens & adults.

-Financial

workshops -

Beekeeping workshop -> See if local beekeepers will sell their product in library & a certain portion of sales is donated to a library project, etc.

-Music. Open mic?

Consider guidance on English literature, French literature, German literature, Spanish literature, the Classics - Greek and Roman

Drop in writing group monthly. Drop in group or one that requires a commitment where people would be able to read plays out loud.

Fun events!

Guidance on use of high-tech products

How to use technology better: i.e. downloading books on phones etc.

I have wondered about reading tutoring programs, somewhat similar to the ESL program, possibly for both adults and kids where folks from our and neighboring communities could come in a work specifically on reading proficiency as it applies to their lives and needs. I have also recently heard about a class taught in Framingham... a local professor is teaching a book, much like a college class. I've heard amazing reviews. It's not like a book group which is internally directed but a formal class setting with assignments.

I love the concert series at Weston Public Library

yoga

what book groups in town are reading;

I'd like to see more book groups formed. I also love the idea of the walk and talk about a book series, but I haven't been able to participate yet.

Also, more speaker series!

More courses, classes, lectures on topics of interest. I have seen brochures or newspaper notices of other libraries' offerings that sound really interesting. Personally, Computer help for seniors would be really welcome.

more events

Music class

Music performances (like Wellesley and Weston), more author talks - children author's for adults to go to would be great!

Programs – Adult

-Small Business Assoc. events. Not enough SBA events in Metrowest.

-Evening hour yoga classes.

-Knitting classes evening weekdays.

-caregiver support

A literacy training program

A true professional workshop, one beginning and one advanced, on the smart phone

More adult interest groups especially as there is no real Wayland senior center. Lending center.

Some sort of household resource network that helps people who have household items that they want to donate, plus connections to local trades involved in home repair, etc.

Something geared to senior citizens - no sure what is available.

local care giver support groups

Adult classes

Programs – YA / Children's

The children's programs are difficult to attend for working parents. I would love to see some programs in the early morning, late afternoon, or weekends to meet the need of a broader group of families who would love to take advantage of the programs.

Story time earlier in the day. Like 9am.

Reading book group or study group- 6th grade

Revamped story times

Our kids were not gamers, but so many kids are--perhaps video game nights or even a gaming room. Not all the kids would also explore the library for books, but some would.

More diverse children's programming; more study / work areas where you can talk (quietly)

More educational programs for 4th-9th grade including author visits and creative writing groups

More events/activities for kids

more and better children's programming.

More children's services for early readers.

I would love to see more activities for children/families that are accessible to working parents.

Free math tutoring for middle and high school students

Elementary school age programming on Fridays!

-More TWEEN programs. -Creative writing or art workshops. -Author visits (youth)

A make space for teens or younger children, but that would require more space.

a space for children's programs teen space

-Special needs story time, if there is demand

Activities for middle school boys

After school program with librarian reading while kids (elementary school age) listen or do homework or other quiet activities (like Weston).

Art and writing workshops for tweens

For students: Organized study hour - study for 45 minutes & take 10 -15 min break, leave phones off during study time.

As a mother of a first grader, I'd like to see more weekend programs aimed at this age-group, if possible!

Better children's programs in a nicer space!!

Book club for Middle School aged children.

Book groups, activities, author meet & greet, study hang outs for the years between child and teen...10-12.

Tutoring

More kid activities for the preschool group

More kids' programs (ages 1-5)

More on going programming for kids Wells had a great month book groups for ES/MS kids

More parking.

More preschool/ baby programming

More programming for school age children that have working parents. Programs at 3:30 don't work.

More programs for young kids like weekly music programs. I found the storytime even for babies wasn't very engaging

More space for youth middle and high school kids Community space in general

More teen activities.

More teen and family events, like movies, trivia, or those TLAB things.

Teen space

Teen space

Teen study space and time, especially group projects.

Technology

-Digital Media Lab -> editing software, cameras, camcorders, microphones (See example on pewinternet.org -> Skokie Public Library, Ill.)

3d printing

Technology demos with AV that works. "Great Movies" series with speakers

Technology lessons (iPhone, iPad, computer)

technology support

technology updates (maybe already offered?)

Library of Things

-Check out telescopes/binoculars.

Lending library of infrequently used large items. I've seen baking molds, and sewing machines, etc.

Seed library!

Library Services/Facilities

Study rooms for students.

Tech space with support -transferring DVDs, slides, photo negatives, scanning -More children's programs

Space for small working groups to meet with easily accessible printer via a LAN and perhaps the ability to project from a laptop.

Session on Minuteman online system.

quieter areas (so that people using Internet - especially if they need to 'write' something (an article, an application, i.e. something on the serious side - don't get easily distracted by conversations.

notary,

Perhaps tutoring for students.

More services for teens

more quiet space to study

more private spaces for patrons

More meeting space - a coffee house - more programming

More flexible meeting space for different size groups

More genealogy info/help/resources

More comfortable places to read and work independently. Better program space!

More and better meeting spaces

more and better parking

Meeting room space

Large comfortable seating area for people to chat, read the paper, have coffee. This could be useful to elderly and young parents whose kids are in storyhours.

larger space with easier access

Kids reading coach?

A DROP OFF BOX IN COCHITUATE!!!! Maybe at site of old branch library?

An exercise room

Book reviews

Branch service in Cochituate.

Cafe/coffee shop area

Classes on how to find information effectively off the new databases.

Coffee - tea Wine - like at the Boston Public Library

coffee bar

Coffee. (A pod machine, at least?) And permission to drink it while falling asleep at one's computer in the north wing. This is probably a more appropriate service for the Friends, but: books at the beach/pool! Outdoor seating.

Coffee. Wayland could benefit from having a small shop next door, even taking over the railroad shop and build an annex. I would much rather spend money in Wayland, then go to Karma in Sudbury. It's located near a great walking path. An expansion would provide foot traffic, near all the intersections.

A walking hands-on tour of all the services the library has to offer and how to use them. Tours could be organized by age group, themes, etc. The library staff could train a team of volunteer docents to conduct tours. Or create a pamphlet with a self-guided tour.

Do you have a bookmobile?

contained workspaces

Art, innovation, technology area to offer hands on leavening.

Conference spaces / group meeting spaces

Delivery of books to folk who are not mobil; perhaps in conjunction with meals on wheels

Drive up drop off box

Food and beverage. A cafe to raise money for the library would be nice.

Groups Study spaces Snack area Innovation area - learn about new tech, as it emerges, AI, etc

digitization services - bring in photographs and show how to organize for digitization - maybe do that for a fee;

Weston offers a book club "bag" with multiple copies of books, materials and study guides that looks interesting. A lab for creating Khan Academy or asapScience type teaching videos with cameras etc How-to-use various programs and apps related to creating teaching videos eg Explain Everything, Camtasia

Unsure if you have it, but delivery of books to housebound people.

The tiny meeting room the basement is depressing....

I'd love to be able to rent/borrow the gallery room out for Girl Scout Meetings. Or meet there for our monthly book club. The last time I asked about this, I don't think it was a possibility. We also LOVED the ukulele workshop from this past year and would do it again. In a heartbeat! Fun for all ages, great guest instructor. Could the library ever host a wine and cheese night taught by local enthusiasts or culinary experts?

If volunteers wanted to read in the homes of the elderly, that would be lovely, but that probably should fall under the Sr. Center.

Materials

technical courses online - like pluralsight and cbt nuggets

Access to how to videos (Blueprint, other).

Digital newspaper subscriptions similar to NYT, but for the globe and WSJ

easier way to access larger audio book collections

Freegal was a great service I don't think is there any longer. I loved that.

I pay for online sources of teaching materials. Why could the library not have those online sources - think teacherspayteachers.com ?

Kanopy movie streaming service an example

Other Comments

n/a but not pizza night for kids

No suggestions. I'm 91 years old. Younger people could be more helpful on this question.

none

nothing everything is fine its just that the world is changing and many thing you can get at home on the internet.

offers more than enough services

None needed. Just fine as is.

Kid play area could use a deep clean

It already offers too many un-library-related "services".

The library has strayed from its core mission. Fewer, not more, services please.

the library should focus on its mission - and not be offering zumba and retirement planning and etc.

You're doing great!

Just keep doing what you're doing. Great job and thank you.

The purchase of additional hot spots has been an asset for my family. Finding new technologies like that can be helpful. I think nationally, libraries are really trying to stay ahead of the curve.

car wash

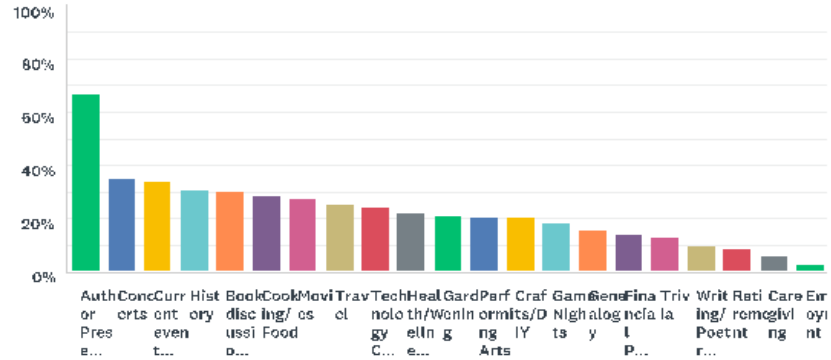
I am happy with current services

I don't need it very often, but I do seek out library personnel for occasional computer questions/how-to issues

I still wish the new library funding had passed - And look forward to trying again sometime.

