WAYLAND FREE PUBLIC LIBRARY
STRATEGIC PLAN
FY2026 - FY2030

WAYLAND FREE PUBLIC LIBRARY
5 CONCORD ROAD
WAYLAND, MA 01778
https://waylandlibrary.org

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ACKNOWLEDGEMENT LETTER

Dear Wayland Residents,

Many people invested considerable time to make this strategic planning process successful. We want to thank all community members who participated in this effort. Much of the work was carried out with in-person meetings including the following people.

STRATEGIC PLANNING TASK FORCE	WAYLAND FREE PUBLIC LIBRARY STAFF	WAYLAND FREE PUBLIC LIBRARY STAFF	COMMUNITY FOCUS GROUP MEMBERS
Aida Gennis, Trustee Chair Win Treese, Trustee Christopher Lindquist, Library Director Amy Conway, Office Manager Pam McCuen, Head of Youth Services	Christopher Lindquist, Library Director Andy Moore, Assistant Director Betsy Athan Cathy Balshone Stephanie Bennett Kim Bonner Julian Butcher Amy Conway Florisvaldo Goncalves Sarah Hogan Elise Katz Tyler Kenney Erica Leblang Janet Linder Andrew Loof	Abby McBride Pam McCuen Courtney Michael Mikaela Michalopoulos Felicia Montville Stacey Sawyer-Mackey Salome Sweeney-Storace Brittany Tuttle Wendy Whoriskey Marjanneke Wright Heather Young	Alyssa Ao Anna Blazier Mary Ann Borkowski Cindy Bryant Courtney Conery Kay Gardner-Westcott Ann Gordon Sarah Hubbell Doug Levine Chitra Mills Carole Morgan Pallavi Nagesha Frances Pollitt Isabella Ren Kate Sambuco Jessica Schendel Thom White

We also want to thank Vicki LaFarge for facilitating a focus group of older adults at the Council on Aging and Michelle Eberle, Massachusetts Library System (MLS) Consultant, for facilitating a group of tweens at the Wayland Middle School. We also want to thank Wayland School Librarians Jennifer McGillis and Sara Ravid for soliciting feedback from the Wayland High School and Middle School students. There was also a group of parents who participated in two youth focus groups facilitated by Chris Lindquist and Pam McCuen. Key community leaders also graciously accepted to speak to Deb Hoadley, the consultant hired to lead the strategic planning process. They were: Michael McCall, Wayland Town Manager; Bill Whitney, Select Board Chair; Tom Fay, Select Board member; and La Toya Rivers, METCO Director.

We are thankful for the over 800 people who participated in the strategic planning process. The feedback gathered will lead the vision and goals for the Wayland Free Public Library over the next five years.

Sincerely,

Aida A. Gennis, *Chair, Board of Library Trustees*
Leah Hart, *Vice Chair*
Emily Weintraub, *Secretary*
Elaine Donnelly
Candace Hetzner
Win Treese

INTRODUCTION

INTRODUCTION TO WAYLAND

Wayland, Massachusetts, is a suburb located 20 miles west of Boston, renowned for its rich history, scenic landscapes, and strong sense of community. Known for its commitment to conservation and education, Wayland maintains numerous protected open spaces and prides itself on an excellent school system that consistently ranks among the state's best. This blend of historical richness, natural beauty, and educational emphasis makes Wayland a desirable place for residents who value a quiet, well-rounded community close to the cultural and economic opportunities of Greater Boston.

DEMOGRAPHICS

These demographics are based on the 2020 U.S. Census and the World Population Review.

- The current population is 13,762. Between 2013 and 2023, the population of Wayland increased by 333 people (2.48%). The population was at a high in 2020 at 13,943, and declined post-pandemic.
- The median age is 43.9 years of age.
- 24.9% of households have one or more persons under the age of 18 in the home and 18.9% percent have someone over the age of 65.
- 16.4% of residents are foreign born and 18.4% speak a language other than English in the home—2.6% speak Spanish, 5.9% speak an Indo-European language, and 8.6% speak an Asian-Pacific language.

WAYLAND FREE PUBLIC LIBRARY

Founded in 1848, the Wayland Free Public Library is one of the oldest public libraries in Massachusetts and serves as a cornerstone of the Wayland community. The Library is located in the historic center of Wayland at 5 Concord Road. The Library provides access to a wide range of resources, including over 78,000 physical volumes and a robust selection of over 145,000 digital materials such as eBooks, audiobooks, and streaming services. In addition to traditional library services, the Wayland Free Public Library is part of the Minuteman Library Network, allowing patrons access to resources from 41 participating libraries.

The Wayland Free Public Library is located in the historic center of Wayland. The original building was constructed in 1900. In 1985, Town Meeting voted to fund construction to expand the building, nearly doubling it in size. In 1988 when the expanded building opened, it was quickly apparent that it was still undersized.

Beginning in 2001, the Board of Library Trustees undertook several community-wide efforts to survey Wayland residents and explore possibilities for a larger facility. At different times, they investigated options to expand at the current location, as well as to build a new Library elsewhere in the town.[1]
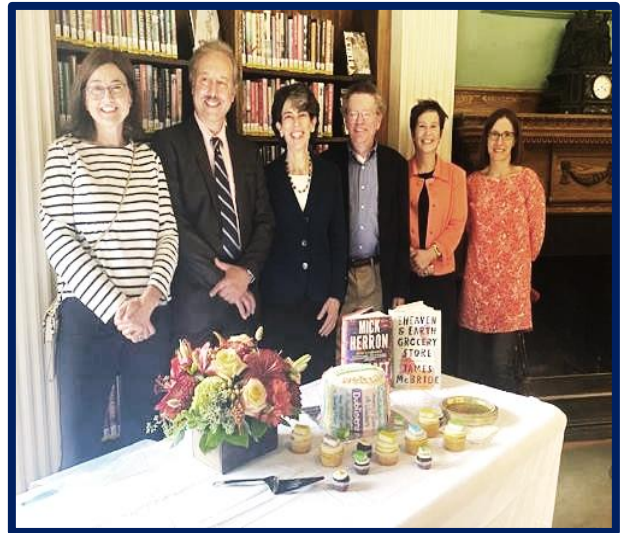
In a 2018 ballot question, voters approved a proposed new building, to be funded in part with a $10 million grant from the Massachusetts Public Library Construction Program (MPLCP), under the auspices of the Massachusetts Board of Library Commissioners (MBLC). The next step was for Town Meeting to fund the construction, but the vote fell slightly short, by 67 votes, of the two-thirds majority required for it to pass. At this time, there are no plans to build a new Library.

