

Stoneham Public Library

Long Range Plan 2021 – 2025

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***Approved by the Stoneham Public Library Board of Trustees at
their regularly scheduled meeting Tuesday, October 11, 2022.***

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Library Board of Trustees:

- Tricia DiPietro, Chair
- Rocco Ciccarello
- Jane Francis
- Susan Fixman, Vice Chair
- Kathryn FitzGerald, Secretary
- Jessica Killilea
- Mike Rora, former Chair

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- Martha Panther Buckley, Resident
- Kathryn FitzGerald, Trustee
- Susan Fixman, Trustee
- Jayne Leland, Resident and former staff member
- Cory Mashburn, Finance and Advisory Board
- Maureen Saltzman, Stoneham Public Library
- Erin Wortman, Planning & Community Development

SOAR Focus Groups:

- | | |
|---|-------------------------------|
| • Barbara Burke, Friends Board | • Grace Rosselli, Staff |
| • Ellie Domina, Vice President of Friends | • Jayne Leland, Staff |
| • Ginna Day, Friends Board | • Katie Witham, Staff |
| • Joyce Yoshizumi, President of Friends | • Kristine Cavaleri, Staff |
| • Ruth Haradon, Friends Board | • Laurie Lucey, Staff |
| • Teresa Galinaro, Friends Board | • Mary Cunningham, Staff |
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- Bob Saltzman, Resident
- Carol Leland, Patron
- Cory Mashburn, Stoneham Finance and Advisory Board
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- Dave Kurdzionak, Business owner
- David Watson, Patron
- Debbie Sullivan, Business owner
- Diane Murphy, Former town staff
- Donna Butler, Patron
- Elaine McKenzie, Former Library staff
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- Jeanne Grieve, Stoneham Garden Club
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- Myles McCarthy, Stoneham TV volunteer
- Paula Sasso, Sons of Italy
- Peg Daniels, Patron and former Friends treasurer
- Sharon Iovanni, Stoneham Bank

Consultants

- Kristi Chadwick (Massachusetts Library System)
- Barbara Alevras ([Private Consultant](#))

Introduction

The Massachusetts Board of Library Commissioners encourages libraries across the state to maintain three-to-five year strategic plans to help set priorities and achieve their missions and visions. Up-to-date strategic plans are also required for grant eligibility.

In Stoneham, the Library's five-year strategic planning process allows us to review progress on past strategic plans, assess current gaps and needs, and plan for the Library's future. In this unusual planning cycle, consultations with staff, community members, and other stakeholders helped us articulate broad themes and high-level goals for the Library to work towards. Being able to evaluate new opportunities and allocate resources in light of these core goals will help the Library remain a vibrant and relevant resource for Stoneham residents.

Vision Statement

The people of Stoneham will view the Library as the principal provider of information for all of our citizens.

The people of Stoneham will view the Library as a welcoming institution that provides unbiased research resources.

The people of Stoneham will view the Library as the principal instructor in state of the art information.

The people of Stoneham will view the Library as a nurturing component of a Town that supports the moral, ethical and successful future of our youth.

The people of Stoneham will view the Library as a source of a variety of high quality services from print material for recreational reading to online resources for research and lifelong learning.

The people of Stoneham will view the Library as a Community Center in a revitalized downtown district and the primary disseminator of community information.

The people of Stoneham will view the Library as an institution that welcomes debate, discussion of new ideas, and offers a neighborhood touch in an impersonal wider world of 24/7 information.

Mission Statement

A free public library is essential to the preservation and growth of our democratic institutions. The mission of the Stoneham Public Library is to ensure that all people of Stoneham have free and unfettered access to recorded information and ideas.

The Stoneham Public Library strives to provide its patrons with a welcoming atmosphere for lifelong learning, enrichment, and enjoyment via resources ranging from the written word to access to the latest technology. While offering these resources the Library also endeavors to provide instruction regarding their proper use and evaluation.

The Stoneham Public Library aspires to be the primary source of community information via cooperation with local agencies and organizations.

The Library offers a nurturing environment for groups, families and individuals and encourages the debate of new ideas while respecting the experience and knowledge of the past.

Assessment of User Needs

The Library launched a survey in June 2019 seeking community input on facilities, collections, programs, and services. The survey was available online through Survey Monkey and in print at the Library. The Library received 193 responses, of which 147 were complete.

Respondents valued the Library's physical and digital collections highly but overwhelmingly wished for more hours and an updated facility. Survey questions and responses are included in Appendix II.

In September 2019, community members participated in two focus group discussions. At the same time, Library staff, the Board of Trustees, and the board of the Friends of the Library completed a SOAR (Strengths, Opportunities, Aspirations, Results) exercise led by consultant Barbara Alevras.

Participants valued the Library's helpful staff and collections. The condition of the facility and the support of the town as shown in relationships and funding were identified as key areas for improvement.

Goals and Objectives

Facility

Stoneham Public Library is a twenty-first century library in a turn-of-the-twentieth-century facility. The building was constructed in 1904, with additions completed in 1931 and 1984. A facilities assessment conducted by Building Evolution Corporation in 2021 confirmed what staff, trustees, and patrons have all reported: the building needs a multi-million-dollar investment to address long-standing issues, most crucially water management and HVAC systems.

Goal

Using the newly completed facilities assessment, the Library will work with the Town of Stoneham to create a plan and timeline to address the following urgent structural needs:

- Roof repair
- HVAC replacement
- Window refurbishment and/or replacement
- Carpet replacement and asbestos remediation

Objective

The Library will work with the Town of Stoneham's Town Administrator, Facilities Department, Town Planner, Finance and Advisory Board, and other key stakeholders to align Library capital improvement requests with town-wide planning priorities.

