

***Needham Free Public Library
Strategic Plan
FY2017 - FY2021***

Table of Contents

MESSAGE FROM DIRECTOR AND STRATEGIC PLANNING CHAIR	Page 2
ACKNOWLEDGEMENTS	Page 3
HISTORY & STATISTICS	Page 4-5
METHODOLOGY	Page 6-8
MISSION & VISION STATEMENTS	Page 9
GOAL 1: COLLECTIONS	Page 10
GOAL 2: PROGRAMS & SERVICES	Page 11-12
GOAL 3: TECHNOLOGY	Page 13
GOAL 4: COMMUNITY ENGAGEMENT & PARTNERSHIPS	Page 14
GOAL 5: FACILITY	Page 15
GOAL 6: STAFF	Page 16
Appendix A: Currently Available Library Programs and Services	Page 17-18
Appendix B: Needham Demographics	Page 19-21
Appendix C: SOAR/“Word Clouds”	Page 22-23
Appendix D: Community Survey and Results	Page 24-47

Message from the Library Director and Strategic Planning Chairperson

It is with great anticipation that we present the latest Strategic Plan for the Needham Free Public Library for FY2017 through FY2021. It is the result of extensive work on the part of dedicated community members, library staff, and library board members who worked together to define a shared vision and mission for our library in the immediate future. More than 800 survey respondents, 50 staff and trustees, and 12 strategic planning committee members provided extensive input to shape this plan. The committee met regularly during 2015, making adjustments and honing the plan to present the best possible framework based on all the data sources. The plan focuses on building existing resources and services and, through strengthening and enhancing them, making the library a greater resource for the Needham Community. The ubiquity of technology, new devices and formats, and other nontraditional library services necessitates assistance and training from a knowledgeable and competent staff. The new strategic plan provides guidance and a framework for the administration and trustees to deliver higher levels of service through the library and to offer greater community resources to the Town of Needham.

With the economic challenges that face most municipalities today, the library aspires to achieve a higher standard of value for the Needham community. A rapidly changing technological landscape offers great opportunities to teach, learn, grow, and educate through intriguing new ways. Twenty-first century libraries are places where the community networks, interfaces, and connects with others within the confines of the library and beyond. Patrons can utilize many of the library's services 24/7; however, a large contingent of library users remains loyal to visiting for the purposes of mentoring, recreational reading, program participation, and group study. The collections, resources, and technological infrastructure, as well as traditional physical meetings spaces within the Library, are viewed by many as one of the town's greatest resources. The community inspired the committee to develop library programs and services that are specific to Needham and that represent the community's aspirations. This plan provides a framework for meeting those needs and achieving that vision.

Sincerely,

Ann MacFate, Library Director
Needham Free Public Library

Dana Mastroianni
Strategic Planning Chair

Acknowledgements

Trustees

Thank you to the members of the Needham Library Board of Trustees for their participation and dedication to the Long Range Planning process. The guidance of these individuals was extremely useful, insightful, and greatly appreciated: Lois Bacon, Rose Doherty, Richard Hardy, Thomas Harkins, Margaret Pantridge, Greg Shesko, and Carol Thomas

Staff

Thank you to the staff of the Needham Free Public Library for its participation in the Long Range Planning process. It will be its hard work, dedication, collaboration, and team effort that will see these initiatives to their fruition

Planning Committee Members

Thank you to the members of the Strategic Planning Committee who devoted their time, offered their unabashed opinions, and worked tirelessly to see this project to completion: Lisa Arm, Robert Begin, Matthew Borrelli, Charlotte “Char” Buxton, Shelia Clark, Gary Gillis, Gloria Greis, Richard Hardy, Deborah Hoadley, Ann MacFate, Dana Mastroianni, Keith McClelland, Brett McNeice, Margaret Pantridge, Thomas Soisson, Jeremy Sutherland, Simone Walker

Patrons of the Needham Free Public Library

Finally, a very sizable thank you to the Library patrons who responded to the survey and to all the members of the community who inspire us to make the library better every day.

Special Thanks

A special thank you to staff members Danielle Tawa and Gay Ellen Dennett who worked diligently to compile data and graphs and transform the strategic plan into an organized readable document. Special thanks and sincere appreciation to advisor Deborah Hoadley from Hoadley Consulting, who guided us throughout the planning process.