Q8 What types of adult events would you enjoy attending? (check all that apply)

Answered: 498 Skipped: 108



ANSWER CHOICES	RESPONSES	
Author Presentations	67.07%	334
Concerts	35.14%	175
Current events/Social issues	34.14%	170
History	31.12%	155
Book discussion groups	30.32%	151
Cooking/Food	28.92%	144
Movies	27.51%	137
Travel	25.50%	127
Technology Classes	24.50%	122
Health/Wellness/Exercise	22.49%	112
Gardening	21.69%	108
Performing Arts	20.68%	103
Crafts/DIY	20.28%	101
Game Nights	18.47%	92
Genealogy	15.86%	79
Financial Planning	14.86%	73
Trivia	13.05%	65
Writing/Poetry workshop	9.84%	49
Retirement	9.24%	46
Car/giving	6.02%	30
Employment	3.21%	16
Total Respondents: 498		

Other Adult Programs Listed by Respondents

-Class on how to borrow books on Nook e-reader. -Offer more time and day choices for your iPhone and iPad classes.

-Host a monthly meeting of the Wayland branch of the org. "Aging in Place" -"How to get the best results from your search engine" -Art history lecture series -Field trips for adults to JFK library, area museums in New England

{Next to "travel" in list} Presentations by travel companies--ie-"Lazy Italian Culinary Adventures" "Lazy Italian Culinary Adventures" is a Boston area company that arranges Italy travel tours. Website is "thelazyitalian.com" I would love to hear a presentation by them.

A Library to me is focal point for intellectual pursuits. Cooking, crafts and exercise are not appropriate for a Library.

All or most of the above that take place in daytime. I prefer not to drive at night.

Art exhibitions.

At this time I'm not interested in any of these topics.

Conversational group in Hebrew or French. Chair yoga, Tai Chi.

dont think most of these are necessary

Evening writing workshops would be most helpful, as I am still working all day long.

Having said that, I think I have been to two library events at the 20 years I have lived in Wayland. I often want to attend, but weeknights are difficult.

I am happy with the diversity of current programming.

I have no time to attend events at the library.

I know you have these offerings, I just can't get there. Too busy with my kids and my husband travels a lot.

I rarely have the opportunity to attend adult events so I wouldn't use this service much.

I work full time, so evening or weekend programs work better

I would LOVE to attend a creative writing or poetry class at the library. If the library can't support for-fee classes, then a regularly meeting workshop with a skilled /qualified facilitator would be terrific! I should add that I am a working parent so nighttime meetings would be ideal for me.

In order to expand access to the adult events, can you record the presentation(s) and offer a link on your website to view the event in case you can't make it to the library on that night. I know when my wife and I worked full time and were raising the kids, we couldn't make it to the events. It also may help some of the senior residents who can't get around as easily.

Issues pertaining to local, state, national, international politics and issues; economics, including behavioral economics; history.

Knitting and listening to audio books as a group.

Languages

Many of the events listed above need not/should not be presented in a library...there are numerous buildings/rooms for these in the town

Many of the suggested events can be and are offered by the Council on Aging, Minuteman & Keefe Tech, Regis College, and private-pay businesses. No need for a library to also offer them.

many of these services are offered - by other depts - is - schools, rec and COA where they are self-funded. being offered at the library at no cost would shift that cost to the residents.

Many of these topics would be interesting depending on the specifics of the topic and quality of the presentation. Photography topics could potentially interest me. My current schedule makes it difficult to participate in classes that require several weeks or months to complete, so 'one off' workshops/presentations would work better for me. mini classes/ courses on art history or travel or literature or some of those classes the Lifelong Learning series has

Mini offices/conference rooms for people to do work in.

More walking groups

Movies but I don't think there is comfortable seating for movies. And I would like to take the coding class but wasn't able to attend when it was offered. Hope it is offered evenings again soon.

Not really a joiner.

not sure what you mean by some of this, like cooking and exercise. But we don't want the library to think they have to be a gym. It's a library

Please offer the same event at multiple times (daytime, evening, during the work week or weekends) to accommodate more schedules. Some events may be tailored to a specific demographic, e.g., after school programs for teenagers. But I find sometimes that programs are only offered during the day, which is convenient if you are retired or work nights, but not if you have "9 to 5" job.

Programming for adults that seem geared towards the under 60 crowd.

Re: Performing Arts: Is there space?

Spanish or Italian language classes

The above is called "mission creep". The library should eschew such ventures..

The library is NOT a community center. It seems to be experiencing "mission drift" which detracts from its purpose - to put books into the hands of readers. Making plastic items, dance workshops, and teen pizza parties simply do NOT belong here.

There is so much already offered in our area that it may make sense for the library to partner with other organizations.

This is a LIBRARY, not a community center. Focus on mission please.

We enjoyed the Boston Typewriter Orchestra event

Whatever catches my eye that interests me,

when I work less, I would be interested in most of the options above

While these would be nice, I have little kids and a job and don't make it to many extracurricular adult activities.

Wish I had more time to do anything in the evenings!

Your hours are off from mine, so it does not work. I work and your evening events are too late.

Browsing the library

Community kangaroo

email from people putting on event at library

emails from the library

Facebook

flyers in library

friends on library staff or boards

I don't currently get any notifications

I don't have a source

I typically don't hear about upcoming library programs. Have you considered email notifications to keep people informed?

Inserts in our tax bills

Steve Engler(?) for Great Presenters Series

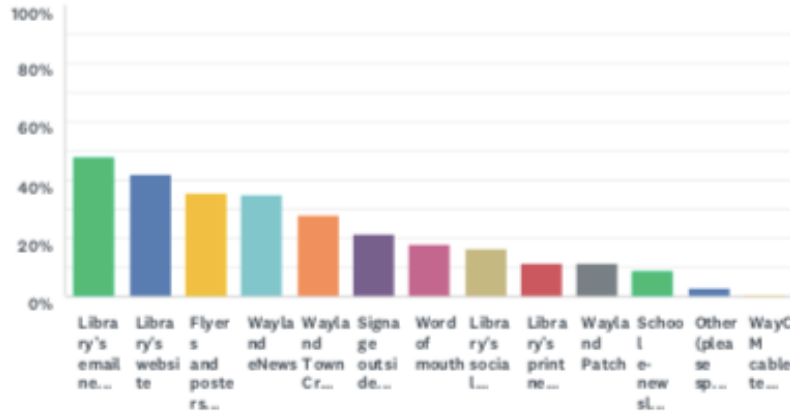
WCPA - Wayland Children's Parent Association

WCPA newsletter

WCPA newsletter

Q9 How do you hear about upcoming library programs and events? (check all that apply)

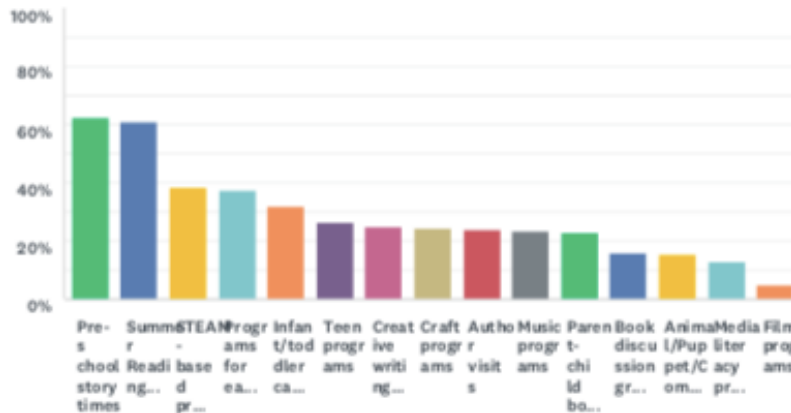
Answered: 587 Skipped: 19



ANSWER CHOICES	RESPONSES	
Library's email newsletter	48.04%	282
Library's website	41.91%	246
Flyers and posters in the library	35.60%	209
Wayland eNews	35.09%	206
Wayland Town Crier (in print or online)	28.11%	165
Signage outside the library	21.47%	126
Word of mouth	18.23%	107
Library's social media	16.35%	96
Library's print newsletter	11.41%	67
Wayland Patch	11.41%	67
School e-newsletters	8.86%	52
Other (please specify)	2.90%	17
WayCAM cable television	0.34%	2
Total Respondents: 587		

Q10 Please indicate up to five (5) Youth Services library programs you think are most important to offer to youth and parents. (if applicable to your household)

Answered: 342 Skipped: 264



ANSWER CHOICES	RESPONSES
Pre-school storytimes	62.28% 213
Summer Reading Program	61.11% 209
STEAM-based programs	38.30% 131
Programs for early elementary school	37.43% 128
Infant/toddler caregiver-child programs	32.16% 110
Teen programs	26.61% 91
Creative writing workshops for youth	24.85% 85
Craft programs	24.56% 84
Author visits	23.98% 82
Music programs	23.39% 80
Parent-child book discussion groups	22.81% 78
Book discussion groups for teens	15.79% 54
Animal/Puppet/Comic programs	15.50% 53
Media literacy programs	13.16% 45
Film programs	4.97% 17
Total Respondents: 342	

Other Youth Services Programs Listed by Respondents

All Youth Services are focused on kids unlike mine. No special needs, so we stopped coming.

Any of these but on a weekend; we are not able to utilize week-day events.

Ask a teen, not an octogenarian.

Everything that gets a young person involved. 5 isn't enough.

for grandchildren...not in our household

Girls Who Code

I am a grandparent, not a parent.

I do not have children this age.

i have what i need thanks

I would love to see more writing workshops for kids, including writing/illustrating (like the one/s you offered at the Comicon)

illustration programs

Individual and group study areas

Inter-generational and community oriented would be nice

It's not the topics, it's the times that prevent us from going. We work full time so unless its later in the day or on the weekends it's not useful to us.

Most of these programs should occur at the schools, not the library

My children are grown but we enjoyed seeing Pam weekly or more often in the Children's Library. All of the above programs were a wonderful resource.