- Sample activity: ensure Library is included in town-wide roof assessment and town-wide accessibility study by the Institute of Human Centered Design.
- Sample activity: identify vendors and get quotes for refurbishing historic windows.
- Sample activity: work with the Town Planner to identify grants, earmarks, and/or state appropriations to replace the failing HVAC system.

Objective

While the Library's main focus will be on the building envelope and systems, the Library will also take steps to address staff and patron concerns about the building interior.

- Sample activity: conduct a space assessment through MLS.
- Sample activity: repurpose unused or under-used spaces such as the photography room on the mezzanine level.
- Sample activity: identify an appropriate space and vendor for a library coffee cart.

Personnel and Hours

During the Great Recession, budget cuts forced the Library to reduce staff and operating hours. More than a decade later, these losses have not been made up. Staff are stretched thin across all departments, and patrons are eager for additional service hours.

Goal

The Library will secure an annual budget that supports the restoration of lost staff positions and lost service hours.

Objective

The Library will work with the Town Administrator, Finance and Advisory Board, staff unions, and other key stakeholders to determine staffing requirements.

- Sample activity: review existing staff positions and identify critical gaps.

Objective

The Library will work with the Town Administrator, Finance and Advisory Board, staff unions, and other key stakeholders to expand operating hours.

- Sample activity: review opening hours for potential earlier opening times.
- Sample activity: determine cost of additional weekend hours and explore funding options.

Collections

Goal

The Library will continue to invest in physical and digital collections that support the town's diverse residents and their varying information needs.

Objective

The Library will ensure that collections are current and accessible.

- Sample activity: create and implement a regular weeding schedule for all collections.
- Sample activity: shift from physical audiovisual collection (CDs, DVDs) to digital collections (ebooks, digital audiobooks).
- Sample activity: continue digitization of local history collection.
- Sample activity: expand Library of Things holdings.

Objective

The Library will build and maintain collections that represent the full diversity of the town's population.

- Sample activity: highlight books with diverse protagonists in the Junior Room.

Services

Goal

The Library will continue to engage with community through physical and virtual services that inform, educate, connect, entertain, and support the whole community.

Objective

The Library will provide programs and services for all ages.

- Sample activity: host a monthly speaker series including local authors and historians.
- Sample activity: expand calendar of children's events to include weekend programming.
- Sample activity: expand adult programming to broaden appeal to multiple age groups in addition to seniors

Objective

The Library will partner with community groups in Stoneham to bring programming and services to a wide range of patrons.

- Sample activity: work with Stoneham Public Schools to support middle school students in the absence of a school librarian.

- Sample activity: expand Library's support for Stoneham Reads.
- Sample activity: partner with community organizations (e.g. Senior Center, Boys and Girls Club) to bring programming to wider audience

Objective

The Library will provide the community with access to and support in using current and emerging technologies.

- Sample activity: build computer replacements into annual budget.
- Sample activity: set up makerspace and offer workshops and classes in using items such as the 3-D printer.

Marketing and Communications

Goal

The Library will engage with the community to build awareness of resources, programs, and services.

Objective

The Library will use a range of channels to promote programs and services.

- Sample activity: send weekly updates to the Stoneham Independent.
- Sample activity: expand adult email list to expand awareness of library programming
- Sample activity: send monthly newsletters to adult patrons and Junior Room parents.
- Sample activity: expand physical marketing channels (e.g. yard signs, police box in Stoneham Square)

Objective

The Library website will offer current, accessible information about programs, services, and resources.

- Sample activity: create process and designate key staff members to regularly update website.
- Sample activity: conduct an environmental scan of local library websites to identify areas of improvement for Stoneham.

Fundraising/Community Support

Goal

The Library will deepen community engagement through fundraising and volunteerism.

Objective

The Library will reestablish an active Friends of the Library group.

- Sample activity: recruit new president/co-presidents for Friends of the Library.
- Sample activity: reestablish mailing list for Friends of the Library.

Objective

The Library will recruit an active base of volunteers.

- Sample activity: develop and maintain project list for volunteers.

Objective

The Library will facilitate volunteer engagement across the town of Stoneham.

- Sample activity: provide opportunities for Stoneham community organizations to recruit volunteers.
- Sample activity: support community organizations by providing meeting rooms and other support.

Planning Process

Long range planning for this cycle began in the summer of 2019 with the launch of a community survey that patrons could complete in print or on the library website. The Library received 147 completed surveys. Survey questions and a summary of results are included in Appendix II. Community input was also provided through two focus groups hosted by the library in September 2019.

At the same time, consultant Barbara Alevras led staff, members of the Friends of the Library, and the Board of Trustees in a SOAR (Strengths, Opportunities, Aspirations, Results) exercise to surface key themes, challenges, and goals. Results of the SOAR exercise are included in Appendix I.

In March 2020, the strategic planning process was interrupted with the onset of the COVID-19 global pandemic and emergency shutdowns.

In May 2021 a strategic planning subcommittee was formed, with library trustees, staff, and community members representing a variety of perspectives. The subcommittee met virtually in August 2021 to review survey results and discuss the Library's needs and goals. Kristi Chadwick of the Massachusetts Library System met with the subcommittee in October 2021 to discuss the Library's challenges and goals.

The subcommittee held a final meeting in September 2022 to finalize a draft of the plan.