History and Statistics

TOWN OF NEEDHAM

Originally part of the Town of Dedham, the Town of Needham was incorporated on November 5, 1711, after the more than fifty families that resided in the area petitioned the Great and General Court for separation. The families found it difficult to make the trip to Dedham for church, trading, and town meetings. The original town included what is now Wellesley, plus a small portion of Natick. The current town differs dramatically from its agrarian beginnings. Following three centuries of growth and change, Needham has evolved into a highly desirable suburb of Boston. The town's population remains fairly steady at 31,446 (2015 Town Census). Residents celebrated Needham's one-year tercentennial from November 5, 2010 to November 5, 2011.

During the past several years the town has embarked on many major infrastructure improvements. In 2011 the Town Hall underwent major renovations and expansion. The Center at the Heights, or Senior Center, opened in November 2013, with state of the art technology, exercise rooms, and meeting space designed specifically for seniors. The Town recently purchased land on which to build a new elementary school that will replace the aging Hillside school. The Town maintains a forward looking capital plan that both maintains its current buildings and provides for future growth.

Needham is conveniently located for travel to Boston, Cape Cod, or northern New England. There are currently two entrances to route 95 (128) and a third entrance will be part of the Add-A-Lane project that is progressing rapidly. Residents have rail service to Boston's South Station and bus service to Newton and Watertown.

The town has three business centers, Needham Center, Needham Heights, and a fast-developing, mixed-use area on the east side of route 128 (95) that is known as Needham Crossing. The business centers offer a variety of shops, restaurants, and services, including housing.

Real estate values in Needham, are on the rise, as many small homes are purchased by builders who demolish them and build "McMansions." According to Zillow, the current median price for a house in Needham is \$785,800, up 4% over the last year. At the present time, there are two large housing developments that contain 40B units that are in the planning stage. When these projects are completed, Needham will have reached its State mandated number for affordable housing.

Needham is governed by a Board of selectmen and a Representative Town meeting. The Board of Selectmen hires a Town Manager to oversee the day-to-day operations of the town.

LIBRARY STATISTICS for FY2015

HOLDINGS	
PRINT	144,662
NON-PRINT	69,494
TOTAL HOLDINGS	214,156

CIRCULATION	
Direct	513,484
Total Circulation Activity	576,604
Circulation per Capita	20
ILL Received	60,595
ILL Provided	63,120
Total Books Circulated	349,130
Total Periodicals Circulated	3,412
Total Audiobooks Circulated	40,468
Total Videos Circulated	89,821
Total Ebooks Circulated	17,248
Total Downloaded Audiobooks Circulated	7,840

STAFFING	
Total Full Time	13
Total Part-Time	34
FTE's	25

Methodology

The Needham Free Public Library is a municipal library funded by the Town of Needham, and governed by a seven member elected Board of Library Trustees. Daily operations are handled by the library director who is overseen by a Town Manger form of government. The Library's previous Strategic Plan, which focused on information fluency, celebrating diversity, and stimulating imagination, dovetails seamlessly into the current strategic plan.

The preparation for the planning process began in the fall of 2014, with more focused discussions occurring in the early winter of 2015. The current and former chairpersons of the trustees, along with the director, and a private consultant, led the process of forming a committee, whose focus was based on these three goals:

- Employing a course of action that immersed the community through a myriad of opportunities to deliver its vision for the future of Library services
- Completing and submitting a new Strategic Plan to the Massachusetts Board of Library Commissioners
- Creating a guideline that will aid and deliver a logical and sequential course of action plans and mid-range (3-5 years) decision-making strategies

The Strategic Planning Committee was comprised of a cross section of Needham residents, community participants, library staff, and stakeholders in the community. Several committee members were chosen as they held more than one category affiliation. Members who accepted the offer to participate are listed below:

Lisa Arm

Former President of the Library Foundation of Needham, Needham Resident

Robert Begin

Board Member of the Library Foundation of Needham, Needham Resident

Matthew Borrelli

Needham Selectman

Charlotte "Char" Buxton

Needham Library Staff, Needham Resident

Shelia Clark

Needham Resident

Gary Gillis

Needham Business Owner, Needham Resident

Gloria Greis

Executive Director of Needham Historical Society

Richard Hardy

Needham Library Trustee, Needham Historical Commission, Needham Resident

Ann MacFate Needham Library Director, Member of the Exchange Club, Needham Resident