My kids are older and out of the house, but we used the library frequently when they were young and liked summer reading programs.

My observation is that the town library really hits home for pre-school and elementary level kids in planting a seed to future learning. By the time the kids reach middle school and high school, the library becomes more of a place to get tutored or do homework.

They'll use their school's library more than the town's library.

no kids so N/A

No longer any youth in my household. However, I always appreciate the availability of pre-school story time & animal/puppet programs for local youth & when my grandchildren visit.

None are particularly appropriate for my diminished household

Not applicable.

Only on weekends. Kids are in school during the day or involved in school activities.

Kids are likely unavailable in evenings. This is a function for the schools. How many would be available to participate in summer?

Programs for older elementary school and middle school kids.

Some many young moms use the library as a way to meet other people in the same situation. It's the best way to meet people. As the kids get older there are lots of ways to meet, not so when they are little. The library saved me and so many others that I know when we had little ones and felt lost in town. Thank you!

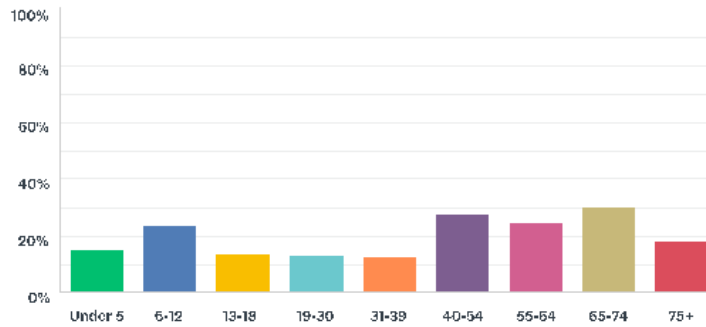
The comic book, comic art class and puppet show programs stand out as fabulous library highlights

The library isn't a "Youth Center". It's not part of the library mission.

The schools and Recreation Department already offer many of the listed programs.
Many are outside of the scope of what a library should be offering.
The schools arrange author visits & plenty of music, STEAM programs
This was what my children loved when they were young.
Up to five? Can't I check all?
While I don't have children, as someone who works in tech, I would support STEAM-
based programs.

Q11 What are the ages of the members of your household? (check all that apply)

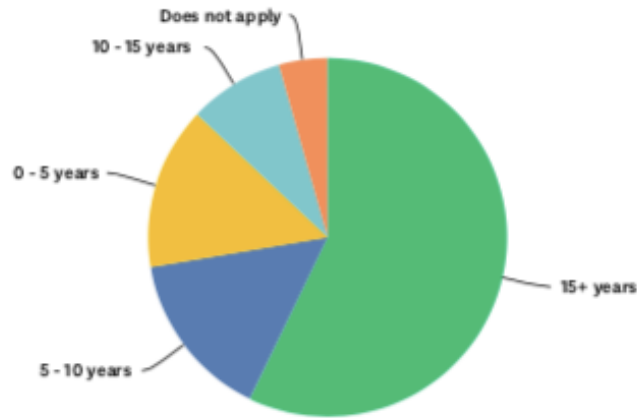
Answered: 596 Skipped: 10



ANSWER CHOICES	RESPONSES	
Under 5	15.44%	92
6-12	23.49%	140
13-18	13.93%	83
19-30	13.09%	78
31-39	12.75%	76
40-54	27.85%	166
55-64	24.83%	148
65-74	30.20%	180
75+	18.12%	108
Total Respondents: 596		

Q12 If you reside in Wayland, please indicate for how long. (if not a resident, please check "Does not apply")

Answered: 593 Skipped: 13



ANSWER CHOICES	RESPONSES	
15+ years	57.17%	339
5 - 10 years	15.18%	90
0 - 5 years	14.67%	87
10 - 15 years	8.60%	51
Does not apply	4.38%	26
TOTAL		593

13. Do you have anything else to add to provide information to the library for this five-year planning process?

Library Facilities

- I was disappointed that the "new" library proposal was defeated but hope that the Wayland Library will think creatively about how to continue its mission. Perhaps there are ways of re-configuring the existing space to get more out of it. Personally, I'm not looking for the library to expand its offerings, despite my answer to question 8 (I mostly make use of books and the occasional movie), but now read some books electronically and that makes me wonder if some book space can be put to other use. I would think that an analysis of your check-out records would identify material that is rarely borrowed. Perhaps that can be made available by request and stored off-site. I realize you cull the collection routinely, but there may be more that can be done to give you greater flexibility.
- I was heartbroken the new library didn't pass and so thankful for all the hard work done by so many. The lack of parking is my biggest reason for not using the library more often.
- I wish there were a branch of the library (if not the whole library) located in Cochituate.
- I would have preferred a new library with more light and more meeting space and more parking. As it is the library now seems dingy and uninviting.
- I would like there to be another attempt at significantly improving the physical space and size of the collection.
- I do not use the library because the facility is unwelcomingly outdated and quite frankly it is shameful. We need a new library and unfortunately the scope of the project was too great for our townspeople. It was unfortunate those in charge of the project were unrealistic. We need a new facility that reflects the needs of our town.
- I believe that library resources and services are important and essential to families with children of all ages. When our son was young, we were regulars at the library for books, research and programs, all of which had a positive impact. I believe that libraries are an investment in our future and was deeply disappointed that the town did not move ahead with plans to build a new library.
- I believe the previous plan was too ambitious and too expensive.
- I do not believe future library services can be improved within the walls of the current library.
- Hope for a new, energy efficient building.
- Having a way to change up the spaces for different needs would be good (e.g. ability to make smaller / study spaces and also ability to open up for larger meetings.)
- Fix the parking lot.
- During the time of the new building proposal, I thought that it may be beneficial to use the current library as a research and archive location, which would create a quieter atmosphere for those that seek it. Materials could be removed from the basement due to risk of flood. Then a second, new building could cater more to students, and offer study rooms and relevant materials.

- Better and safer parking. Flashing lights to enter and exit to and from parking to road.
- better parking options
- better space - with more electrical outlets, carols and usable space for work groups.
- Bring the library up to (or beyond) code for disabled patrons.
- Build a space for the whole community! Would like to see adequate space for children and teens and accessible space for all. Not only is WPL not truly ADA compliant, it's darned inhospitable for those with even minor impairments. Having a child in stroller is an "impairment" if you try to navigate into and through our library. This said by an able bodied, non-tot-toting adult!
- Can anything be done to improve parking pattern and or entrance and exit to parking?
- can you figure out how to get more parking? when the lot's full I don't circle around and come back to try to find a spot, I go to other libraries. and get used to other libraries. can't there be better lights in the parking lot at night so that upper lot feels safer? newsletters from Weston and Wellesley are full of great ideas, reminding you about their services and programs, can you 'borrow' ideas from them?
- We do need a bigger library
- It would be great if the library could offer more to middle school and high school students in the way of collaborative study space and programs of interest to that age group.
- 1. Please complete connecting the septic to the Town Center sewage system. The Library's septic is ~40 years old and some money was approved in 2017.
- 2. Please develop area behind Freight House for parking with permeable material.
- 3. Please develop Freight House for use and not just for storage.
- A bigger and newer building in a better location.
- A new building or additional space should not be in the 5-year plan. Let's see what happens with the senior/community center first in terms of meeting space. If the library still wants to pursue building changes down the road, then hold off on changing the driveway. If the library footprint is staying as is for decades, then please reroute the driveway so that cars enter/exit in front of the old entrance facing 126. How much money is raised every year through the book sales? It's nice to have, but as your PowerPoints showed during the library debate last year the donations take up lots of space. That might be something to give up in order to make more room for other things. Currently the town clerk's office helps people with genealogy. That seems unsustainable and better suited to the library. I'd suggest talking with the Selectmen & Town Administrator about taking over those duties and getting resources accordingly.
- a way to create a quiet space (noise travels in the current library). and
- Again, handicap accessibility is lacking.
- another location near schools, playing fields
- art & photo exhibits are nice It would be good to have a private meeting space for ELL. Raytheon Room works fine - when it's not occupied but often is

- clearly the library needs additional space for staff; and equally clearly - the town has rejected a 35,000 square foot building. might want to consider presenting a solution that is somewhere in between these two options.
- I happen to like the smaller facility but understand the need to build a larger, more encompassing place with state of the art everything!
- I have lived here nearly 45 years, and all of my children used our library in its beautiful building One of my adult children, who lives in a tiny rural town in WA state, is very involved in helping to build a new library. There is a strong link between her love of our Wayland Library and the one they hope to build in their town of 500 people.
- I have multiple chemical sensitivities and pervasive allergies. Any remodeling would challenge me. If this is necessary, please use "Building Biology" principles and materials. For furniture or cleaning please use the most natural/gentle products. An air purifier or purification system would be delightful as I am sensitive to mold. Also minimizing wi-fi and fluorescent lighting would be helpful. I am very sensitive to visual and auditory stimuli, so anything like screens is a challenge for me. Therefore, I appreciate the low stimuli areas of the library and the natural lighting. When the Goodnow Library put in new carpeting I had to avoid the library for months. Similarly, when they put in the Maker Space equipment it was months before I could use any part of the second floor. I also appreciate the variety of chairs to accommodate people with different body types. A bench was useful for me when I couldn't sit during lectures and had to lie down. The Goodnow Library was wonderful to give me that accommodation. Note at bottom of survey: Given the extent of my health issues the Library is one of the few "safe" public places for me.
- I like our historic library and am happy that Town Meeting rejected the plan to build a new one in a different location.
- i like the library very much. i hope future plans do not include moving to somewhere else. let's keep the present facility.
- I love the library and the center of town location. The building is a gem. The Library MUST be in the center of town. The library is the heart of the town. The middle school is a terrible location for the library. I understand the current building is undersized, but it is still highly functioning.
- I love the library and was heartbroken that we did not invest in the new library. If there is anything that we can do to expand in the current footprint - which I suspect, we can't - that would be lovely.
- I love the library as it is. You could expand by building over the stream in the back, if necessary and also expand the parking lot up by the old train tracks/ now rail trail.
- I love the old library and it's character!
- I think the previous committee that worked on upgrading and then relocating the library worked really hard and had many knowledgeable people on it. I do value the work that they generated. I just disagree with the ultimate objective of relocating the library and taking it out of the center of town. Those two areas don't add up to me regarding the library's mission (i.e., does the town really need a community center to address a lot of the issues that the library is experiencing).