At Annual Town Meeting 2022, the town voted to fund long-deferred repairs and maintenance issues, including safety repairs to the elevator and Children's Room, improved access to the building, ADA-compliant restrooms and improved HVAC. As of November 2024, some of the maintenance and repair work is underway and plans are being put in place to make additional repairs in 2025.

Over time, Wayland's population has increased and the Library's role in the community has grown to encompass far more than merely lending books. Library Trustees and staff have worked to maximize the use of the available space to serve patrons.

Over the past ten years, the Wayland Free Public Library has focused on expanding its programming to meet various interests of its patrons. It has also increased its digital services to meet the demands for remote access and online resources, especially highlighted during the COVID-19 pandemic. This shift includes enhancements to the digital catalog, streaming services, and virtual programming. The ongoing community engagement and evolving services underscore the Library's critical role in maintaining Wayland's vibrant intellectual and cultural life.

Libraries today are more than just books. In 2018, the MBLC noted that libraries do more than offer books and that over 50% of what libraries do now is offer programs. They are a place for learning, exploring and discovering new ideas and knowledge. They are a place for creating, sharing expertise and a place for people who have similar interests to come together. The Wayland Free Public Library is all of these things and more. It is a place for all ages to gather, read, study, work and experience new ideas. To serve the whole community, library buildings must accommodate the following needs: a quiet place to study; a place to work; a place where

teens feel safe; a place where students gather, work on school projects and engage in enriching programs; a place for families to enjoy activities together at no charge; and a place for young children to attend storytimes, STEM and art programs and play. This is what libraries are today.

The Wayland Free Public Library must adapt and transform its space to meet these needs of the community. This strategic plan identifies what the community envisions the Library can be in the future.

SUMMARY OF CORE SERVICES
The Wayland Free Public Library is open 67 public service hours per week for free access to:
- Physical books, magazines, DVDs, CDs, and other materials
- Downloadable eBooks, audiobooks, streaming videos
- Online databases and resources (available 24/7)
- Spaces for individual and group study and work
- Educational programs and enrichment activities for children, teens, and adults
- Wi-Fi and Internet-enabled computers and print/copy services
- Mobile Wi-Fi hot spots and laptops for check out
- Library of Things (non-traditional items)
- Volunteer opportunities
- Materials from neighboring member libraries (Minuteman Library Network)

PURPOSE OF THE PLAN
The challenge moving forward for the Wayland Free Public Library is to maintain high-quality services while evolving to meet the changing demographics of the community. The purpose of this strategic plan is to identify the current and growing interests of the diverse community the Library serves and to outline a well-conceived plan for the delivery of services and programs. In order to support the development of this plan, the Library engaged Deb Hoadley from Hoadley Consulting. Ms. Hoadley specializes in strategic planning and has extensive experience working with public libraries in Massachusetts and other New England states. In partnership with the community, the Library developed and adopted the following 5-year comprehensive plan (FY2026-FY2030). This plan incorporates input from key internal and external stakeholders.

PROCESS OVERVIEW

STRATEGIC PLANNING PROCESS
Beginning February 2024, the Wayland Free Public Library convened an internal strategic planning task force to review the 2017-2022 strategic plan and begin planning for the next five years. Between March 2024 and October 2024, the Library engaged in a series of strategic planning processes and events with consultant Deb Hoadley to develop the FY2026 – FY2030 Strategic Plan outlined in this report. This process involved accessing current and future opportunities for the Library and investigate ways to operate in a sustainable and efficient manner. The following process was used to support meaningful partnership and collaboration with community leaders, Library staff, patrons,

the community at large, and other external stakeholders. The strategic planning process consisted of the following elements:

- Strategy sessions with the Library Director, key Library staff, and members of the Board of Library Trustees
- Community engagement events – including 2 Community Focus Groups, 1 Community Forum, a Staff Strategic Planning Session, a Middle School Focus Group, 2 Youth Services Focus Groups, an Older Adult Focus Group, and a Trustee Focus Group
- Phone interviews with community leaders
- Community-wide survey
- Presentation of the Strategic Plan to the Board of Library Trustees
- Submission of the approved Plan to the MBLC

STRATEGIC FOCUS GROUPS

Eight (8) focus groups were held on April 4, April 10, April 23, April 24, May 2, May 9, May 15, and June 4, 2024. There were two community focus group meetings that met to discuss the Library (first meeting) and the community (second meeting). A focus group of parents met twice to discuss youth services programs (first meeting) and youth services space and materials (second meeting). There were focus groups involving the Library staff; the Board of Library Trustees; an older adult focus group facilitated by community member Vicki LaFarge; and a middle school focus group facilitated by Michelle Eberle, consultant from the Massachusetts Library System. A Community Forum was held on April 25 with an open invitation to all community members to participate.

A series of phone interviews were conducted by Ms. Hoadley. They included Select Board Chair Bill Whitney, Select Board member Tom Fay, Town Manager Michael McCall, and METCO Director La Toya Rivers.

A retreat session was held with the Strategic Planning Task Force on June 24 to review the basic elements of the Strategic Plan. A follow up meeting was scheduled for October 1 to review the final plan to present to the Board of Library Trustees.

COMMON COMMUNITY THEMES FROM FOCUS GROUPS

Focus groups discussed challenges, issues, gaps in services, and aspirations for the Wayland community as a whole. These were the four (4) core themes that emerged.

1. **Developing Multigenerational and Inclusive Community Spaces:** A demand for spaces that cater to all age groups, from young children to the elderly, is evident. Such spaces should facilitate various activities and interactions, promoting community cohesion. Building a community center, as mentioned, is a strategic step towards this.

2. **Enhancing Local Infrastructure for Connectivity:** Improvements in transportation, such as safer sidewalks and bike lanes, are crucial. These enhance the accessibility of community spaces and services without relying solely on driving, which is particularly important for younger and older residents who may not drive.