Dana Mastroianni

Needham Library Assistant Director

Keith McClelland

President of the Needham Art Association, Treasurer of the Friends of Needham Library

Brett McNeice

Teacher, Needham Resident

Margaret Pantridge

Needham Library Trustee, Needham Resident

Thomas Soisson

Retired Teacher, Needham Resident

Jeremy Sutherland

College Student, Needham Diversity Committee, Needham Resident

Simone Walker

Parent of School-Age Children, Needham Resident

Three meetings were scheduled for the committee to collaborate on the plan. The first meeting included a high level overview of the strategic planning process, a survey of currently available library programs and services, (Appendix A) and an overview of the town, including demographics.(Appendix B). At the completion of the first meeting, an initial draft of the SOAR was successfully crafted (**S**trengths, **O**pportunities, **A**spirations, and **R**esults).

At the second meeting, committee participants reviewed the SOAR analysis, weighting the entries in each category. Deborah Hoadley, independent library consultant, reviewed the exercise and helped to develop and extract broad themes from the SOAR that became the basis for the first draft goals for the Strategic Plan. The committee ended the meeting with draft vision and mission statements, in anticipation of the staff input before the third and final meeting.

The SOAR was vetted by the staff between the second and third committee meetings. The staff added new ideas to the SOAR which were captured most graphically through “word clouds,” defined here as a visual representation of themes and concepts which are presented in a word diagram. The size of the letters denotes the level of importance and frequency within the document (Appendix C). Some of the highlights of the SOAR included:

- The importance of public computers and updated infrastructure to support technology
- The need for teen activities, a cohesive outreach plan, and more opportunities for children’s programs
- A desire to offer the best customer service in the Minuteman Library Network, an increase in open hours, and an increase in staffing levels

At the third committee meeting, members worked to finalize the text of the mission and vision statements, make improvements to the survey questions prior to distribution, as well as ensure that all the necessary building blocks for the Strategic Plan were properly formulated.

The community survey (Appendix D) which garnered 956 completed surveys was promoted through local cable, newspapers, social media, school departments, the library’s websites, internal library signage, and library affiliated group’s websites such as the Friends and the Library Foundation of Needham.

Dissemination was practiced by several means including:

- “Survey Monkey,” an online survey host site
- Passive distribution of hard-copies at town buildings and local businesses
- Library’s website
- Paper copies at the library’s service desks
- Active distribution at local business establishments and at the library during events

The completed survey results, which were reworked through several iterations, were codified and presented to the library trustees and committee members (Appendix E). As a result of the survey, several salient themes and messages emerged:

- Books and materials are extremely important to library patrons
- Computer access, classes, Wi-Fi and emerging technologies are a high priority, along with more open hours
- Approximately 1/3 of the respondents who answered questions about the Library facility, would like to see more space available at the library and better parking options
- Nearly 1/4 of those answering questions concerning how the library could improve in the next 5 years answered that an outreach and marketing campaign was needed
- The community indicated that its priorities in the area of raising the level of library programming would be accomplished via author talks, science, art and music programs, films, book groups, and cultural programs
- A desire for programs and opportunities for young adults
- Nearly 70% of the community who answered questions about making the library better in the next 5 years, favored more library hours on Sundays
- More teaching opportunities, specifically in the areas of technology, computers, and downloading of electronic books
- Expanding the eBook collection



Mission Statement

The Needham Free Public Library provides access to materials, resources and information in its endeavor to expand minds, celebrate diversity, embrace differences, and build community.

Vision Statements

The library will provide and expand resources and information to satisfy curiosity and will provide opportunities to discover and share new ideas.

The library will be a vibrant and welcoming place for all people to gather, meet, and learn.

The library will create opportunities for programs, services and outreach by building partnerships with institutions such as schools, businesses, and organizations.



Goals, Objectives and Actions

Collections

Goal 1: The library will develop, maintain, and preserve a strong and current collection of materials and resources in a variety of formats, which are discoverable and accessible and meet the recreational, informational, and educational needs of the community.

OBJECTIVE A: Evaluate the Collection Development Policy and revise and adopt new procedures to meet current and future collection needs.

Action 1: Review other libraries' collection policies and the library's current policy to see where changes need to be made. (FY17)

Action 2: Review the policy annually. (Ongoing)

OBJECTIVE B: Review current materials and resources to determine high demand categories and formats and allocate funds necessary to meet the demand.