- I thought you went for too much with your recent new library proposal. People were not ready for the price or the size. If you had downsized it, perhaps it would have had a better chance, I'd like to take this opportunity to commend the employees and their commitment.
- I was a proponent for the new library, it was crushing to see it fail. I hope the dedicated library staff has not lost heart and knows that there are a lot of us in town who value the services offered and want to use the library!!
- I'd like to see the library remain in current location and make simple physical improvements e.g. moveable wall between children's room and the Raytheon room, so each function can accommodate more people as needed.
- I'd vote for a new building, but the staff makes excellent use of what we have. Thank you!
- I'm extremely grateful that the library did not move. Maybe I missed it, but I don't think Friends of the Library held open discussions on this with its Friends and the community.
- I'm so sorry that the new library failed....
- I'd like to see another expansion plan put forward.
- If the plan involves expansion, consider why the last plan failed to pass. 1. Keep the scale reasonable. Wayland is not in competition with Wellesley and Weston. A beverage station is nice, a staffed snack bar is excessive. 2. We need more space for study and meeting rooms. We do not need special rooms for different cultures. 3. Avoid glossy oversized brochures on heavy stock. That reeked of excess and has the opposite of its intended effect.
- If you need more space lease it at the old Whole Foods or the failing Town Center. Another attempt to build a Taj Mahal in Felchville would be stupid and doomed to fail.
- It would be great to add a water filter to the existing water bubbler. I know some people for some of the recommended alt. services listed in question #7.
*Contact me about any of my responses if needed.
- It would be nice if the library would offer more kids activities in the evening and weekends (like toddler story times or PJ music/stories) - our family has two working parents and cannot take advantage of many of the activities because they are only offered during working hours.
- Just to add more detail on how I use the library's services: - Minuteman / Overdrive - Weekly, for audiobooks and e-books - Wayland Library - Occasionally - primarily for museum passes, to return books, or to pick up books on hold. I visit the Wayland children's section about 1/4th of the time I go to Wellesley, or even Natick - a better children's area would make me much more likely to visit (though my child is aging out of this a bit). I do also visit the Wayland library occasionally to work.
- keep the building. keep the library here. It works!
- Keep the library the space is great. The parking lot was changed many years ago and it is not as good as it was. Always keep it warm and inviting but I do believe simple up keep is most important. Even with the computer system it is only good as the ones putting info in. The movies. Are wonderful to use.

- Lack of parking hasn't forced me to use another library yet, but it is so frustrating that I try to guess when a special program will not be going on.
- Love the building. Lincoln did a great job renovating and adding on to their library and we should do the same. Would prefer that they stay away from recreational activities. We already pay taxes for recreation and COA programs. Prefer that we have one community center. The Library should focus on literary programs.
- Love the community, comfortable feel of the library, it doesn't have to be too much bigger to be better! (but a little extra space probably couldn't hurt I suppose, although it is currently right sized for my uses)
- Love the library in it's current location and building. Would be interested to see how creative solutions in town could be used to augment offerings.
- Meeting space would be helpful.
- More comfortable seating and no more than 70 degrees.
- more parking, more space in library. better display of DVD's.
- More parking
- More parking Computer help Apple & Microsoft Q #1: {wrote in} once a week
- More parking would be wonderful, along with a playground!
- More private study rooms to reserve
- more space for quiet reading areas, also areas for social discourse, The town needs a new library building that offers residents books, media, and services necessary to conduct our lives in 2019. Work with committees from the public to modify or redesign the rejected plan so people will vote for a new library. Unfortunately, residents are attached to the building and the library administration does a great job offering the best possible in a limited facility.
- Move to Town Center or to the old Whole Foods
- Need more room. You do so well with what you have. Parking is a problem. It is unfortunate that the residents of this town could not see the benefits of a new library building. They said they would come back with a plan, did they?
- Need more space for individual work.
- Need rooms for tutoring
- New library. Thank you all for previous effort. Keep going. We truly need it.
- Nope. Good luck. I try to avoid using the library between 4 pm and 6 pm because of the difficulty of taking a left turn out of the driveway.
- Not really. I think the library runs pretty well. It's a bit cramped in spots but it's generally OK.
- Open a larger, modern library
- Parking
- parking can be an issue
- Parking can be tricky
- parking is a problem for sure. ever think of a drive by book drop off? I'm often in a hurry when I drop my book off and there is no parking close by and I'm tight on time as I head to work driving right past the library!!
- Parking/egress a challenge.
- Also, does the yellow building off the rail trail and parking lot belong to the library? And if so can it be converted to useable meeting space?

- Personally, I voted against your last library proposal as I thought the facility was too big for the proposed location. I am a senior and have lived in Wayland since 1977, if you want a new library, make its size appropriate for the town and our tax rate.
- Plan for modest increase in square footage at 5 Concord Rd site.
- Please consider adaptive reuse of the Freight House, and Collins Market. Please consider coordination of programs and spaces with arts groups.
- please don't tear it down and rebuild it. It could use a basement facelift, but the place is great.
- Please have a plan for how the current library will be used should the 5-year plan include building at a new location. It's a beautiful landmark building in the historic section of town and it would be a shame for it to remain empty and deteriorate like Weston's historic library did to only have to be renovated at great expense.
- Please keep our library doing what it already does so well in its original building.
- Proceed w/ a more appropriately sized facility for Wayland (other one was TOO big), that doesn't need to provide EVERYTHING for the town. Work more collaboratively/closely w/ other town departments (Rec, COA, town planner, town manager) to coordinate programs/services and design of space needs.
- Re-vamp child play area.
- Remain in a central location that helps build the center of Wayland. Build upon the current community, not add a "free standing " site that is drive-to for most residents.
- Remodel or spruce up existing library. Build two story expansion on north side. Improve parking situation by developing parking to east along RR tracks.
- Replace the current water fountain in the basement with one which is both a fountain and a bottle filler. Add a non-profit cafe to raise money for the library and provide food and beverage options. Add more outdoor seating and tables as well as more bike stands given the recent completion of the rail trail. Paint some of the areas in the interior which seem a bit worn. Some general sprucing up would go a long way.
- Should have many spaces to serve diverse needs- children's study groups, safe place for children to hang out, places to read, places to work (both quiet and for phone calls too).
- So sorry that the new library was not built.
- Sorry the minority vote at town meeting was able to swamp your proposal for the new library. We appreciate all you do!
- South Wayland Library location with adequate parking and sidewalks for students and town resident to walk to Library is preferred. Keep all the great and varied programs, they are informative and connect me with the community Many people in Wayland work from home, more private seating areas & work areas. More areas for teens and college students to study, do research and collaborate. Technology rich area to do work and learn about the technology in workplace
- teen programming space study, tutoring space group work space
- Thanks for your stewardship! Sorry the new library did not get enough support. Good luck moving forward with the new improvements!
- Would love to brighten up the child area.

- Would strongly encourage the town to update the library building and facilities
- Would like spaces for building community and opportunities for groups to meet or people with similar interests to gather.
- Wish Wayland voted to build a modern library adjacent to the Middle School. With easy parking, near most of the population and more inspiring rooms for programs.
- Wondering what will happen with the facility now that the Town voted down the new building?
- We voted for the new building and were VERY disappointed. How can we spend almost 4 million dollars for 1 athletic field and not fund a library that serves ALL out townspeople! -Note Re: Question 1: We would visit several times a week if it was more handicap friendly
- Wheelchair access, specifically the front door, please update your cd collection, I love the library but... you must let a spouse pick up material for each other, very annoying.
- When we propose the next new library, please rein in the size -- I think we asked for way too much last time, making it seem like a "Taj Mahal". Focus on getting out of the wetlands, improving computer access for all, study space for teens, and digital services.
- We need a new library building to meet the needs of all ages in the current and future time. The library is outdated. LIBRARIES are still relevant but need to keep up with the times. The present library is physically too small to meet the needs of this community. My children and grandchildren are Wayland residents They all go to the Weston or Wellesley libraries
- We love the library and the intimacy of the reading area.
- We love our library and its current incarnation. It seems we need more parking according to folks who use it at peak hours after school, etc.
- Try again for funding for larger library space to meet community needs
- Unfortunately, most of issues are related to building. Children's area completely unwelcoming and dark. Parking is challenging (will be more do with rail trail opening).
- Thrilled that we are staying in our historic building. Enjoy all the book groups.
- To me the valuable resources are the center book table and the very knowledgeable staff. I wouldn't want the desire to do all things possible to interfere with the basics
- too bad - no new building but you guys are doing a great job to keep services on the highest level as possible in the current situation
- The printers & scanners are nice & early to use I like the charm & warmth of reading room But seriously need to rearrange the space to allow for both quiet space & talking space Q #12: {Wrote in next to answer} "but just moved elsewhere (downsizing)"
- The Wayland library's human element (staff) is outstanding, but its physical element is an embarrassment. The staff and the town deserve a building that is designed for the needs of a 21st century constituency.
- updated interior, more access to computers