Appendix I: Stoneham Library SOAR Exercise

STONEHAM PUBLIC LIBRARY SOAR ANALYSIS 2019 - SUMMARY

TRUSTEES/ FRIENDS BOARDS		STAFF	
STRENGTHS - TOP 3 (in descending order)		STRENGTHS - TOP 3 (in descending order)	
1	Helpful Staff	1	Friendly, Helpful Staff Provides Personalized Service; Goes Above and Beyond
2	Welcoming Children's Room (e.g., interactive activities, separated from adult space)	2	Collaborative Work Environment; Strong, Collegial Team
3	Innovative Staff, Willing to Try New Things	3	Good-Sized Physical and Digital Collections
OPPORTUNITIES - TOP 3 (in descending order)		OPPORTUNITIES - TOP 3 (in descending order)	
1	Ever-Changing Technology; Increasing Need for Tech Skills and Access to Tech Devices	1	Information Gap; Many Residents Unaware of Library Offerings
2	Untapped Population of Potential New Users (Stoneham 101)	2	Untapped Young Adults Population (non-patrons)
3	Growing Importance of STEM Skills and Resources (e.g., "Engineering is Elementary" initiative)	3	Unexplored Relationships with Town Officials (admin. reps., schools, town boards)
ASPIRATIONS - TOP 3 (in descending order)		ASPIRATIONS - TOP 3 (in descending order)	
1	Staffing Level Supports Effective and Efficient Library Operations	1	Staff and the Community Feel Safe in the Building
2	Facility is Safe, Inclusive, Welcoming, and Well-Maintained	2	Town Administration Views Library as a Critical Community Resource
3	Library Funding is Comparable to Peer Towns' Library Budgets	3	Expand Patron Base; Attract/Engage More and More Diverse Patrons (age groups, race/ethnicities, etc.)
RESULTS - TOP 3 (in descending order)		RESULTS - TOP 3 (in descending order)	
1	Increased Year-Over-Year Annual Library Budget	1	Decreased # Complaints about the Space, including Furniture and Fixtures
2	Increased # of Different Types of Programs Offered	2	Improved Air Quality Test Results
3	Increasingly Positive Program Attendee Feedback	3	Increased # Programs Offered

2019 STONEHAM PL SOAR RESULTS - STRENGTHS

TRUSTEES/FRIENDS BOARDS INPUT:

SPL strengths from 1 (most important) to 11 (least important).

Answers	1	2	3	4	5	6	7	8	9	10	11	Score
1 Helpful Staff	4	2	2	0	0	0	0	0	0	0	0	10.25
2 Welcoming Children's Room (e.g., interactive activities, separated from adult space)	1	1	3	1	1	1	0	0	0	0	0	8.63
3 Innovative Staff, Willing to Try New Things	1	3	0	2	0	0	0	1	1	0	0	8.00
4 Excellent Reference Desk Staff	0	2	1	1	1	1	0	1	0	0	1	6.88
5 Popular Children's Programs	0	0	0	1	4	1	1	0	1	0	0	6.25
6 Large Collection Accessible via ILL Service	1	0	0	1	1	1	2	1	0	1	0	6.00
7 Up-to-Date Computers	1	0	1	0	1	1	1	0	1	2	0	5.63
8 Multiple Book Clubs	0	0	1	1	0	1	1	0	1	1	2	4.38
9 Comfortable Facility Size; Ample Space	0	0	0	1	0	0	2	3	0	1	1	4.13
10 Assorted Museum Passes	0	0	0	0	0	1	1	2	3	1	0	3.75
11 Large Print Books Collection	0	0	0	0	0	1	0	0	1	2	4	2.13
If you have one or more additional SPL strengths we should capture in our final SOAR results, please list them.												
1 Beautiful, historical town building												
2 Convenient location and parking availability												

STAFF INPUT:

SPL strengths from 1 (most important) to 12 (least important).

Answers	1	2	3	4	5	6	7	8	9	10	11	12	Score
1 Friendly, Helpful Staff Provides Personalized Service; Goes Above and Beyond	8	3	0	0	0	0	1	0	0	1	1	0	10.00
2 Collaborative Work Environment; Strong, Collegial Team	1	3	1	1	1	1	0	0	1	3	1	1	6.79
3 Good-Sized Physical and Digital Collections	0	2	2	3	2	0	1	1	2	0	0	1	7.50
4 Welcoming, Attractive Juniors Room	1	0	1	2	2	2	1	3	0	2	0	0	6.93
5 Nice Facility; Good Mix of Old and New Architecture	1	0	1	0	0	2	0	0	2	0	3	5	3.93
6 Attractive, Safe Facility Exterior	0	2	1	1	1	2	2	1	0	2	1	1	6.36
7 Convenient Location with Sufficient Free Parking	0	1	2	1	0	1	0	1	2	3	1	2	5.21
8 Clean, Well-Maintained Building	3	0	2	2	1	1	0	2	1	0	2	0	7.64
9 Popular Children's Programs	0	1	1	1	2	4	2	1	2	0	0	0	7.07
10 Diverse Adult Programs	0	0	1	1	2	0	3	2	1	2	0	2	5.36
11 Current, Upgraded Computers	0	2	2	0	2	1	3	0	2	1	0	1	6.79
12 Availability of Community Meeting Space	0	0	0	2	1	0	1	3	1	0	5	1	4.43
If you have one or more additional strengths we should capture in our final SOAR results, please list them.													
1 Innovative programs for 21st century													
Items 7 to 12 are not strengths of our current library. While they are important qualities for a library to have, I do not feel they are current strengths. NOTE: N/A-Not a Strength. Feedback from someone who disagreed with several Strengths cited by colleagues. Plus, row #s don't correlate with prioritization #s.													
2													

2019 STONEHAM PL SOAR RESULTS - OPPORTUNITIES

TRUSTEES/FRIENDS BOARDS INPUT:

SPL opportunities from 1 (most important) to 9 (least important).