Action 1: Develop a method for gathering data about user requests. (FY17)

Action 2: Collect and maintain statistics concerning materials and resources (in print and online), to analyze usage, quality, and patron feedback. (FY18)

Action 3: Assess collection needs targeted for tweens/teens to determine new materials and resources specific to this target group. (FY19)

Action 4: Continue to expand collection of DVDs or other emerging formats including foreign, indie and classic films. (Ongoing)

Action 5: Reallocate funds to reflect the high demand collections in various formats to ensure multiple copy purchases. (FY20)

Action 6: Provide greater access to more downloadable books, audio, and streaming media. (Ongoing)

Action 7: Monitor statewide eBook and database projects. (Ongoing)

OBJECTIVE C: Increase awareness of what the library has for materials and resources including network, state, and interlibrary loan.

Action 1: Develop plan to promote collections through displays, social media tools, website, and other promotional tools, such as in-library and online booklists referring to all formats, and staff recommendations. (FY17)

Action 2: Design easy navigation to online library eResources. (FY17)

Action 3: Create instructional guides for staff and patrons on how to use new formats and devices. (FY19)

Action 4: Review potential spaces for new collections and best access for all materials. (FY20)

Action 5: Work with Minuteman Network to improve the library catalog interface. (Ongoing)

Programs and Services

Goal 2: The library will provide programs and services that reflect the community's needs and wants, focusing on all ages, embracing diversity and inclusion, and offering life-long learning opportunities.

OBJECTIVE A: Investigate, develop, and implement programs to attract all segments of the community.

Action 1: Conduct survey with tweens/teens to determine their interests and support their academic and social endeavors. (FY17)

Action 2: Offer adult life-long learning programs that reflect hobbies and interests such as lecture series, author talks, art and cultural programs. (FY18)

Action 3: Increase programs related to reading for all ages such as book clubs. (FY21)

Action 4: Enable public computers to advertise library programs when not in use. (FY17)

OBJECTIVE B: Actively seek out community partnerships with the schools, businesses, and other town organizations, to create unique opportunities for programming.

Action 1: Meet and partner with community organizations, town departments, schools, and local businesses to discuss and provide programs. (FY17)

Action 2: Deliver at least one outreach program in a location outside the traditional library setting. (FY18)

Action 3: Seek grants to provide programs that enhance cultural awareness, diverse interests and allow community members to come together around a common theme. (FY19)

Action 4: Reach out and engage with groups who traditionally do not use the library to learn more about their needs. (FY18)

Action 5: Formalize and institutionalize processes to establish sustainable and beneficial library partnership-related programs. (FY18)

OBJECTIVE C: Provide services attracting a wider audience at the library.

Action 1: Evaluate homebound and other outreach programs currently offered. (FY17)

Action 2: Enhance website and online presence to promote resources and services available. (FY21)

Action 3: Develop and continue partnerships with other agencies and organizations in town serving diverse groups. (FY20)

Action 4: Meet with local businesses to determine need for resources and services at the library. (FY19)

OBJECTIVE D: Deliver high standard of customer service for all library users.

Action 1: Establish standards of excellent customer service for staff. (FY17)

Action 2: Assess customer satisfaction annually to determine level of service and needs for improvement. (Ongoing)

Action 3: Train staff to provide an increased level of awareness. (FY18)

Action 4: Ensure staff is trained to recommend all formats of materials, not just print options. (FY17)