- The library should coordinate with the town to determine their energy use (I am aware that the town cares for the building, and the building, being old, is probably an energy hog) and start to think about how they can make the building and energy consumption for daily operations (including location of library and fuel used by patrons to get there) more efficient. This really should be a town-wide effort, but the library, being the most-visited town building except for the schools, should have a role in raising consciousness of our local contributions to climate change.
- The library should partner with the group that wants to build a community center. It makes more economic and strategic sense to build one centrally located facility to meet the goals of both. I did not and will not vote to approve two separate buildings/projects.
- The library building is a Town treasure. I oppose any plans to move out of it. Make improvements as you need but keep the character and quality of the existing building. Library advocates should understand the importance of keeping buildings of historical character in the community. Also keep in mind that the BoS did a study to determine how much money the Town can afford to spend on new capital improvements annually. The study indicated that \$5 million per year is the limit of our spending capacity without jeopardizing our bond rating. So a \$10 million renovation project could be afforded if that amount was spread over two years.
- The library building is a treasure and it should continue to serve as it is with some updating as needed
- The building is historic and lovely on the outside, but inside the walls is the main attraction. We can do better at determining what's useful for the current generation of working families and people in town. Needs change over the years as both the type of information and variety of technologies advance. Either way, it is invaluable to have a larger children and young adult section. My kids will learn to read and love reading with physical books.
- The communication around the modest expansion of the current library was all negative as it would not have been able to fulfill the larger goals of an expanded library. Please communicate what could be accomplished with a modest expansion of the current building. It sounded like a lot of work had gone into those plans, but they were never presented at town meeting. I would like to see a long-term plan for the modest expansion of the existing building presented.
- The current building is getting worse and more uncomfortable to visit. The children's room is miserable. I'd like to have the children's room on an accessible first floor, with a bathroom.
- The current facility is inadequate and needs to be expanded. So plan for expansion while keeping it in scale for a small community. As a regular user, I felt compelled to vote Yes on the library expansion program last year, but I was not sorry to see the proposal fail. It was overblown in its initial cost and scale, plus it had hidden future costs. I knew the proposal was in trouble when a glossy promotional piece printed on 60 lb. stock arrived describing a cafe, an Asian room, etc. with a \$30 million price tag. The whole campaign including references to keeping up with Weston and Wellesley was offensive.

- The current library building should be the focus of 5 year and future planning. It is rarely if ever over crowded, except for events that should be held at other locations in the town.

Library Services

- Get rid of 75% of DVD's. Waste of space the library could focus more on resources covering environmental science and policy. It could also include more in the areas such as constitutional interpretation, political discourse, changing norms in society, essays in general.
- The online selection of ebooks through hoopla is not very good.
- tour and history of library would be fun. a lecture/discussion on how the free public library has changed the world It would be nice to have cross fertilization about events and activities from other communities available on bulletin board. Wayland seems a little "town" centered in its announcements.
- Use audio books but nothing like a real book to hold. Just cannot get used to reading on an electronic device.
- Wayland is a nice library, but we drive past the Weston library more frequently and the newer, more current books are easier to find.
- We do love the physical facility. It is a pleasure to walk into the library and then browse. Going there makes me/us feel like we are part of a community.
- we grew up in Wayland and come here to be with family and use the library whenever we can. it's nicer, although smaller, than our own town library and we see others we know with their children
- We just purchase or download our books and use the internet. When we first moved to Wayland, we used it frequently. It is important because many people do not wish to buy all their books and the library provides much needed access. There are also many organizations that offer excellent speakers in our area- so I feel the library needs to be more creative in attracting a broader segment of the Wayland population
- We need more e-books please!
- Why not have an ongoing jigsaw puzzle that folks can stop by and fit a few pieces....
- Would be great if you could offer longer hours, or longer weekend hours, or longer summer hours on weekends.
- Would like to see a considerably stronger focus from the library around digital literacy, access to digital content, knowledge management as it pertains to offering resources and services to Wayland residents and the Town more generally. Moreover, the Library has a central role to play in the life of the Town, as a source of life-long educational resources and access to information, perspectives, and a wide panoply of knowledge. Especially in a town with a well-educated population such as ours, your value can be in reminding us to be continuously curious, learning, and engaging with one another around ideas and the vibrant stories of our world.
- You have too much space for cookbooks and not enough for DIY in my opinion.
- The ability to find and request books online and get loans from other libraries is essential. Keep the nice places to sit while browsing or reading newspapers
- Stick to your mission as a library. You cannot be all things to all people.

- Please keep the tweens and teens in mind! There isn't enough space for them and they should be able to be at the library studying and reading without a parent attached to them and feel like they belong!
- Please keep to the core mission of a library.
- Physical items - books, CDs, DVDs, microfilm, etc. - must disappear. I may like holding a book, but I liked taking film pictures also. I understand the new CCHS library is almost all digital. I hope you get a good response from young people.
- People are desperate (even if they don't know it) for comfortable personal connection in safe public meeting spaces....
- One request is related to Libby, which I use. Wish I didn't have to wait for digital books to be 'returned' before I can check them out since they are digital. Sometimes I wait weeks for an audio book to become available, and when it finally arrives, I am reading something else. Are there additional licenses or copies that can be acquired? //
- my 14-year-old daughter says there is nothing to do in town so ends up hanging at the mall all weekend to meet friends. Perhaps you could host teen-oriented events?
- My children love to come to the programs offered at the library! Zumba is a favorite!
- More e-books please!
- Minuteman Library System is a great resource. I feel like I can get any book I want. A little faster response time would be helpful. I'm really impressed with the great range of programs a small library like Wayland's can offer. My wife and I should make more use of museum passes and online subscription resources but forget to do so or aren't aware they're available. You should feature lists of museums with passes and online subscriptions from time to time in your e-newsletter to remind people they are available.
- More audiobooks, available on demand or without such a long wait.
- More books, please! Often have to order & wait. Not a big problem but wish I could get more of my selections at Wayland.
- More books! The MLN loan program is great, but you have to be patient. I am very pleased with ebooks, but it is usually faster to MLN request a print book than to get an eBook. That is weird. Easier way to recommend new purchases, get on waitlist even before something arrives, track authors, etc.
- Love your "Express" selections, thank you for doing.
- Make yourself more accessible. Have the bulk of your hours on weekends.
- Many of the programs listed seem to be more appropriate for Park and Rec. Puppet shows, arts and crafts projects, Zumba for kids, knitting group, etc. could be held in other spaces or the to-be-built Town Community building. It appears that the Library uses these activities to justify its relevance. I oppose a new library under a five-year plan.
- library seems to be overstaffed. Cut 2 positions and have students fill in for extra work.
- Library provides vital service to community! With so much expansion of the kinds of resources available, I'm proud this library keeps up and believe it is imperative to continue being on top of information technology resources for the whole

community. It's critical for democracy, and essential to remain always available and welcoming to everyone.

- Keep up preschool programs - important to get a good start for families & their relationship to library, & library wherever & whenever in their life they are!!!
- Increased children's space, brighter-natural light, windows spaces
- Interlibrary lending is indispensable. The building itself is one of Wayland's most distinguished features. And it's useful to have resources like computer terminals available as a backup.
- It might make sense for the library to focus on accessibility to online and print materials and have another group and location focus on social and community activities
- It seems like the programs offered by the library fall in two categories: either senior citizen programs or programs for kids. It would be nice to have programs for working adults and parents: e.g., managing work stress, healthy eating, finding work-life balance, family-friendly travel, etc.
- improve the user interface to Overdrive; and expand what's available; personally I don't like Playaway and would much rather have a large downloadable library of books, podcasts, music etc - all of this in one place - the local library
- If any exercise group in the evening Monday or Thursday, please inform me.
- I've interacted with some wonderful staff but have also had some unfriendly interactions. I think the library could use some new staff who are maybe a little fresher out of school and perhaps have a bit more passion.
- I would like to see the library become more social. Libraries always feel 'stiff.' I think we need to find a space and time to come together and relax...Sunday musical programs such as the Framingham Library offers and really be part of the community. I am sure there are Grants available for this type of programming.
- I would love to see an expansion of the books available in the children's room as well as the play/learning space in the children's room.
- I'd like more activities for adults & teens. Speakers on current news or science topics. Astronomy, Animals, Psychology, Politics. Social Media would help to connect people in town to talk about upcoming events/activities.
- I really appreciate borrowing books on CD and wish there were more available for some of the books I am looking for. But most of what I want, you provide. I also appreciate the movies & TV series I get from the library. Overall, I am very pleased with the library & staff. Thank you for all that you do.
- I think online resources are very important, but I'm not sure what those could be! I do appreciate your participation in Overdrive! I think work spaces/mini conference rooms for people to work in would be great to have. Thank you!
- I like that libraries provide free educational material to everyone. I like library programs that help newcomers to our community and those who need assistance with English language study. I applaud all efforts the library takes to help connect those in our community - young and old - through their various programs, presentations and classes.
- Although I did not check off services available to children/teens, I do bring my grandkids when they are here visiting with me.