3. **Strengthening Local Communication and Information Sharing:** The community expresses a lack of local news sources and desires a better awareness of local events. Creating a comprehensive community calendar and promoting it widely could bridge this information gap. Additionally, integrating technology to facilitate these communications would be beneficial, considering the community's growing reliance on digital platforms.

4. **Fostering Engagement and Volunteerism:** Addressing the decline in civic engagement and volunteering is essential. Initiatives could include programs that incentivize participation or making volunteer opportunities more accessible and aligned with community members' schedules and interests.

The idea of the library as a "hub" came up as A recurring theme. It is very important to consider how the Library is reflecting the community in terms of its diversity and changing demographics. This is a very important part of how the Library could and should respond to serve everyone. The word "hub" is preferable to the word "center" as the Library provides access to and is a place where information, knowledge and ideas are shared, and not as a place that focuses on recreation and leisure pursuits, like a community center. **Public libraries are valuable spaces as community hubs**. Libraries provide respectful, supportive and safe places where people can come together to participate in events and programs, express themselves creatively or simply just sit and 'be' with other people.

PUBLIC ENGAGEMENT SURVEY
Between May 13 to June 21, the Wayland Free Public Library conducted a survey to solicit information from the community. The survey collected input on topics such as satisfaction with current services and programs by the Library, accessibility of the current library space and building, and future priorities. To ensure extensive community engagement, the survey was distributed through both online and paper formats. A total 648 responses were submitted online, while an additional 6 responses were collected via paper surveys. The results provided significant insights into the demographic profiles of library users, confirming strong support for current offerings and clarifying their expectations for the future. To increase awareness and encourage participation, the Library promoted the survey through multiple ways, including on the Town's and the Library's websites and social media sites, as well as through the Library's eNewsletters. See Exhibit B for a summary of the survey results.

CHALLENGES

The challenge moving forward is to continue to maintain high-quality resources and services, while evolving and remaining relevant in order to serve the changing interests of the community. There are a few short- and long-term challenges that were identified through the strategic planning process. The limited physical space at the Library is an undercurrent to the challenges.

- **Short-Term:**
  - **Enhance Accessibility and Facility Design:**
    - ▪ Improve physical accessibility in and around the Library, such as modifying entrances, paths, and internal layouts to accommodate mobility aids like wheelchairs and strollers.
    - ▪ Redesign internal spaces to create a more welcoming and functional environment for patrons of all ages, incorporating elements of modern and universal design that enhance the aesthetic appeal of the historic building.
  - **Strengthen Community Engagement and Communication:**
    - ▪ Partner with local businesses and organizations to launch a community "newspaper" to better inform residents about local businesses, library services, events, and community news.
    - ▪ Implement an improved digital communication strategy, such as an interactive Library website and active social media presence to keep the community informed and engaged.
- **Long-Term:**
  - **Expand Cultural, Educational, and Technological Programs:**
    - ▪ Collaborate with schools and other organizations to support STEM, arts, and literacy.
    - ▪ Design and implement after-school and weekend programs tailored to the needs of families and the community.
  - **Foster Inclusiveness and Diversity for All:**
    - ▪ Develop and implement workshops and events focused on cultural understanding and addressing racial and other biases, creating a community where everyone is respected and belongs.
    - ▪ Organize community forums and discussion groups that facilitate (sometimes challenging) conversations on social and civic issues in a safe, respectful environment.

NEXT STEPS AND RECOMMENDATIONS

Through the process described in this report, the Wayland Free Public Library has developed and adopted a 5-Year Strategic Plan that includes 4 strategic priorities and 19 supporting goals. To successfully achieve the priorities and goals over the course of the plan, the next step is for the Library to identify annual action items. These action items should outline specific steps and activities to support the successful implementation of the plan. Looking at the plan a year at a time will help the Library identify areas of concentration, monitor progress, make adjustments from the year, and manage resources effectively.

Recommendations:

1. **Formation of a Staff Committee** – This should include members of staff who have the necessary knowledge and experience to think strategically about library goals and objectives.

2. **Draft annual Action Plan** – The Staff Committee will assess each strategic priority and goals to develop yearly action items that will support the successful outcomes of the 5-Year Strategic Plan. This will require members of the Staff Committee to take into consideration items such as available resources and support, budget, current demands and challenges, appropriate timeline, and past programs or work endeavors.

3. **Present Annual Action Plan to the Board of Library Trustees** – The Library Director will present the annual Action Plan to the Board of Library Trustees for review and feedback. Elements of this plan may include action items, resources, timeline, budget, and performance measures.

4. **Library Director to provide periodic status updates to the Library Staff** – The Library Director will be responsible for working with the Staff Committee and members of the Library Staff to review next steps and outcomes associated with the overall strategic plan and develop action items each year for the annual Action Plan. The MBLC has provided a template for libraries to use for guiding this process.

5. **Repeat the process on an annual basis** – A review of the previous year's Action Plan will be completed to determine what has been done and additional work that needs to be completed.

IMPLEMENTATION

The implementation of the plan will be determined by the Library Director and key Library Staff in consultation with the Board of Library Trustees. Each year, on December 1st, an Action Plan must be submitted to the MBLC. This allows the Library to apply for program related grants funded by the MBLC and the Institute of Museum and Library Services (IMLS).

Notes

[1] Past reports leading up to 2018 ATM Article 17 vote to fund a new Library building:

2001-02 Library Planning Committee report, extensive surveys and focus groups, to assess the community's vision for the future of the Library. Results prompted the next Study.

2003-05 Feasibility Study, by Lerner I Ladds + Bartel for 5 Concord Road; including 2003 Library Building Program;

Dec. 2014, Library Building Program, by Tom Jewell, to determine spaces and uses needed for current and future growth;

2015 UMass Donahue Institute Household Survey, a needs assessment for Programming and Planning;

2015-16 Library Planning Committee report and recommendation;

Nov. 2015 Special Town Meeting voted funds for a Planning and Design Study:

2016- 2017 Planning & Design Study by Tappe Architects of Boston.