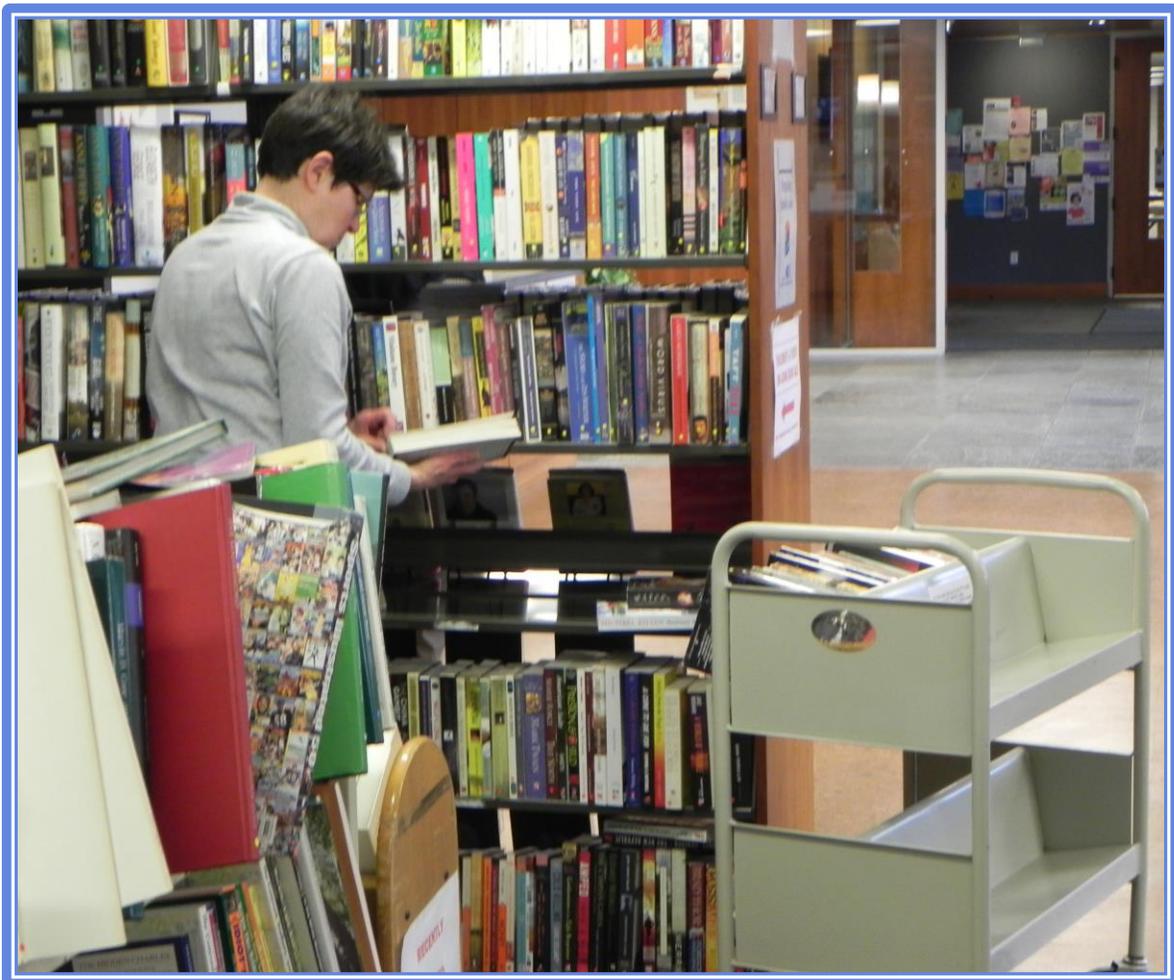
OBJECTIVE E: Increase library hours to improve patron access on Fridays, Sundays and in the summer.

Action 1: Evaluate and assess the need for additional hours. (FY17)

Action 2: Consider staffing a pilot program offering additional hours. (FY18)

Action 3: Present budget needs to Town Manager and Finance Committee and obtain funding for increased hours. (FY18)

Action 4: Extensively promote new hours for increased library usage during the pilot and beyond. (FY19)



Technology

Goal 3: The Library will meet technological needs of the community and improve patron experience and library operations.

OBJECTIVE A: Create a plan for instructional programs related to current and emerging technologies used by patrons and staff.

Action 1: Assess needs of the community for technology programs. (FY17)

Action 2: Determine and create matrix of staff competencies ranging from basic to advanced level skills. (FY19)

Action 3: Plan and deliver basic and intermediate instruction for current and emerging technologies based on the evaluation done in Action 1. (FY21)

OBJECTIVE B: Maintain and improve level of technology supporting accessibility to library materials, resources, and information.