Answers	1	2	3	4	5	6	7	8	9	Score
1 Ever-Changing Technology; Increasing Need for Tech Skills and Access to Tech Devices	3	1	2	0	1	1	0	0	0	7.25
2 Untapped Population of Potential New Users (Stoneham 101)	1	2	0	4	1	0	0	0	0	6.75
3 Growing Importance of STEM Skills and Resources (e.g., "Engineering is Elementary" initiative)	0	3	0	1	1	1	1	0	1	5.38
4 Unexplored Collaborations with Community Groups	1	1	1	0	2	0	2	0	1	5.13
5 Expanding Interest in "Borrowing vs. Buying" Materials (Library of Things, makerspaces)	2	0	1	1	1	0	0	2	1	5.13
6 Need for Flexible (multi-purpose) Space for Individuals and Groups (e.g., work, study, and meeting space)	0	1	2	0	0	3	1	1	0	4.88
7 Need for More Community Group Gathering Spaces (esp. multi-generational, diverse groups)	1	0	1	1	1	1	0	1	2	4.38
8 Reduced Cost and Increased Availability of New, Improved Marketing Tools and Skills	0	0	0	1	1	1	2	3	0	3.38
9 Interest in Writing Literacy for All Ages	0	0	1	0	0	1	2	1	3	2.75
If you have one or more additional SPL opportunities we should capture in our final SOAR results, please list them.										
1 Exchange ideas and share programs with other libraries NOTE: N/A-IDEA-A specific tactic (task) vs. an opportunity.										

STAFF INPUT:

SPL opportunities from 1 (most important) to 10 (least important).

Answers	1	2	3	4	5	6	7	8	9	10	Score
1 Information Gap; Many Residents Unaware of Library Offerings	5	2	2	2	0	1	0	1	0	0	8.15
2 Untapped Young Adults Population (non-patrons)	5	2	1	1	1	0	0	1	2	0	7.38
3 Unexplored Relationships with Town Officials (admin. reps., schools, town boards)	0	1	2	1	3	4	1	0	1	0	5.85
4 Growing Interest in Non-Book-Related Programs (arts & crafts, entertainment, tech skills)	1	1	3	0	1	2	4	0	0	1	5.85
5 Unrealized Partnerships/Collaborations with Local Organizations	0	3	2	0	2	1	1	0	1	3	5.31
6 Numerous Branding/Outreach Opportunities via Complementary Community Activities/Events	0	2	0	1	2	1	3	3	1	0	5.00
7 Increased Acceptance and Use of Social Media	0	1	0	4	1	0	2	3	1	1	4.85
8 Underserved Population of Non-Native English-Speaking Residents	1	0	1	1	3	2	0	2	0	3	4.77
9 Underutilized Local Advertising and Promotional Resources	0	1	1	3	0	1	0	3	2	2	4.46
10 Increasing Interest in Non-Book Materials ("Borrowing vs. Buying," Library of Things)	1	0	1	0	0	1	2	0	5	3	3.38
If you have one or more additional SPL strengths we should capture in our final SOAR results, please list them.											
1 Campaign for increased membership in Friends organization NOTE: N/A-IDEA-A specific tactic (task) vs. an opportunity.											
2 More collaborations with our new media lab, high school, senior center, etc. NOTE: N/A-IDEA-A specific tactic (task) vs. an opportunity.											

2019 STONEHAM PL SOAR RESULTS - ASPIRATIONS

TRUSTEES/FRIENDS BOARDS INPUT:

SPL aspirations from 1 (most important) to 7 (least important). The Library will...

Answers	1	2	3	4	5	6	7	Score
1 Staffing Level Supports Effective and Efficient Library Operations	2	2	1	1	1	0	1	4.88
2 Facility is Safe, Inclusive, Welcoming, and Well-Maintained	1	2	2	0	2	1	0	4.63
3 Library Funding is Comparable to Peer Towns' Library Budgets	3	0	0	2	2	0	1	4.50
4 Info, Programs, and Services Educate and Entertain the Community	0	1	3	2	1	0	1	4.13
5 Be Viewed as a "First Choice" Community Destination (physical and digital spaces)	2	1	0	1	1	0	3	3.75
6 Library Hours Meet the Community's Needs (e.g., more weekend hrs)	0	2	0	1	0	4	1	3.13
7 Staff is Knowledgeable about Current/Trending Technologies	0	0	2	1	1	3	1	3.00
If you have one or more additional SPL aspirations we should capture in our final SOAR results, please list them.								
1 N/A - No additional submissions								

STAFF INPUT:

SPL aspirations from 1 (most important) to 12 (least important). The Library will...