- I enjoy the library as it is. The books are up-to-date, there is comfortable and available seating, and if you do not have what I want or need, you can get it for me. The talks and craft programs are an interesting extra.
- I find the system of putting books by category rather than Dewey decimal very frustrating. Often the librarians can't figure out where a book is either.
- I'd also love to see expansion of 'girls who code' to 'kids who code' (co-ed)
- How do you go about selecting guest speakers for the library? How do you decide on the topics that are presented?
- Focus. It could be a great travel resource, a great cooking resource, or a great home improvement resource or all of these. Leave novels, biographies etc. for the Internet.
- Bring in more conservative books for kids and adults.
- ebooks and electronic options are very useful in my family. We use all the features of reserving and downloading electronic material. We love the newer Libby app. Expanding electronic options is a great way to increase capabilities in a small library.
- as an English tutor - I appreciate the library policy to allow us to tutor in the open spaces.
- Back to basics. Books, story hours for the littles. Book discussions for adults. More resources spent on new books, audio books, and facility updates such as improved lighting. Fewer resources on non-book-related programming. Thank you.
- be more edgy, innovative, out of the box.
- A book delivery and pick-up service
- A delivery service for housebound people. No public transport locally that's
- extend the hours on Sunday please.
- An expanded collection of digital books would be nice. At present, the wait time on digital books can be long due to the limited number of copies available. Additionally, the 7-day loan time for many digital books can make it challenging to finish the book within the loan time frame. A 14-day loan would be preferable.
- Count me strongly against the presence of video games in the children's room. They work against everything I seek when I bring my child to the library. My daughter is pretty good about focusing on books, but if she sees a video game in action and starts whining to try it, we're out of there -- meaning we spend less time in the library than we would have. Totally counterproductive.
- I love the book cart downstairs where books are \$1. I've discovered so many excellent books down there!
- I love the book carts with books for sale
- Expand adult presentations; use WayCam for all presentations and preserve and clearly index presentations for use in the cloud; create and develop user groups on numerous topics and coordinate with other libraries for maximum participation and involvement; enhance student participation in library programs through coordination with School Department; arrange for use of school libraries and other facilities with School Department; utilize existing town facilities for library programs (e.g. state of the art high school library during evenings, weekends, and summers, high school and town building auditoriums; coordinate joint

programs with COA and other town agencies/departments; work with library schools (e.g. Simmons) for input re new library programs, improvements to existing programs, and best practices; expand Great Presenters program; coordinate with other Minuteman library members to share costs and publicity for library programs and presentations; actively seek out and utilize local talent and expertise of Wayland citizens and citizens of nearby towns for presentation and programs; arrange theater, symphony, Tanglewood, Pops events for residents possibly with bus transportation; redesign library and Minuteman websites for improved clarity, ease of use; arrange debates/group discussions re current events and other topics; expand scope and purposes of Minuteman network to enhance local libraries and other member libraries.

- Now that our kids are grown and gone or nearly gone, we have used the library less frequently. It is a fabulous resource for younger kids, though. And I expect that we will use it more as we regain a bit of time in our lives (let's hope). My dad is a very regular patron and seems often to rely on inter-library loan for specific books of interest. From my perspective, I would focus resources on: (1) a comfortable space for kids, meetings, and periodical readers, (2) online resources for busy adults to access from home, (3) perhaps more weekend hours with thinner staffing, particularly in the summer when there is time to head to the library. With so much information online now, having an extensive collection of books on-hand is probably not as important as it once was. Thanks for all that you do!

Interlibrary Collaboration

- Work out 'event coordination agreements' with other area libraries and/or schools to facilitate access to lectures that might generate a large turnout if sponsored by multiple towns but might generate a disappointing turnout if sponsored by only one town. 2. Continue to participate in Minuteman Network to both reduce expenses and encourage Wayland residents to enjoy the differing experiences offered by other towns.
- The library is doing a lot more programming which is great but it also creates more conflicts with other town events and with events in nearby towns. Is there a way to do some planning regionally? For example, Weston and Wellesley offer concerts. Sudbury (and Concord) also had a concert recently. Does Wayland also need to host concerts (in the future) as well? Perhaps leave the concerts to other libraries and choose something else to offer or specialize in. Wellesley offers really good tech classes and has a good set up. Maybe people won't travel as far as Wellesley but not every library has to offer everything. It is hard to choose from among three different and great programs. Couldn't Sudbury, Weston, and Wayland libraries collaborate on their programming?

Other Comments

- such a great place---a real asset to the town
- Thank you for all that you do- My favorite Wayland landmark!
- Thank you.
- The library adequately fills my needs.

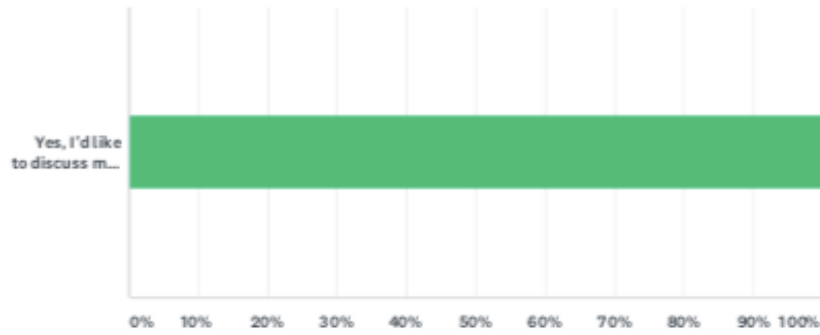
- The library is the key part of the town, keep up the good work!
- We are grateful to have the library.
- We love the library!
- You're doing great!
- Obviously, this survey is designed to come back to justify the library plan that the town soundly rejected.
- Love the library. It is a phenomenal resource.
- Keep up the great work!!
- I love the library!
- I love the library. It is a treasure
- I love the Wayland library!
- I love our library and what it offers. I see no reason for a five-year planning process.
- I just read the book "Library" by Susan Orleans---it brought home all that can be done if resources are provided---I think it is impressive that the Wayland Library does all it does given the resources given to it---would it be possible to ask the town to ask for more resources (I am aware of how the vote went for a new library but...) Re contact re my responses---I feel no need but if there is some reason that would be helpful, please call or email.
- I am happy with current services and current library location at 5 Concord Road
- I am sad when I am at the Middle School and see the ugly DFW that could have been replaced with a fine library.
- Do you ever need volunteers for the library. We attended the library book sale last year and my wife signed up to be a volunteer, but no one contacted her.
- Glad we're keeping our library. We like it.
- Also survey other libraries and community centers for ideas
- Although we do not use the library much, we particularly support it for use by kids.
- CDs are in great condition. CDs at some libraries are in poor condition.
- concentrate on your long time residents and not the newcomers.
- Do not confuse/co-mingle/confound the function of the library with that of a community center even if Wayland could use one. No cafes, no exercise classes, put the focus on kids for storytelling/reading/learning and not trying to be everything to everybody. Events centered on interesting current topics and thoughtful discussions for adults. Remember the building next to the Trinitarian Church promised to share space for window funding and could also be used for adult talks?
- don't change a thing it is easy to use.
- Existing library is sensational. Has the library actually assessed usage of various programs and services? For example, how many people in fact use "the library of things"? Is it cost effective? The library should not attempt to usurp or duplicate public school programs and services. That said, the library should work with the schools and other town facilities to augment and supplement educational services for benefit of school and general population. The schools have state of the art libraries and auditoriums. Procedures exist for the library to access and utilize these facilities on request for only custodial expense. Presumably, even

that expense can be avoided if the use is made jointly with the public schools. It is strongly suggested that the library:

- 1) Exploit all community members to give, plan, and lead library events and presentations. This means students, parents, teachers, local experts, authors, authorities.
- 2) Plan and sponsor library events and presentations with adjacent communities (e.g. Weston, Sudbury, Natick etc.) and/or organizations (i.e. colleges)
- 3) Utilize university level library science and collaborate with programs (i.e. Simmons) to determine, evaluate "best practices" for Wayland library and to assess effectiveness of current programs/services. This could be a boon for both library science/information management Simmons students and for the Wayland library.
- 4) Save and preserve all talks, lectures, presentations. If an event is worth holding in the first place, it should be recorded/videotaped and preserved. The library should be the historical repository of the town. Also, oral histories should be given and preserved.
- 5) Dispense with computer stations. You will save space by providing chrome books and their like instead. This will free up space which could be put to better use with no loss of availability to necessary technology.

Q14 Thank you for your input! Please check here if you would like to be contacted about your responses.

Answered: 42 Skipped: 564



ANSWER CHOICES	RESPONSES
Yes, I'd like to discuss my responses	100.00% 42
Total Respondents: 42	

June Survey Results

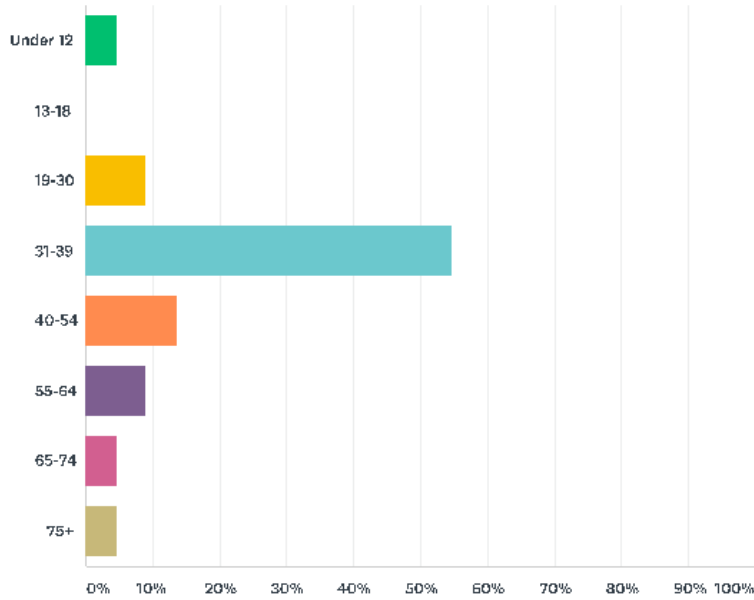
Wayland Library Five-Year Strategic Plan_Community Input

June 2019

SurveyMonkey

Q1 Your Age:

Answered: 22 Skipped: 0



ANSWER CHOICES	RESPONSES
Under 12	4.55% 1
13-18	0.00% 0
19-30	9.09% 2
31-39	54.55% 12
40-54	13.64% 3
55-64	9.09% 2
65-74	4.55% 1
75+	4.55% 1
Total Respondents: 22	

What do you like best about the Wayland Public Library?

the collection of DVDs it's very extensive

very nice librarians

very good service about ordering books architecture librarians very helpful minuteman network

quiet place to work librarians are helpful and friendly

The atmosphere, the study carrels with outlets— the internet resources

I like the charm of the old building and the participation in the Minuteman Network, so I have access to almost any material I'd like.