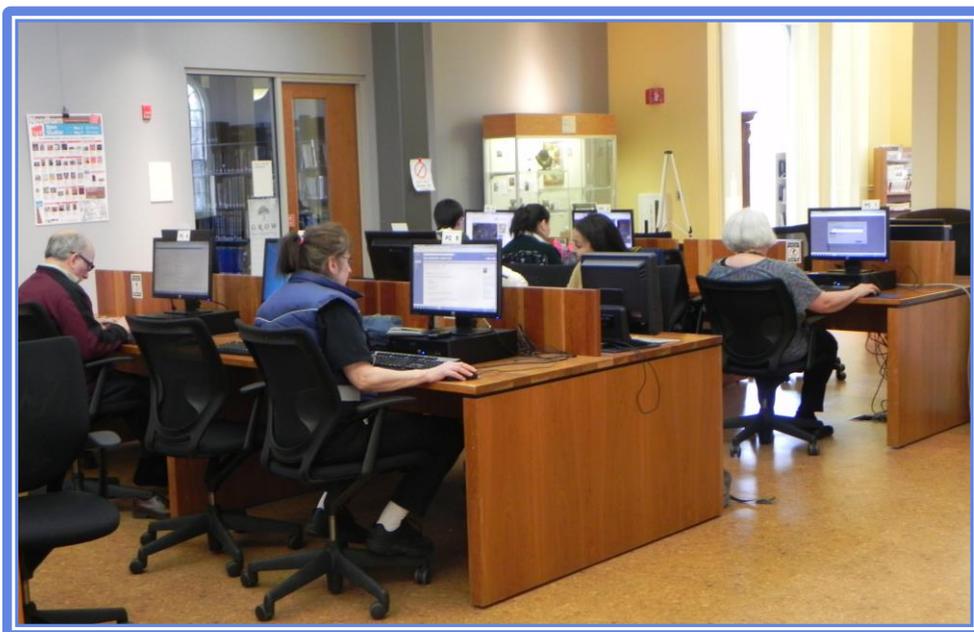
Action 1: Maintain and review technology plan addressing technology infrastructure including maintenance, upgrades, Wi-Fi accessibility, RFID, and other network capabilities. (Ongoing)

Action 2: Maintain and develop sustainable funding for technology to remain flexible and adaptable to new and emerging needs including Minuteman Network membership and other library consortia. (Ongoing)

Action 3: Deliver regularly scheduled classes supporting library resources, such as database searching and downloading eBooks. (FY18)

Action 4: Provide training and assistance of adaptive technologies for both staff and patrons to improve and enhance experience for hearing and visually challenged. (FY20)

Action 5: Digitize Needham's local archives collection and provide access via library website and the Digital Commonwealth. (Ongoing)



Community Engagement and Partnerships

GOAL 4: The library will help build a strong Needham community by forming partnerships with community organizations, town departments, schools, and local businesses.

OBJECTIVE A: Foster relationships with community organizations, town departments, school, and local businesses to build advocates and supporters of the library.

Action 1: Create communication plan to reach leaders in the community to raise awareness of the library as community center. (FY19)

Action 2: Invite groups to programs and leverage media outlets for publicity opportunities. (FY18)

Action 3: Encourage library staff to volunteer for community events and other opportunities raising the level of exposure to the library. (FY17)

Action 4: Establish a formal partnership program. (FY20)

OBJECTIVE B: Develop and implement a publicity plan geared to increasing the library's visibility in the community.

Action 1: Convene a committee of stakeholders to assist with planning. (FY17)

Action 2: Review promotional plans from other libraries and allow opportunities for staff to meet with other librarians to build a greater understanding of how to market and promote the library. (FY18)

Action 3: Develop a strong brand reflective of what the library represents to the community. (FY20)

Action 4: Implement a formal publicity plan to increase overall presence of the library in the community, in partnership with the committee of community stakeholders. (FY21)

OBJECTIVE C: Provide a safe and supportive place in Needham to celebrate diversity and inclusion.

Action 1: Develop programs and services to promote appreciation and understanding of personal heritage and the heritage of others in the community. (FY19)

Action 2: Increase the number of materials and resources reflective of the many ethnicities and languages represented in Needham. (FY21)

Action 3: Provide cultural sensitivity training for staff. (ongoing)

Facility

GOAL 5: The library will provide a safe, welcoming, and comfortable environment for the community to gather for recreational, educational, and informational opportunities, promoting both group and individual gatherings.

OBJECTIVE A: Maintain and upkeep the library building, both internally and externally.

Action 1: Develop a plan for ongoing facility management. (FY17)

Action 2: Meet regularly with facility crew to ensure cleanliness, temperature regulation, proper working order of all meeting spaces, as well as the restrooms. Conduct regularly scheduled building inspections. (Ongoing)

Action 3: Ensure a proactive role by the staff in reporting issues and making recommendations to improve usability of space. (FY18)

OBJECTIVE B: Conduct a space study of the library to enhance usability, aesthetics, and functionality.