Answers	1	2	3	4	5	6	7	8	9	10	11	12	Score
1 Staff and the Community Feel Safe in the Building	4	1	2	1	1	0	1	1	0	1	1	0	8.62
2 Town Administration Views Library as a Critical Community Resource	1	6	0	1	0	1	0	1	1	2	0	0	8.38
3 Expand Patron Base; Attract/Engage More and More Diverse Patrons (age groups, race/ethnicities, etc.)	1	4	1	2	1	0	1	0	1	2	0	0	8.31
4 Collections are Up-to-Date, Attractively Displayed, and Accessible	2	0	0	3	2	2	1	1	0	1	0	1	7.38
5 Community Values Library Offerings	2	0	1	1	1	1	3	3	0	0	0	1	7.08
6 Offer and Use Current Technology	0	0	2	0	3	2	1	1	2	0	1	1	6.15
7 Operating Hours Meet the Community's Needs (convenient days/hrs)	0	0	1	2	2	3	0	0	1	1	2	1	5.92
8 Deliver a Wide Variety of Adult Programs	0	1	1	1	0	1	3	1	1	3	0	1	5.69
9 Remain a Relevant Educational and Information Resource	2	1	1	0	0	1	0	1	2	1	2	2	5.69
10 Facility is Attractive, Comfortable, and Clean	0	0	3	1	0	1	1	0	1	1	3	2	5.15
11 Number and Skillsets of Staff Meet Departmental and Patron Needs	1	0	0	1	1	0	0	4	3	0	1	2	5.00
12 Facility Accommodates Diverse Staffing and Patron Needs (configuration et al)	0	0	1	0	2	1	2	0	1	1	3	2	4.62
If you have one or more additional SPL aspirations we should capture in our final SOAR results, please list them.													
1 Increase in Staffing NOTE: N/A: IDEA-A specific tactic (task) vs. an aspiration.													
With safety, be more proactive when alarms go off. Many times metal detector goes off and people just brush it off. To													
2 possibly have a police officer occasionally check up on things and safety concerns. I feel that anybody can just walk in.													
Would like better security. NOTE: N/A: IDEA-A specific tactic (task) vs. an aspiration.													

2019 STONEHAM PL SOAR RESULTS - RESULTS

TRUSTEES/FRIENDS BOARDS INPUT:

SPL results from 1 (most important) to 12 (least important).

Answer Options	1	2	3	4	5	6	7	8	9	10	11	12	Score
1 Increased Year-Over-Year Annual Library Budget	5	0	0	1	0	0	0	2	0	0	0	0	9.88
2 Increased # of Different Types of Programs Offered	2	0	3	0	0	1	0	0	1	0	0	1	8.25
3 Increasingly Positive Program Attendee Feedback	0	1	1	0	2	1	1	0	0	1	1	0	6.88
4 Increased # of Library Visitors (via people counter)	0	2	1	0	1	0	1	0	1	1	1	0	6.88
5 Increased # of Program Attendees	0	2	0	0	1	1	1	1	0	1	1	0	6.63
6 Increased # of Programs Offered	0	1	0	1	1	1	2	0	1	0	1	0	6.63
7 Increased # of Library Cards	1	0	0	2	1	0	0	1	1	0	1	1	6.25
8 Increased # of New Library Card Holders	0	1	1	1	0	0	2	0	0	2	1	0	6.25
9 Consistently Improving Library Performance Feedback	0	0	0	1	0	2	1	3	1	0	0	0	6.00
10 Increased # of Community Groups using Meeting Rooms	0	0	1	1	0	2	0	0	1	1	1	1	5.38
11 Increased # of Meeting Room Reservations	0	0	0	1	2	0	0	1	1	1	1	1	5.00
12 Increased # of Friends Members	0	1	1	0	0	0	0	0	1	1	0	4	4.00
If you have one or more additional SPL results we should capture in our final SOAR results, please list them.													
1 N/A - No additional submissions													

STAFF INPUT:

Please rank each of the following SPL results from 1 (most important) to 11 (least important).

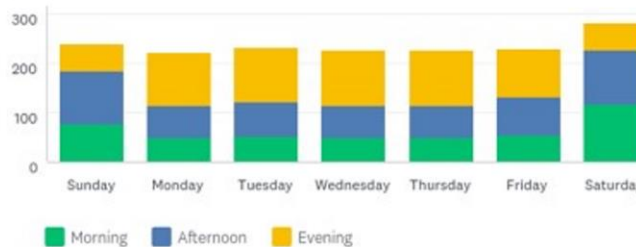
Answer Options	1	2	3	4	5	6	7	8	9	10	11	Score
1 Decreased # Complaints about the Space, including Furniture and Fixtures	0	0	1	0	0	2	0	0	0	7	3	2.92
2 Improved Air Quality Test Results	0	0	1	1	2	0	2	0	1	0	6	3.85
3 Increased # Programs Offered	1	5	0	2	2	1	2	0	0	0	0	8.23
4 Increased # Program Attendees	1	1	3	1	2	3	0	1	1	0	0	7.31
5 Increased Positive Program Feedback from Attendees	0	1	1	1	0	2	2	2	1	2	1	5.00
6 Positive Community Feedback (online reviews, surveys, interviews, focus groups)	0	1	0	1	1	1	2	3	4	0	0	5.00
7 Increased Funding for Facility Improvement Initiatives (redesign, new furniture, general appearance)	1	2	3	2	3	1	0	1	0	0	0	8.08
8 Increased Usage of Redesigned/Improved Facility Spaces	2	0	0	2	0	2	2	1	2	2	0	5.69
9 Increased # of Safety Training Sessions Conducted for Staff	4	0	0	2	0	0	2	2	1	2	0	6.54
10 Increased Town Budget (\$)	4	2	1	0	3	1	0	1	1	0	0	8.23
11 Furniture and Fixtures Remain Graffiti-Free	0	1	3	1	0	0	1	2	2	0	3	5.15
If you have one or more additional SPL results we should capture in our final SOAR results, please list them.												
1 When talking about furniture and such, I think it would be great to get patrons' input on remodeling and such and what they would like to see for furniture and comfort. NOTE: N/A: IDEA-A specific tactic (task)												