It's ability to gather and draw in the community

Museum passes

Convenient access to a vast minuteman book and digital media collection for children and adults

The sitting area on the second floor--classic and lovely.

The children's activities offered

The historic building

The architecture.

Events, work space (would love for conference/call rooms)

Children's services

Museum passes

Helpful employees, beautiful and restful

staff, digital resources, network

The librarians. They are very friendly.

Access to books

I like the selection of new and express books. I also like using the self-checkout.

Community gathering space

If we could change one thing about the library, what would it be?

change the staircase it is difficult to walk upstairs because of its crookedness
get more comfortable seating in the children's' room
not move keep basement dry still expand
could use more comfortable seating in children's area
Add parking and somehow make it safer to walk from that upper lot to the building.
Drive through book drop!!!
Re-vamp the entire space
Play area for kids - the one currently is so small and dangerous (stadium seats), the kid events are so dull.
The location of the children's section in the basement with very poor layout. Even as an adult I would not choose to stay in that gloomy room for more than 10 minutes.
The librarians are very sweet and try to liven it up, but it needs a major overhaul
Children's space--needs to be larger, and with windows, for both play area and reading group area.
Have Zumba on Thursday when the older kids have story time so the younger ones who can't participate can still have story time
Add more parking
Smaller
Parking!!!
More children's programming and more space.
bigger children's area that is more inviting
Accessibility
Larger and more accessible space for ALL ages
A much bigger space for the young children!!!! More parking!!!!!!
Location and parking

What other comments do you have for us to consider as we put a new five-year plan together?

more trivia nights more crafts in the afternoon more speakers on interesting topics

Think about a larger building somewhere nearby.

I was in favor of the new library proposal; modernized space and amenities to service the community

Get some fresh eyes! Take a look at what Sudbury is doing. Many families go there for children programming.

Include families with children in decision making by opening up voting times. Our kids use the library and we need to be accommodated in the decision process

Be mindful of retaining the historic building, while keeping costs down so as not to add more unnecessary taxes to the taxpayers.

Do not include a cafe.

In need of updating, they run wonderful programs could do more/better. I find we visit other area libraries with newer, more comfortable facilities and larger children's area more frequently because we have young children.

Improved children's area- more space and not in a dank basement. Make library accessible for all- with disabilities, mobility concerns. Improve parking. More community gathering spaces for programming and quiet work/meetings.

Study rooms for the older kids go study at. A bigger space for the kids to sit Down and read at. A place for babies...toddlers

I am new to town, but I know there was talk about relocating the library and I would like to hear more about possible future locations and upgrades

The staff makes great use of the current library space.

I could not make the May meeting due to my work schedule, but I wanted to as I care very much about the town's library, use it often, and would like to have more opportunities to weigh in or have my voice heard. Please hold more sessions, livestream or record events and post them online, release survey results, and generally make information easily available to town residents and/or hold more meetings. Thank you.

Appendix B - Board of Library Trustees SOAR Exercise – April 1, 2019 (Strengths, Opportunities, Aspirations, Results)

Strengths

Staff/Professional service-4
Programming-2
Keeping up with library trends/technology/responsive-2
Well curated collection-1
Friends of the Library-1
Adaptability
Care of the building
Engaged community
Fiscal stewardship
High morale
History and resulting loyalty
Innovative
MinuteMan membership
Outreach/maintains visibility
Really think about serving patrons
Reputation as an organization in town
Staff who are residents
Summer reading program (1/3 of all elementary students participating)
The building/Round Room
Thoughtfulness of staff
Trustees
Use of space for patrons
Value and relevance of the library is communicated
Youth services

Opportunities

More collaboration with other town departments, e.g., Recreation, Council on Aging-4
Adult afternoon programming (e.g., education, culture, music, use the Round Room)- 2
Advocate for the relevance of the library – 2
Collaboration with school system- 2
Improve parking and other access, including transportation that does not contribute to global warming-2
Teen space – 2
Expand technology-1
Promote library as workspace- 1
Rail trail encourages library use – 1
3D printer use expansion

Acquire upper parking area or other parking
Collaboration with Museum
Concerted effort with PR campaign on the value of the library, e.g., ROI-3
Continued improvement of interior spaces
Fix amphitheater
Fundraising-
Grants
Improve physical plant-1
Improve signage to improve library visibility
Library as a Middle School bus drop off point
Make building accessible to everyone
More places to study and work
Point out non-monetary value, e.g., anecdotes
Promote supporters, e.g., businesses
Reach home businesses
Reaching residents with the right medium and place
Tap local businesses/build bridges
Teen study space

Aspirations

ADA access-6
Access, e.g., solve heavy front door issues-2
Library is the center of the cultural universe-2
New building-2
Understand the library's impact on climate/global warming-2
Be forward thinking to understand what community may need (anticipate needs)-1
The library is the credible source of information-1
Be adaptable
Community gathering place
Include education, art, and culture into library for all community members
Manage sound/more hospitable
Safeguard the building in light of climate future (Identify risks, mitigate, resiliency)
Tie in state database funding with libraries and schools

Results

Refurbished children's room-7
Maintain independence of library governance within town structure-4
Set up foundation, e.g., for next building-3
More activity in the library/not just a drop off point-2
Wayland library is the library of choice for Wayland residents-2
Improved staff space/areas-1
Increased circulation-1
More library card holders-1
More people from all groups, e.g., young and disabled-1
Parking safety/Behind shed for staff-1
Increased e-circulation

Maintain services in MAR-maintenance budget environment
More materials in the library
What to do with the current building, if a new one is built

Appendix C - Community Meeting Notes – May 30, 2019

The Library hosted an open Community Vision Meeting on May 30, 2019 in the evening. Members of the Board of Trustees and the Strategic Planning Task Force were also invited. Attendees numbered about 50-60 at various points during the evening. The event was recorded by WayCom, the local CATV outlet.

The agenda included three parts:

1. Vision for the Town of Wayland in the next five years
2. Current strengths of the Wayland Public Library
3. Vision for the future of the Wayland Public Library.

The large number of attendees present and the need to record the proceedings led to a process in which the facilitator passed a microphone around the room and asked each attendee to comment on each part. We were very successful at encouraging comment and nearly all attendees participated. Following is a compilation of the meeting notes which describes the repeated comments and themes, rather than listing each one repeatedly.

Community comments were focused in several areas while we discussed the Vision for the Town of Wayland. One attendee questioned why we were discussing the vision for Wayland. Our facilitator answered that planning for the library must be in the context of the town. Many comments called for supporting diversity in Wayland including diversity among various age groups and income levels along with the need for support of civil discourse and community building to create thoughtful shared planning that meets community needs and avoids an us and them approach. A community center and various examples thereof that provide space for activities and communications for all age groups were mentioned often. There was debate on how strong a role the library might play as a community center. The town, its center, and infrastructure were a point of pride to many attendees and consideration of maintaining history and historical treasures was called for. Several attendees called for easier and more widespread participation in town government.

Long-range planning was also called for repeatedly along with looking at the existing WRAP document. Several attendees expressed dissatisfaction with increasing taxes in town.

Attendees brainstormed on the strengths of the Wayland Public Library and four things were stated most often, i.e., the staff, the Library Trustees, the building, and the Minuteman Library Network. The staff were complimented in their creativity and ability to provide great service under non-ideal conditions. The staff are empowered by the Director and provide creative services. The Board of Library Trustees were called out

for their steadfast, forward thinking support for the library. The building is beloved and considered an important community asset. Some attendees would like it to remain as is. The library's participation in the Minuteman Library Network was called out by many attendees as a timely, reliable, resource for a wide variety of library materials.

Attendees were asked to share their vision for the library over the next five years. In addition to many hoped for outcomes about the library in general, the facilities, programs, library materials, beneficial collaborations, several attendees recommended that the library get input directly from younger people (there was a clear lack of young people attending the meeting).

The visions described by community members ranged from a library that is a destination for surrounding communities to keeping things just as they are.

The facilities were the focus of many vision statements. Many residents hoped for enlarged, accessible improved space for services and programs for children, teens, and adults with adequate parking. Several people suggested accommodating folks who work from home. Flood mitigation and municipal sewer service were suggested to take those problems off the library's list. At the same time, some attendees like things as they are and would like to library to be more of a space for scholarship and access to books than a community center.

The transition from paper to digital was mentioned with some attendees expecting paper to be on the way out and others hoping some paper books and materials will always stay.

In the areas of collaboration, a vision that the library provided specialized expertise to be a part of the Minuteman consortium without providing a large amount of materials was expressed. The idea of sharing town resources and facilities was raised to supplement library space was expressed. Several residents spoke about expanding collaboration with the schools, e.g., allowing excellent school libraries to be used by non-students in off hours and involving students in the library in many different ways.

Brainstorming Notes

Vision for the Town of Wayland in the next five years

The People in Wayland

The key is community to keep moving forward together

Wayland is a welcoming community for all ages and genders with the library in a significant role as a community center

Diversity

A welcoming town for low income people

More civil communications

We need to hear from the rest of the community. This group does not represent the entire community, e.g., more voices of young people

There is diversity of people and age groups

More outlets and opportunities for community building

A strengthened sense of community

Town goal of life-long learning

Wayland and Community Center(s) and Activities

Kids activities

The focus is on children and schools while older people have a different focus

There is a place where seniors can gather

Demographic trends point to an aging population with fewer schools

Bigger COA center

Folks remain in town after kids graduate from high school

Activities for non-seniors

There is a welcoming space for teens

“For our kids” is not a future for the town

A library is a library not a community center

The library is a community center in a new building

Wayland and its Infrastructure

A beautiful town

Retain the rural character

Maintain the rural integrity

Retain semi-rural character

Town and library working toward being more environmentally sustainable

Town center is a more vibrant part of the community

Conserve the town’s treasures

A more walkable Wayland with better sidewalks

A vibrant town center

Improved roads

Buy land for town use to build on

The town has two town centers and the library provides services in both

Find a good use of the Freight House and Collins Market

I can still walk to the library in five years

Wayland is “on the map” more. People in neighboring communities don’t realize what Wayland has. Our history is important.