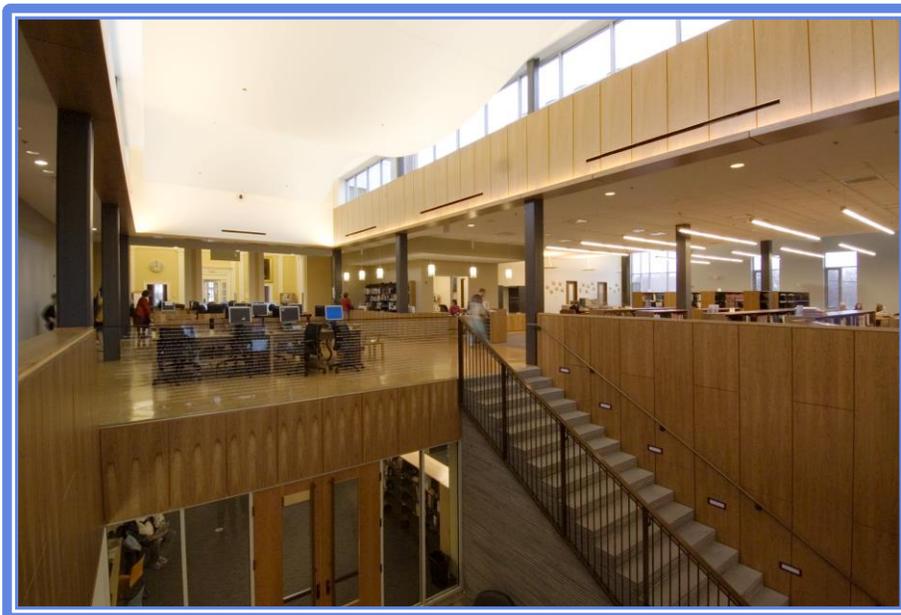
Action 1: Find and contract a specialist to survey current landscape of the library and make recommendations for best use of existing space. (FY19)

Action 2: Conduct examination of current library furniture and enlist patron feedback to assess the need of other types of furniture based on use of space. (FY18)

Action 3: Update and replace existing furniture where needed. (FY21)

Action 4: Explore non-traditional uses of library space and evaluate if appropriate to Needham (e.g. Makerspace, STEM programs, etc.). (FY20)

Action 5: Evaluate the feasibility of a unified information desk. (FY18)



Staff

GOAL 6: The library will provide a superior level of service by professional and knowledgeable staff in a positive work environment.

OBJECTIVE A: Evaluate current organizational structure related to staff positions and current library hours.

Action 1: Look at staff holistically and create a set of progressive competencies. (FY18)

Action 2: Match library hours with community needs and wants. (FY19)

OBJECTIVE B: Provide training and continuing education for staff through a variety of opportunities.

Action 1: Develop formal structure for staff development and training including time and budget considerations. (FY20)

Action 2: Formalize a continuing education plan for staff expectations related to their job descriptions and goals. (FY20)

Action 3: Encourage, support and allow staff to attend at least one workshop, training, course, or conference each year. (Ongoing)

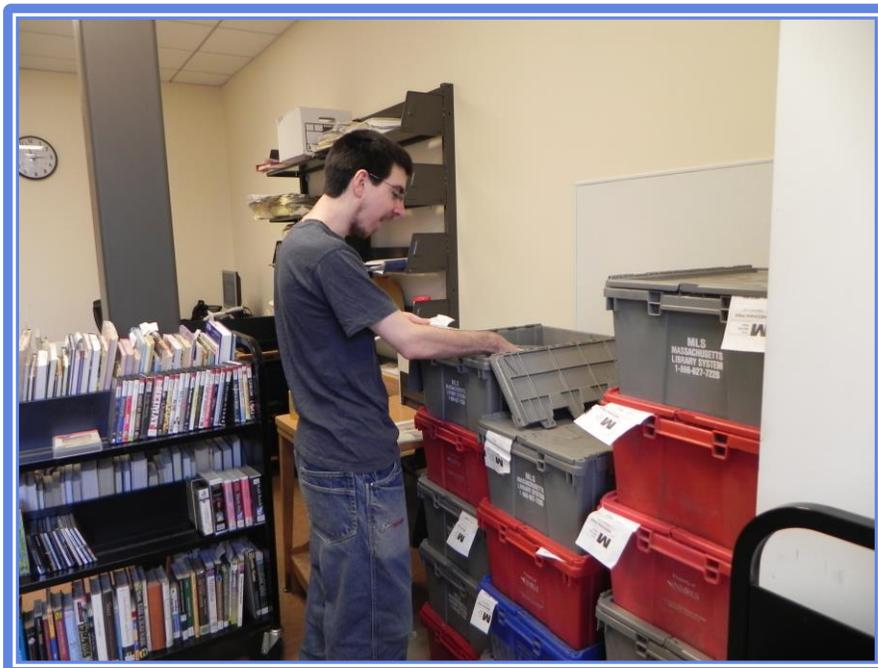
OBJECTIVE C: Foster pride and respect among colleagues.