January 2017 Library building grant application submitted to the Massachusetts Board of Library Commissioners;

July 2017 MBLC awarded a provisional construction grant to the Town of Wayland for $10,137,980; Trustees pledged $750,000 from the Millennium Fund to the project.

WAYLAND FREE PUBLIC LIBRARY
STRATEGIC PLAN
FY2026-FY2030

MISSION (Our purpose and why we exist):

The Wayland Free Public Library is dedicated to meeting the diverse needs of the community, blending traditional and innovative library resources, services, and programming.

VISION (Aspirations we have for our Library):

The Wayland Free Public Library envisions being a welcoming, accessible, and functional space, serving as a trusted community hub where all ages are supported and encouraged to explore, learn, and connect.

VALUES (What we believe in):

EQUITY, DIVERSITY, INCLUSIVENESS AND BELONGING	**INTELLECTUAL FREEDOM**	**ACCESS**
	CIVIC ENGAGEMENT	**SUSTAINABILITY**

	STRATEGIC PRIORITIES and GOALS
Enhance Accessibility, Facility Design, and Sustainable Practices	1. Improve physical accessibility in and around the Library, such as modifying entrances, paths, and internal layouts to accommodate wheelchairs and strollers, as well as those with other mobility challenges. 2. Redesign internal spaces to create a more welcoming and functional environment for patrons of all ages, incorporating elements of modern and universal design that enhance the aesthetic appeal of the historic building. 3. Upgrade technological infrastructure, both physically and virtually, to support a higher level of service, ensuring both hardware and software meet the evolving expectations of the community. 4. Develop and implement a comprehensive sustainability program that incorporates eco-friendly practices in daily operations. 5. Develop and sustain a supportive work environment that prioritizes the well-being, professional growth, and long-term retention of Library staff.
Foster Inclusivity and Diversity for All	1. Develop and implement workshops and events focused on cultural understanding and addressing racial and other biases, creating a community where everyone is respected and belongs. 2. Organize community forums and discussion groups that facilitate (sometimes challenging) conversations on social and civic issues, encouraging engagement in a safe, respectful environment. 3. Create special collections and displays that reflect the diversity of the community, including materials in multiple languages and formats to engage with various needs. 4. Increase staff professional development opportunities with a focus on equity, diversity, and inclusion (EDI) training, and a sense of belonging for all.
Expand Cultural, Educational, and Technology Programs	1. Collaborate with schools and other organizations to support STEM, arts, and literacy. 2. Promote local talent by showcasing authors, artists, and musicians, and continue to offer virtual programs to reach a wider audience. 3. Design and implement after-school and weekend programs tailored to the needs of families. 4. Offer programs and workshops related to emerging and innovative technology. 5. Increase staff capacity by enhancing job descriptions and/or work allocation to effectively manage and deliver diverse programming.

	STRATEGIC PRIORITIES and GOALS
Strengthen Community Engagement, Communication, and Outreach	1. **Partner with local businesses and organizations to launch a community "newspaper" to better inform residents about businesses, organizations, library services, events, and community news.** 2. **Host or participate in community-building events bringing people from different backgrounds together, such as multicultural festivals, local history days, volunteer opportunities and author talks focusing on diverse themes.** 3. **Create partnerships with town departments to develop a series of workshops and seminars about community services.** 4. **Implement an improved digital communication strategy, such as an interactive Library website and active social media presence, to keep the community informed and engaged.** 5. **Expand staff outreach promoting the Library and learning about the needs of the community.**

EXHIBIT A

Major themes that emerged from the focus groups using the S.O.A.R. (Strengths, Opportunities, Aspirations, and Results) exercise about the Library. The Library being a reflection of the community and a place where everyone belongs was a thread running through all the discussions.

Strengths (Present):

1. **Staff Excellence:** Friendly, helpful, available, and well-educated staff across all departments.
2. **Programming:** Varied and engaging programming offered both in-person and virtually that fosters community and intellectual discourse.
3. **Community and Network Integration:** Member of the Minuteman Library Network and strong interlibrary loan capabilities.
4. **Operational Efficiency:** Generally smooth operations with well-managed and imaginative programming for adults and children.
5. **Physical Space:** Several welcoming and comfortable areas for patrons, along with a well-loved building known for its status, age, structure, and historical significance.

Opportunities (Present):

1. **Facility Improvements:** Potential for improving building space to better serve patrons, including making the building more accessible and optimizing spaces based on current needs.
2. **Enhanced Digital Access and Outreach:** Expanding the availability of digital resources and outreach services like home delivery and mobile library services to reach underserved populations.
3. **Program Development:** Developing programs that generate active participation and leveraging technology to enhance user experience.
4. **Marketing and Awareness:** Increasing awareness of library offerings through enhanced marketing efforts, social media, and partnerships.
5. **Collections Expansion:** Preserving the availability of traditional media such as DVDs and expanding collections that align with community demographics.

Aspirations (Future):

1. **Building Expansion and Accessibility:** Envisioning a larger, more accessible building with additional spaces designed to serve a diverse community, including better parking and ADA access.
2. **Community Hub:** Transforming the Library into a central hub for community engagement, information sharing, and cultural activities.
3. **Technological Advancement:** Keeping up with and leading on technological advancements to provide a multi-location/virtual resource center.
4. **Inclusive and Diverse Services:** Expanding services and spaces to include more tailored resources for various demographic groups, including languages and culturally relevant materials.

Results (Future):

1. **Community Integration and Satisfaction:** The Library becomes a beloved and integral part of the community, with high participation in programs and positive feedback from regular town surveys.
2. **Resource Utilization:** Increased use of library materials, including physical and digital resources, as seen in resource usage metrics beyond traditional circulation.
3. **Recognition as a Knowledge Hub:** The Library is recognized as the first point of contact for reliable information and community support, reflecting its role as a comprehensive and trusted resource center.