Appendix II: Stoneham Public Library User Survey

STONEHAM PUBLIC LIBRARY COMMUNITY SURVEY 2019

TOTAL RESPONSES = 193
Completed 147 || Completion Rate 76%

Q1: What time of day is most convenient for you to visit the Library or attend a program or event? (Check as many days/timeframes as apply)



NOTES:

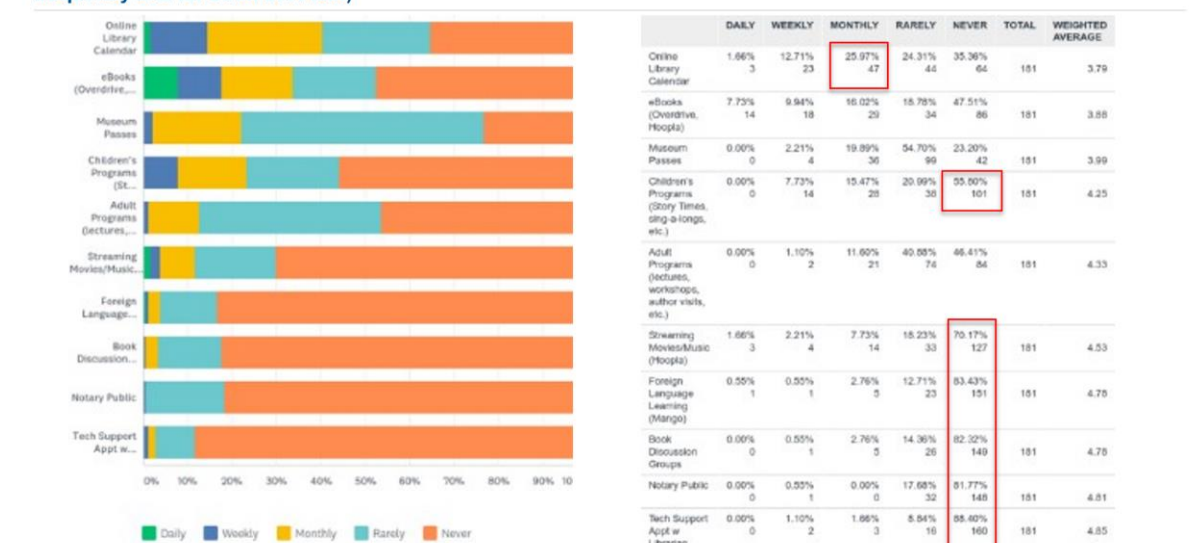
- >70% indicate that weekends during the day are the most convenient times
- >50% indicate that weekday evenings are also convenient times
 - Monday evenings (67.5%) track slightly higher than other weekday evenings
- Weekday days are the least convenient times

TOP 3 MOST CONVENIENT TIMES:

1. Sunday Afternoons (75%)
2. Saturday Mornings (72%)
3. Monday Evenings (68%)

	MORNING	AFTERNOON	EVENING
Sunday	53.10% 77	75.17% 109	37.93% 55
Monday	31.87% 51	40.00% 64	67.50% 108
Tuesday	30.59% 52	41.76% 71	64.12% 109
Wednesday	29.82% 51	36.84% 63	66.67% 114
Thursday	28.99% 49	39.05% 66	66.86% 113
Friday	33.54% 55	46.95% 77	59.76% 98
Saturday	71.95% 118	67.07% 110	32.93% 54

Q2: On average, how often do you use the following Library services? (Check a frequency box for each service.)



Q3: Please rank the following Library services from 1 (MOST) to 11 (LEAST) important to you and your family.

	1	2	3	4	5	6	7	8	9	10	11	
Physical Collection Materials (books, audiobooks, movies)	33.77% 51	16.56% 25	15.23% 23	11.92% 18	5.96% 9	5.96% 9	4.64% 7	2.65% 4	2.65% 4	0.00% 0	0.66% 1	MOST IMPORTANT (ranked 1 -3):
Digital/Online Resources (eBooks, online databases, streaming music/movies)	16.33% 24	17.69% 26	12.93% 19	12.93% 19	8.16% 12	5.44% 8	5.44% 8	6.12% 9	6.80% 10	5.44% 8	2.72% 4	1. Physical Collection Materials = 66%
Museum Passes	11.26% 17	17.88% 27	13.91% 21	7.95% 12	17.88% 27	6.62% 10	6.62% 10	6.62% 10	3.31% 5	3.31% 5	4.64% 7	2. Digital/Online Resources = 47%
Quiet Space for Studying/Reading/Relaxing	6.04% 9	12.08% 18	9.40% 14	10.07% 15	12.08% 18	12.08% 18	14.09% 21	12.08% 18	4.70% 7	3.36% 5	4.03% 6	3. Museum Passes = 43%
Children's Programs/Events	15.86% 23	13.79% 20	11.03% 16	6.21% 9	4.14% 6	6.21% 9	4.14% 6	8.28% 12	4.14% 6	10.17% 15	11.03% 16	
Adult Programs/Events	6.62% 10	5.30% 8	9.93% 15	15.23% 23	13.25% 20	9.93% 15	14.57% 22	7.95% 12	7.25% 11	3.97% 6	5.96% 9	
Help from a Librarian	5.96% 9	7.28% 11	9.93% 15	11.92% 18	8.61% 13	11.26% 17	11.26% 17	11.26% 17	10.60% 16	7.95% 12	3.97% 6	
Access to Free WiFi, Computers, and Printers	6.67% 10	7.33% 11	8.67% 13	10.67% 16	8.67% 13	12.67% 19	8.67% 13	10.67% 16	10.67% 16	8.67% 13	6.67% 10	
Teen Programs/Events	1.39% 2	3.47% 5	4.17% 6	5.56% 8	6.25% 9	11.81% 17	11.81% 17	5.56% 8	11.11% 16	20.63% 30	18.06% 26	LEAST IMPORTANT (ranked 9 -11):
Meeting Rooms	2.04% 3	1.36% 2	4.76% 7	3.40% 5	8.16% 12	6.80% 10	6.80% 10	11.56% 17	17.69% 26	12.24% 18	25.17% 37	1. Tech Training = 52%
Technology Training	0.00% 0	1.36% 2	2.07% 3	4.83% 7	6.21% 9	9.66% 14	8.97% 13	15.17% 22	18.62% 27	17.24% 25	15.86% 23	2. Meeting Rooms = 55%
												3. Teen Programs/Events = 50%