Library programs in other town spaces, e.g., a new community center

Wayland Leadership, Government, and Planning

More technology for communications to allow everyone to participate in town government from home, e.g., town meeting.

Easier participation in town government and town meeting

Real leadership at the top

A long-term, e.g., 20-year, plan for the town with a capital spending plan

A long-range plan (WRAP document)

People read the existing WRAP plan

With the town being as beautiful as it is, we must not be complacent and avoid moving forward

The future is planned in concert with multiple agencies of government

More constructive dialog with sharing of resources avoiding the current fiefdoms

Community resources are shared

Open communications in town between and among the town government and others

No fighting or name calling

Strategic planning will allow for planning for the entire town

All organs of government are in constant communication.

There is a community center and the library is separate and a place of scholarship

The town has a community center where all people can gather, e.g., seniors and young people

The town does strategic planning with planning for the library, a community center, etc.

We need planning for facilities

Slow change with long-term planning

People need to make good choices about town spending

People understand what town meeting is for, i.e., allowing all sides to make their case and hearing them out.

We have an existing long-range plan and it is at the library

Emphasize shared resources and combined projects, e.g., library and community center

Taxes

Curbed appetite for spending to avoid raising taxes

High taxes will change things and change which people live here

Not happy with current tax situation

Fiscal efficiency

Friendly to business (to support tax base)

Business is not the answer to keeping taxes lower, e.g., retail business is being replaced by online business and people are not likely to welcome industrial activity in their neighborhoods

Current strengths of the Wayland Public Library

The amazing staff was mentioned by a great many attendees with special call outs to the children's staff, the director and her empowerment of the staff, the staff's flexibility and ability to work in cramped quarters, and the staff working miracles were stated. One attendee complimented the staff in their forward thinking about protecting patrons' privacy in our electronic environment.

The Board of Trustees was listed by many speakers as a strong asset. One attendee stated that the libraries governance by the Library Trustees and not by the town was a strength.

The beautiful library building was an oft repeated strength, one attendee called it the finest piece of architecture in town. Another attendee likes the building "as is."

Other strengths listed were:

The library is the heart of the community

The library is Wayland appropriate

Central location

Located on the walking trail that connects towns

Quiet spots for scholarly purposes

Comforting to sit in the rotunda

One speaker is under the impression that deed restrictions require the building to remain a library

The Minuteman Library Network was described as a strength by many. Attendees praised the convenient ability to get materials from other libraries in a timely manner and the fact that the Wayland library can save space by having access to other libraries' materials.

Library programs and resources, e.g.,

Digital resources including Canopy

Forward looking programs, e.g., the library of things

Speakers' programs

Ability to get ebooks at home via Overdrive

Programs to support lifelong learning

Space configuration

Art exhibit spaces

Large print books

The library hosts local groups, even on short notice

Vision for the future of the Wayland Public Library

General

Get younger people involved to plan for the future library

The library is a vibrant intellectual center in the community

Wayland Library is a destination for other communities

Increased town budget for the library

A state-of-the-art library
Compete with neighboring communities so we don't need to use other libraries
The library is a community space
A great lending library
Look at existing long-range plans
Hours could expand
The library is excellent as is
Library use is expanded and used by diverse groups

Facilities

Reduce flood risk to library by mitigation, e.g., raise it a few feet
The library's septic system is connected to the town wastewater system
The library looks to expand thoughtfully, e.g., using the Freight House
The DRA report on town facilities includes the possibility of gutting the library building but preserving the exterior and rotunda
Consider moving walls to make best use of space
Space is not an issue
Adequate space for staff, programs, and teens
There needs to be adequate space, parking, and accessibility
Cannot expand on this physical space in town (wetlands adjacent^o).
Consider purchase of property to the north as high land for expansion (perhaps selling the structure)
Space enlarged
Consider an alternative use for the Freight Shed area with a possible parking structure
Take down the 1983 addition (to which a second floor cannot be added) and replace with a two-story addition
Improve cramped staff work areas
Adequate space for those who work from home
Appropriate space for adult and children's programs
Better accessibility
A brighter space for kids and programs
Trustees explore ways to expand
The library is physically accessible
The library has a small expansion, i.e., children's area and meeting room
The library is spruced up
We keep what we have and take good care of it

Parking

Parking is expanded, perhaps using space behind the Freight House
Parking improved

Children's Space

Children's space is improved and enlarged
There is much work to be done in the children's room
Improved space for kids

Teen Space

Teens have their own space
Provide a teen room

Home Workers

Provide space for folks who work from home, e.g., for meetings, and calls.
Serve those who work from home with meeting space and space to speak on phone

Programs

Preserve library programs digitally for later viewing
Keep programs centered in one space
Consider which programs are useful-community wide (not just library) prior to considering facilities

Library Materials

The library has books on hand and not relying on Minuteman for everything
Build up the local history collection
No paper books or periodicals – all digital
Everything will go digital
Some resources will still be on paper
There will be more online use
eBooks may become more important than paper books
Delivery books to those who cannot get to the library

Collaboration with the Minuteman Library Network

We are part of the Middlesex County network (Minuteman). People are able to use the resources of other libraries.
The library specializes in talent to share in the Minuteman Network
Build local talent to allow the library to specialize in this manner

Collaboration

Collins Market used for small group meetings, tutoring, record storage
Explore collaboration with other spaces in town to increase productivity
Share all town resources
Check out other community facilities to host library programs

School/Library Collaboration

The library works more closely with the schools
The library exploits the schools (in a good way)
Use the resources of the state-of-the-art high school library and other excellent school libraries in off hours
Ask students to serve as speakers, teachers, committee members, to assist with technology the web site, and/or work on a publication for young people.
Get more young people involved
Coordinate activities and space with the schools
Continue to be cognoscente of schools—there is cross programming

Appendix D - Staff Meeting Notes – June 13, 2019

<p>Strengths Beautiful library* Board of Trustees (active)* Friends of the Library* Staff* Bags (Book Club) Community Cozy spaces/small areas Delivery to homebound folks Depth of older DVDs (unique) ESL users are comfortable Express books display and lending period Flexibility – happy to accommodate Friends pay for tutor training Good collection for this community Hot spots Lap tops Library is welcoming Location (central) Lots of museum passes (shared, some obscure, funded by the Friends of the Library) Net lender Outreach to south end, schools, farmer’s market, home delivery, staff gets out of the building Paper magazines Paper newspapers Perseverance Programs from cradle to . . . (for all ages) Reliable power Small but mighty Staff is resourceful Staff willingness to change Tutors are volunteers Videos Volunteers Youth Services book displays</p> <ul style="list-style-type: none"> ● Repeated strengths 	<p>Opportunities Collaboration Bring in more seniors, Council on Aging, nursing homes Engender good relations with Council on Aging Fire stations are popular Library card push in fall in schools Outreach to other town departments Partner with local businesses Provide for others before asking for help or collaboration Reach inactive constituent groups, e.g., letterboxing and groups Strive for collaboration not competition Visit more preschools Youth Services book group at school lunch</p> <p>Facilities Accessibility Designate louder and quieter areas in the library, e.g., with color Discuss possibility of new library at Whole Foods site Improve signs Make clear how facilities limit services Rail trail nearby School bus stop at the library Sound management</p> <p>Programs/Collections Improve teen summer reading program Intergenerational activities, e.g., reading to one another, trivia, game night Program feedback on an ongoing basis Promote historical materials, e.g., display</p> <p>Communications/Promotion Create foundation Fundraising events to make library positive in people’s minds Outreach to carless folks Print newsletter Promote resources and services, e.g., depth of services Social media, e.g., Instagram</p> <p>Internal Blog for staff Formalize external and internal communications Notebook for staff Staff-wide sharing about programs and resources Strengthen ties between departments</p>
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Aspirations and Results

Programs and Collections

<p>A place to celebrate community Chamber concerts/performances Communicate to town that this isn't "your father's library" ESL leadership succession planning Folks have empathy Funding for weekend and evening programs in the Raytheon Room and/or Rotunda Grow ESL program for the long-term Have library seen as cultural center and community gathering place</p>	<p>Increase knowledge of library offerings Increased visibility of 3D printer, perhaps putting it at the circulation desk More interest in tying the 3D printer More people using skills and space Movies, e.g., obscure movies Music series Piano room Serious programs, e.g., art, Shakespeare This is everyone's library</p>
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Facilities

<p>Appropriate space for staff to work Appropriate space for</p> <ul style="list-style-type: none"> • delivery entering and processing • Technical services • Children's room • Storage • For everyone <p>Articulate why we need improved space Create understanding about the limitations of current facilities Expanded parking</p>	<p>Get out of the flood plane Greater appreciation of staff Major renovation of children's room More meeting spaces More programming, more visitors, less noise, more productivity Revamp space Space for children Space for Friends' of the Library Books Town sees library in a new way</p>
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Communications

<p>Attract 30-50-year olds Build on the fact that people want to feel that they are generous Display Educate the community about how the library contributes positively to local property values Formalized internal communications Generosity of spirit</p>	<p>Links on the Town page to promote library programs, e.g., post videos of program events More folks see value of the library to themselves Personal stories and profiles of library users Wayland Dads Zoom or other virtual meetings</p>
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