EXHIBIT B

Wayland Free Public Library Summary Report for Survey
June 23, 2024

A total of 648 responses were submitted online, while an additional 6 responses were collected via paper surveys. The results provided significant insights into the demographic profiles of library users, confirming strong support for current offerings and clarifying their expectations for the future. To increase awareness and encourage participation, the Library promoted the survey through multiple ways, including on the Town's and the Library's websites and social media sites, as well as through the Library's eNewsletters.
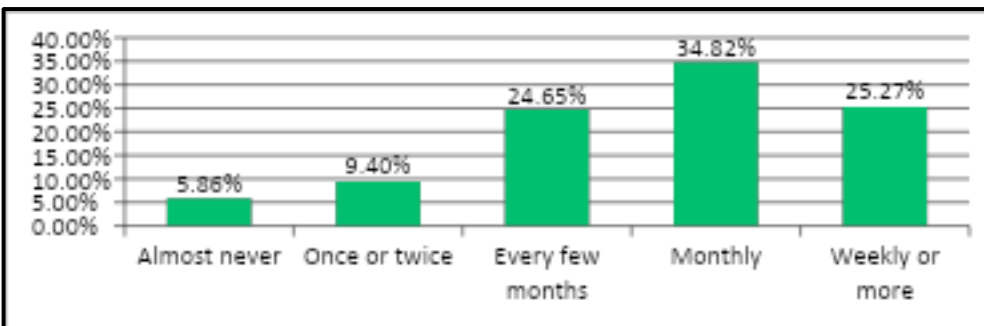
**Q1: Do you currently have a Wayland Free Public Library Card?**
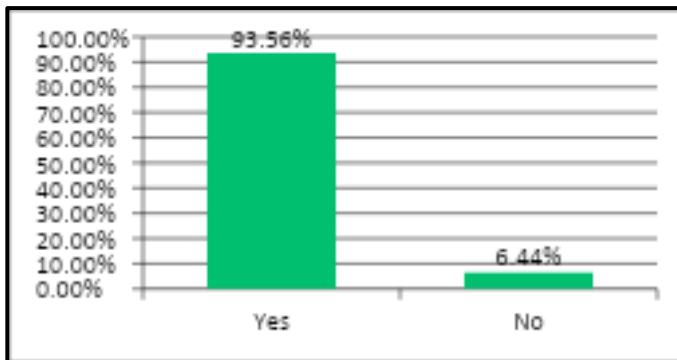
Q2: Do you live in Wayland? If you answer no, please tell us what town or city you live in.
94.15% live in Wayland.
Majority of other towns where people lived were: Framingham, Sudbury.

**Q3: In the past year, how often have you visited the Wayland Free Public Library?**

Q4: How do you find out about what is happening at the library? Check all that apply.
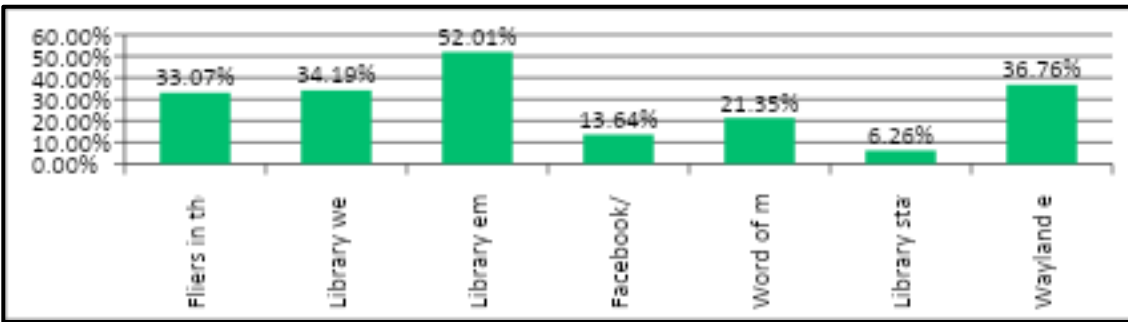
Other places listed were: school emails and the outside sign; some mentioned Patch and town emails.

Q5: Do you use the library's downloadable books (Libby & Hoopla) or online databases (Valueline, Consumer Reports, Transparent Languages, New York Times, etc.)? Check all that apply.
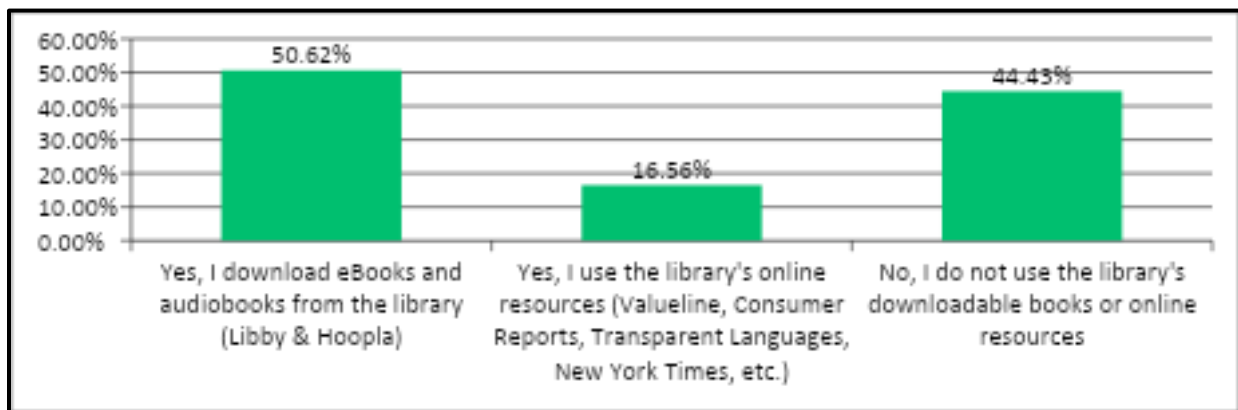
Q6: How would you rate the following?

Top satisfaction categories:
1. Overall customer service at the library
2. Adult collection of physical materials*
3. Research help

Top dissatisfaction categories:
1. Accessibility
2. Downloadable eBooks, eAudiobooks, movies, and magazines
3. Adult collection of physical materials*

* Although the adult collection is among the top satisfied categories, it also appears as a top dissatisfied category. Here are the major categories mentioned and specific comments related to that category. There were 139 comments.