Q4: How valuable would each of the following potential new library offerings be to you?

	VERY VALUABLE	VALUABLE	SOMEWHAT VALUABLE	NOT VALUABLE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
More Hours (evenings, Saturdays)	42.58% 66	28.39% 44	14.84% 23	6.45% 10	7.74% 12	155	2.05
More Digital Services (online, streaming)	34.19% 53	30.32% 47	20.65% 32	6.45% 10	8.39% 13	155	2.25
Classes (computer basics, careers, etc.)	21.29% 33	34.19% 53	27.10% 42	9.68% 15	7.74% 12	155	2.45
Library of Things (non-traditional items to lend like musical instruments, tech device charging cords, robotics, tools)	15.71% 29	29.03% 45	27.74% 43	11.61% 18	12.90% 20	155	2.71

	VERY VALUABLE	VALUABLE	SOMEWHAT VALUABLE	NOT VALUABLE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
More Quiet Study/Meeting Space	15.71% 29	23.87% 37	30.97% 48	14.84% 23	11.61% 18	155	2.77
More Physical Media (CDs, DVDs)	12.26% 19	31.61% 49	30.97% 48	14.19% 22	10.97% 17	155	2.80
Makerspace (creative projects/ spaces, updated technology)	16.13% 25	25.39% 44	27.74% 43	10.32% 16	17.42% 27	155	2.85
Coffee Cart	20.60% 31	23.87% 37	17.42% 27	29.03% 45	9.68% 15	155	2.85
Scanner	14.19% 22	25.81% 40	25.85% 41	21.29% 33	12.26% 19	155	2.92
More Computers	9.03% 14	26.45% 41	33.55% 52	20.65% 32	10.32% 16	155	2.97
Fax Machine	4.52% 7	21.29% 33	26.45% 41	35.06% 54	9.68% 15	155	3.27

MOST VALUABLE (very valuable + valuable) :

1. More Hours = 71%
2. More Digital Services = 65%
3. Classes = 56%

LEAST VALUABLE (somewhat valuable + not valuable) :

1. Fax Machine = 65%
2. More Computers = 54%
3. Scanner = 48%

Q5: I don't use the Library because...

ANSWER CHOICES	RESPONSES
N/A – I Use the Library Regularly	51.95% 80
Other (please be specific)	27.92% 43
I Don't Need It (buy my reading materials, internet access at home)	11.69% 18
Uncomfortable Furniture/Layout	9.74% 15
Uncomfortable Environment (too hot/cold/noisy, air is stale/musty)	9.09% 14
Inadequate Collection (can't find books/materials that interest me)	7.79% 12
Limited Parking	6.49% 10
Insufficient Staffing (can't get help when I need it)	3.25% 5
I Don't Know How to Find the Information, Materials, and Resources I Need	2.60% 4
I have Physical Challenges (difficulty walking/driving, vision problems)	1.30% 2
I Need Non-English Language Materials, Programs, and/or Services	0.00% 0
Total Respondents: 154	

NOTE: 52% of Respondents Use the Library Regularly

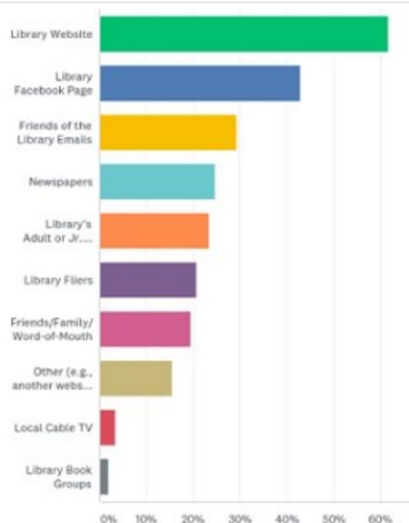
TOP 3 REASONS:

1. I Don't Need It = 12%
2. Uncomfortable Furniture/Layout = 10%
3. Uncomfortable Environment = 9%

OTHER RESPONSES:

1. Unrelated Comment (x18)
2. Inconvenient Hours (x16)
3. Unappealing Physical Space (e.g., neighboring libraries are nicer, lack of A/C, smells musty) (x6)
4. Unfriendly/Unwelcoming Staff (x4)
5. Misc. Personal Reasons (x3)

Q6: How do you prefer to find out about Library programs and events?