Accessibility and Facility Issues:
- **Building Accessibility:** "Building not easily accessible: entrance and different floors", "The front building entrance is unacceptable, cramped, and the uneven granite makes it awful for wheelchairs, carts and strollers."
- **Parking and Entrance Configuration:** "Parking too limited. Left turn out of library is difficult.", "The library entrance should be reconfigured. It would make more sense to use the doors facing concord road."
- **Facility Improvements:** "Can we afford to put a new railing on the staircase? The taped-up section is embarrassing for a town of this caliber.", "The children's room is hard to access in the basement and is often smelly and humid."

Collection and Material Availability:
- **Limited Selection and Availability:** "Very limited selection of books in other languages. Specifically Korean.", "ebook selection very limited, most titles I'd like to get are unavailable."
- **Library of Things and Technology Items:** "library of things needs to be advertised/promoted better", "No solution as my dissatisfaction has to do with the building configuration."
- **Requests for Diverse Materials:** "Need more selection in general; need more puzzles, games and physical items for kids to check out", "More available museum passes would be great or better ways to access them."

Service and Program Enhancements:
- **Programming Needs:** "I wish we had more creative programming for children", "Can we please have more chess learning sessions for 5-10 years old."
- **Customer Service Improvements:** "I never feel welcomed into the library.", "Staff could be friendlier."
- **Digital and Online Services:** "Technology help - as an ESL board member and tutor, we encounter some resistance and lack of interest/communication in response to our requests to improve the accessibility and navigability of the ESL page on library website."

Operational and Management Concerns:

Operational Issues: "It seems like a lot of space inside the building is unassigned circulation space, with a lot of space taken up by the librarians' desks.", "Printing is expensive. I understand you can't turn into a copy shop, but there should be a way for residents to print a few larger things per year affordably."
- **Management and Communication:** "I think there's a lack of awareness on much of what you have to offer, not so much dissatisfied but surprised to see some of these offerings listed.", "Need a new building!!!"
- **Specific Service Enhancements:** "I wish the museum passes were digital and did not need to be returned.", "Long waits for e-books, not a Wayland issue but it stops me from using the service!"

Q7: How would you rate the following programs offered at the library?
Most satisfaction: **Adult programs**
- o Very Satisfied: 18.31%
- o Satisfied: 28.34%

This category shows the highest satisfaction rates with a combined total of 46.65%.

Least satisfaction: T**een programs - ages 14-17**
  - o Very Satisfied: 2.10%
  - o Satisfied: 2.43%

This category has the lowest satisfaction rates, with only 4.53%.
Here are the major categories mentioned and specific comments related to that category. There were 95 comments.

1. Scheduling and Timing Issues:
- **Inconvenient Timing for Programs:** "The timing isn't convenient for my children's schedules. I think that timing could better take into consideration typical nap schedules for kids of different ages."
- **Need for Weekend Programming:** "More weekend programming for kids", "Wish there were more kids programs on the weekends. My kids are in daycare during the week."
- **After-School and Evening Programs:** "Would love to see more community-based initiatives for youth", "Would you consider programs on the weekends for the Tweens/Teens?"

2. Program Variety and Audience Engagement:
- **Lack of Teen Programs:** "We used to enjoy the kids' programs about ten years ago. But now that we need teen programs, they seem rather thin."
- **Desire for More Diverse Program Topics:** "Wish you had more local ecology focused events", "More history & interest of sports, food/cooking - good."
- **Requests for Specific Age Groups:** "There aren't many programs for 5-10 and they are all right after school when we cannot attend", "Children's programming is NEVER available for parents who work full-time."

3. Program Quality and Facility Issues:
- **Quality of Children's Programs:** "The library's children's area is sad looking, and the story times are not as vibrant and engaging as I would like."
- **Facility Limitations:** "There is not enough space for teens to go and study or for children's programs. The rooms are cramped with stuff."

4. Community and Accessibility Needs:
- **Accessibility for Diverse Needs:** "No offerings to include those with special needs", "Could use more DE&I; include more Asian specific events."
- **Enhanced Community Engagement:** "I read the newsletter regularly, but rarely see any programs that resonate", "Please advertise these more... I'm not aware of what is offered."

Q8: Adult programming interests:
Top 3 most interested:
1. Educational – 58% interested
2. Historical – 55% interested
3. Cultural – 52% interested

Top 3 least interested:
1. Language learning – 59% not interested
2. Multi-generational – 37% not interested
3. Interactive – 42% not interested

Here are some of the five top categories from the comments given about other topics people would be interested in:

1. Educational and Environmental Programs
- **Comment:** "Educational and interactive events that helped me learn more about the environment."
- **Comment:** "I'd love to learn about what other libraries are doing around the world to keep current - I think this would be a great way to engage the community. Programs that collaborate with Nature Conservation organizations (wildlife, rail trail, hiking in the area, etc.) would be nice, too."
- **Comment:** "nature, environmental, local habitat and also how climate change is affecting all the previous mentions."

2. Technology and Senior Programs
- **Comment:** "My parents are 80, confused by technology, and would benefit from library programs that teach them (or remind them) how to use their iPhones and iPads."
- **Comment:** "How town government works, available part-time jobs fair for seniors, teens, & at-home-parents."
- **Comment:** "career/job search, how to use Facebook, Instagram, LinkedIn. Would prefer virtual and to be recorded so can view on my own schedule."

3. Arts and Crafts
- **Comment:** "Loved the craft workshops I did several years ago: box making, bead jewelry- craft activities that require assortment of items and teaching of a new skill."
- **Comment:** "Ukulele nights or other stringed musical instrument nights. Musical theater."
- **Comment:** "Workshops on storytelling. Workshops on creating a memoir. A setup for people to contribute to StoryCorps. Our stories will outlive us all."

4. Historical and Cultural Programs
- **Comment:** "I would love to see more about our town history, hearing stories of local families."
- **Comment:** "Love the author talks (Library Speakers Consortium) - wish I could find link to recordings on library website."
- **Comment:** "nature, geology, Wayland history, art history."

5. Language and Literacy Programs
- **Comment:** "I'm a big fan of the Pimsleur collection. I would be interested to know what other language resources are available. I don't often stop in, I should."
- **Comment:** "ASL (American Sign Language) & Deaf culture classes."
- **Comment:** "Spanish or French as a second language. Would love beginner conversation groups in Spanish or French; Would also love drop-in painting and drawing instruction (more art than craft)."

Q9: Now, please tell us what youth and family programs you would be most interested in attending.
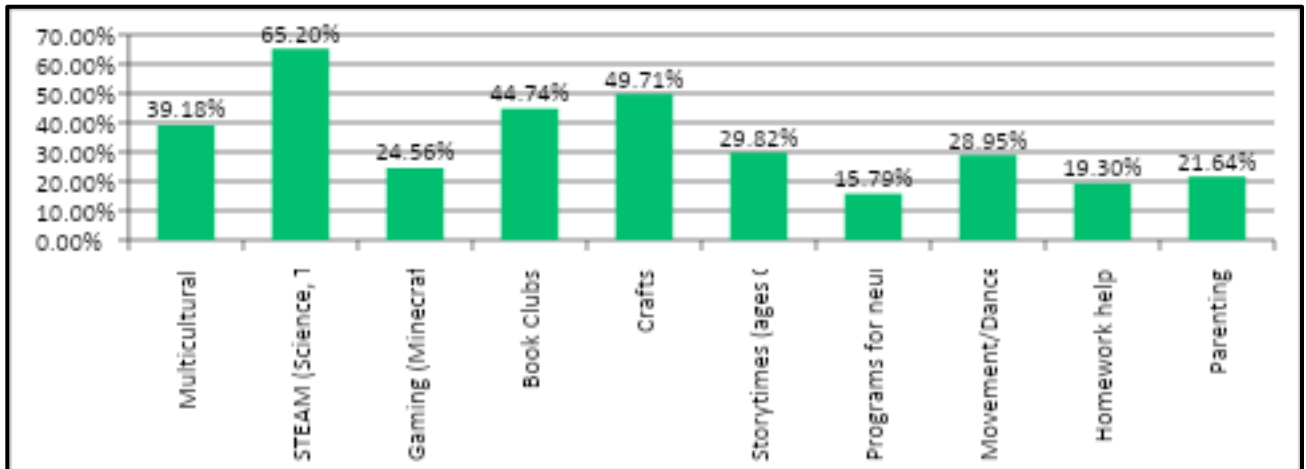

Top three categories from the comments were:
1. Technology – teen and tween programming
2. Inclusion – LGBTQ+ and disabilities
3. Educational – bookclubs for parents and travel

Q10: Based on input from the focus groups during this strategic planning process, there are seven (7) priorities the Library may be focusing on over the next five (5) years).
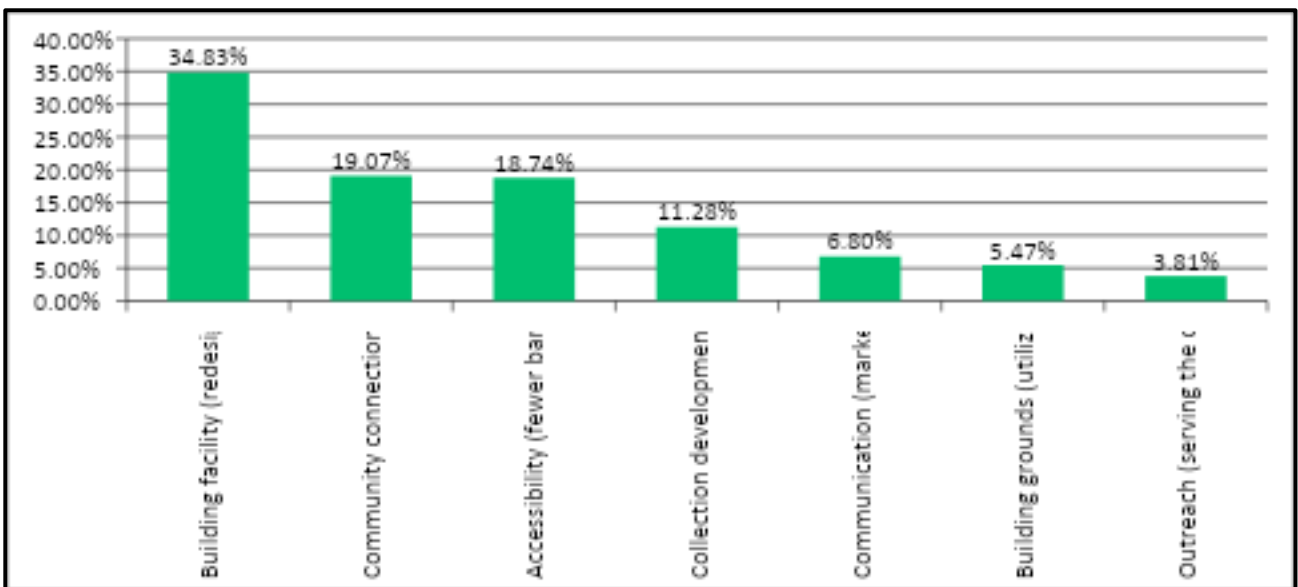
Q11: Please let us know if you have experienced accessibility issues or barriers to using the library.
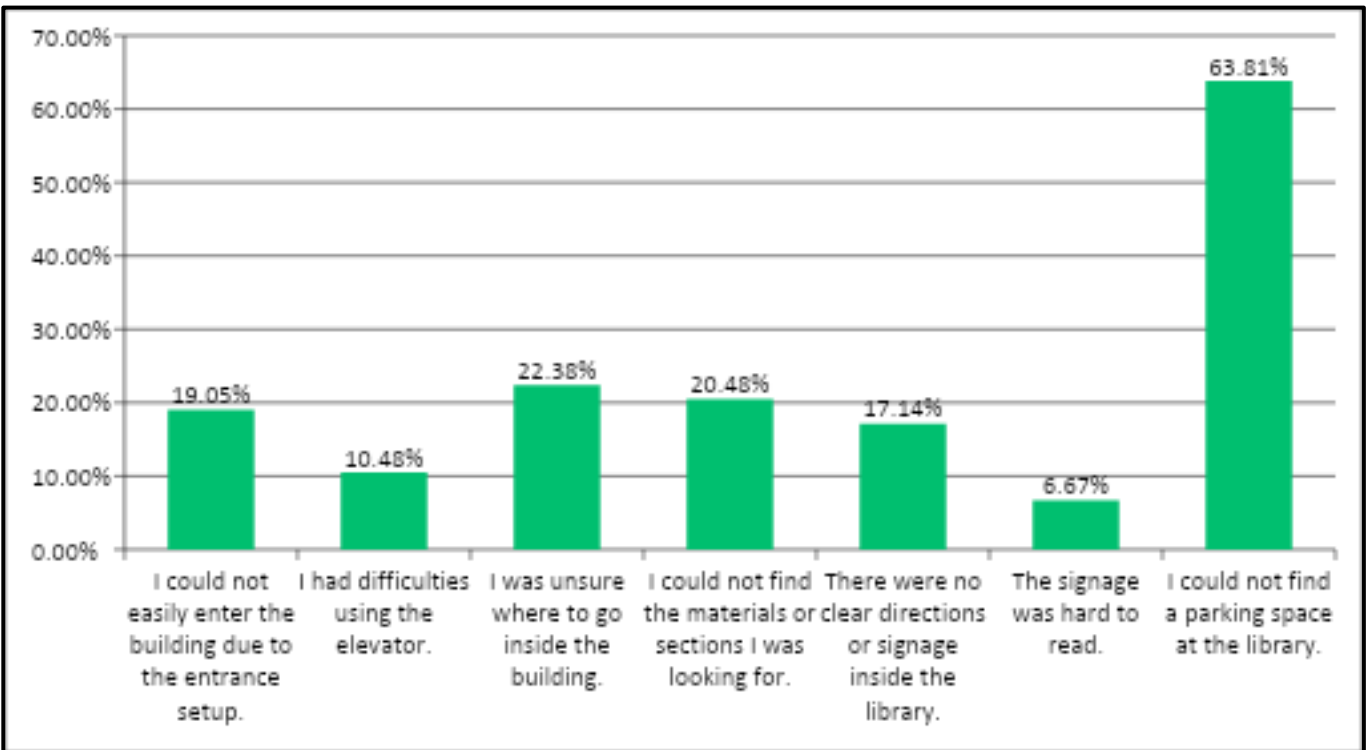
Most of the comments were also related to parking.