ANSWER CHOICES	RESPONSES
Library Website	61.69% 95
Library Facebook Page	42.86% 66
Friends of the Library Emails	29.22% 45
Newspapers	24.68% 38
Library's Adult or Jr. Email List	23.38% 36
Library Fliers	20.78% 32
Friends/Family/Word-of-Mouth	19.48% 30
Other (e.g., another website or social media account) (Please be specific.)	15.58% 24
Local Cable TV	3.25% 5
Library Book Groups	1.95% 3

OTHER RESPONSES :

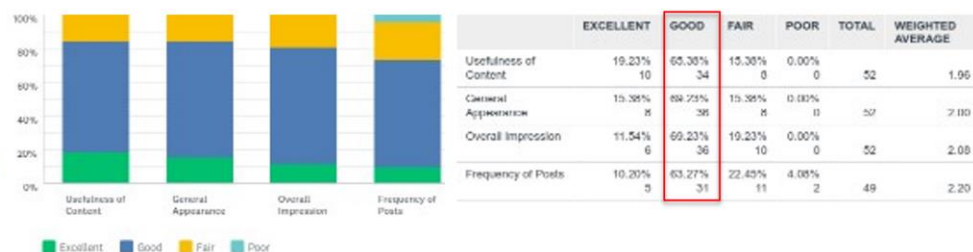
- Facebook (x7)
- Social Media (x5)
- Twitter (x4)
- Email (x3)
- Mail (x2)
- Distributed thru Schools (x1)

Library's Online Presence

Q7: Please rate the Library's new website on each of the following.



Q8: Please rate the Library's Facebook page on each of the following.



Q9: If you had to describe the Library's facility (building and grounds), would you say it...

ANSWER CHOICES	RESPONSES	
Is FINE as it is	31.1%	47
Needs SOME improvement	41.7%	63
Needs A LOT of improvement	23.8%	36
I haven't visited the Library	3.3%	5
TOTAL		151

NOTES:

- 97% of respondents have visited the Library at some point
- 66% of respondents indicated the Library needs **SOME** or **A LOT** of improvement

Q10: You indicated that the Library facility is in need of SOME or A LOT of improvement. What's the single most important improvement the Library should make to its interior or exterior space? (1/3)

- **UPDATE/MODERNIZE DECOR (x33)**
 - Increase/improve lighting (x8)
 - Misc.: Reduce musty odor, update paint colors, replace window hangings, and improve signage
- **IMPROVE INTERIOR SPACE USAGE (x21)**
 - Enlarge/enhance children's room (update and offer more hands-on activities/toys) (x9)
 - Increase quiet reading, studying, and working spaces
 - Misc.: Offer teen space and makerspace, improve computer workstation area
- **REPLACE FURNITURE/ADD MORE COMFORTABLE FURNITURE (x16)**
- **IMPROVE EXTERIOR APPEARANCE (x13)**
 - Add outdoor seating (picnic tables, benches)
 - Maintain grounds (reduce litter and weeds)

Q10: You indicated that the Library facility is in need of SOME or A LOT of improvement. What's the single most important improvement the Library should make to its interior or exterior space? (2/3)

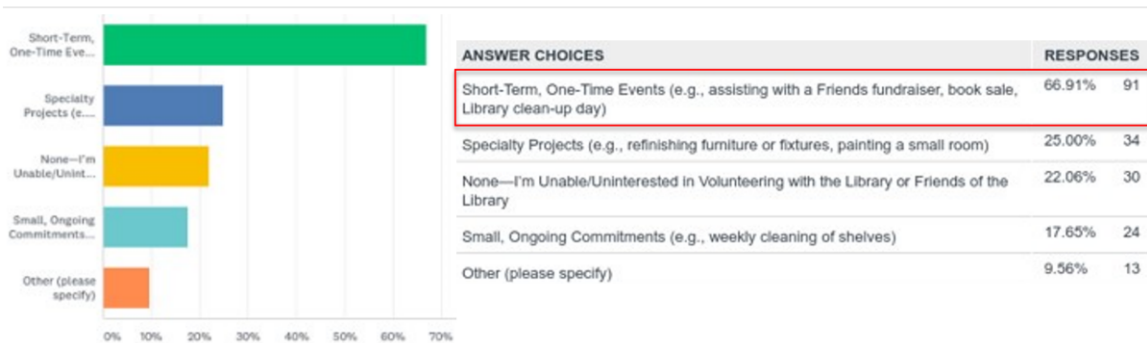
- **MISC.**
 - Address water issues (e.g., water damage, walkway/parking lot flooding)
 - Improve parking (eliminate 2-hour limit, add more spaces)
 - Accommodate beverages (add beverages for parents during children's activities, add a café)

Responses to the following open-ended questions are presented in the supplemental *Stoneham Public Library Ideas Report 2019*

Q11. Please share up to three (3) ideas for new Library programs, materials/resources, or services that you and/or your family would find valuable/interesting.

Q12. Feel free to share any additional feedback or suggestions you have for the Stoneham Public Library and how it can improve over the next five years.

Q13: Please indicate which of the following volunteer opportunities is/are most appealing to you?



OTHER RESPONSES :

- Unable to volunteer (no time x3, physical limitations)
- Help plan/conduct children's programs/activities (x2)
- Wish list support
- Assistance in setting up a booth at Town Day
- Testing usability of online Library website changes
- **NOTE:** Pack 540 Cub Scouts might be able to help out for a "one-time deal" assistantcubmasterpack540@gmail.com