Q12: What do you believe is the most crucial service missing in the Town of Wayland that, if provided, would significantly improve your quality of life and that of your neighbors?

Here are the top 4 categories from the comments. Some are related to the library. There were 334 responses to this question:

1. Community and Social Spaces
- "We need a gathering space for middle schoolers and teens, and for adults evenings/weekends."
- "A vibrant town center that connects us -- I think the library could be that place that brings the community together."
- "More events. We desperately need a space and opportunities for families and members to just relax and congregate."
- "We don't have enough places to gather in this town. I long for a park with a large open air covered pavilion."
- "A community gathering space for concerts/talks/meetings/events."

2. Cultural and Educational Programs
- "I think the children's section could use some revamping. I also am mostly interested in children's programming and often go to Natick or Framingham for author visits, stem creations, and other creative workshops."
- "Children's programs at the library. We often visit the Wellesley library for things of this nature."
- "arts programming, outdoor community gathering space."
- "Space for meetings, tutoring, book collection, quality interactive kids programming."

3. Infrastructure and Accessibility

- "Quite private study / meeting rooms."
- "Improve collection of large print, audio books, especially for seniors."
- "Parking."
- "Garbage pickup."
- "Easy transportation access. Not always easy to call ahead of time for rides."

4. Communication and Information Sharing

- "Ways to share community information: Wayland Town Crier. I sometimes feel "Wayland" doesn't exist because I know so little about life in town."
- "Better communication about what is offered and is going on in town."
- "Town Center that was a welcoming area like downtown Natick."
- "Wayland doesn't seem to matter to the majority of its population, since the ethos is to spend as little as possible on any service."

Q13: What three words would you hope to hear others use to describe the Town of Wayland in the future?

Here are the top 10 words and how often they were mentioned. There were 411 responses to this question:

Community - 45   **Accessible** - 21
Inclusive - 44   **Affordable** - 20
Welcoming - 44   **Vibrant** - 19
Diverse - 41   **Friendly** - 19
Safe - 34   **Beautiful** - 17

Q14: What three words <u>would you hope to hear</u> other used to describe the Wayland Free Public Library in the future?

Here are the top 10 words and how often they were mentioned. There were 415 responses to this question:

Welcoming - 77
Community - 45
Accessible - 34
Helpful - 30
Beautiful - 24
Engaging - 19
Innovative - 16
Educational - 13
Vibrant - 13
Resourceful - 10

Q15: Is there anything else you would like to share with us about the library?
There were 260 responses to this question. Here are the top categories and comments people wrote:

Children's Services and Spaces:
- "The children's team is wonderful!!"
- "The children's room could be brighter with more seating by the windows."
- "The children's room is often disappointing to me."
- "The children's space is very crowded and hard to move around with a stroller and small kids."
- "The children's room highlights topics pushing a specific political agenda."

Technology and Digital Resources:
- "The WiFi in the basement is quite bad."
- "Online ebook system is great, but it is hard to browse."
- "Please keep hoopla and Libby! More library museum passes would be great."

Community and Adult Programming:
- "Adult programming is excellent! The staff do a wonderful job bringing in speakers and hosting book groups."
- "Libraries serve as space for recitals and performances for the community."
- "I think the gap is in teen programming."

Facilities and Physical Space:
- "Maintain a library that is technologically advance yet respects and maintains some of the more traditional aspects of library life."
- "The library is handicapped because of its physical design and age."
- "The building is so dated with a tight entry and depressing children's room."

Operational Feedback and Suggestions:
- "It should be the go-to place for unorganized, family-friendly fun."
- "I was so disappointed when the new library vote failed."
- "I love the Minuteman system and use it frequently."

Staff and Service Appreciation:1
- "There are great people who work at our library."
- "The library staff has been so helpful in reserving the books I want and bringing them outside."
- "Truly appreciate the hybrid programming, allowing participation in talks/lectures from home."

Accessibility and Inclusion:
- "The library should consider space in the town center to expand its outreach programs."
- "Accessibility not just physically but for those for whom English is not their first language."

Q16: If you would like someone to follow up with you after this survey, please leave your name, email and phone number.
53 people left their information to be contacted.