Action 1: Continue to hold regular staff meetings to share and highlight job activities. (Ongoing)

Action 2: Support opportunities for all staff to interact with other staff members. (FY17)

Action 3: Implement evaluation schedule of staff, based on goals and work performance. (FY19)

Action 4: Celebrate and recognize staff ideas for improvements and innovations. (Ongoing)



Appendix: Survey & Results

APPENDIX A-Currently Available Library Programs and Services

COLLECTIONS

- Circulate wide variety of Adult, Young Adult, and Children's books, periodicals, audiovisual materials, etc.
- Specified areas for new materials
- Book displays based on themes
- Downloadable music, magazines, audiobooks and ebooks
- Provide current newspapers and specialized business information sources
- Circulate large print books
- Access to many databases both in the library and from home computer (24/7)
- Archives Room of local history
- Genealogy Collection
- Circulating special collection of puzzles
- Microfilm of local newspapers
- A world renowned collection of Wyeth paintings

FACILITY

- Provide a venue for New Year's Needham celebration
- Reading and study space for adults and young adults
- Study Rooms available for reservation
- Comfortable and relaxing seating for recreational reading
- Community/social experience for senior citizens
- Bulletin Boards for postings of community activities
- Meeting room for local non-profits and Town governmental agencies
- Friends' Gallery for display of local artists' works (including photography)
- Display cases for display of local people's collections and craft work
- Open seven days a week, September through June (six days a week during July and August)
- Open four evenings a week until 9:00 p.m.
- Large tables and areas for group study; carrels for solitary study
- Separate area designated for teen use
- Newly refurbished, state-of-the-art community room
- Children's room play area

PROGRAMS

- Story hours, craft programs, music programs, puppet shows, movies, and other programs for children
- Summer Reading Program for children
- Three library-sponsored reading groups
- Friends' programs
- Library Foundation programs
- McIver Series programs
- Other library programming

SERVICES

- Provide computer services and Internet access
- WiFi Access
- Answer Reference Questions (information queries) in person and via telephone, e-mail
- Provide assistance for technology including computers, ereaders, tablets, cell phones, printers, and copiers
- Reserve system for obtaining materials
- Network Transfer and Inter-Library Loan systems for obtaining materials
- Ability to see whether materials are "available" or "out" in Needham and other MLN libraries
- Electronic message boards
- Ability to return materials when library is closed
- Access to MLN databases 24/7 from home
- E-mail notification for reserves and overdue materials
- E-mail reminders 2 days before materials are due
- Credit card may be used to pay for library fines and lost items from home or in the library
- Patrons can place their own reserves via computer in library or at home
- Patrons can reserve nearly 20 discount passes to local museums from home either online or by phone
- Patrons have ability to renew materials from home either online or by phone
- Current electronic tablets, readers, and iPad for training purposes
- Computer Instruction (Reference)
- Books-by-Mail program for shut-ins
- Friends-sponsored copying system/print system, including wireless printing
- A scanner which is of no cost to the user
- Library catalog which is searchable in 7 languages including English
- Computer operated microfilm reading system
- Two "AWE" learning stations in the children's room
- Two self-checkout stations for expedited service
- Reading glasses of varying prescriptions
- Magnifying glass
- Thumb drives available for purchase
- Specialized indexes of songs, obituaries and local newspapers

APPENDIX B-Needham Demographics

Location

Eastern Massachusetts, bordered by Wellesley on the west and northwest, Newton on the north and northeast, the West Roxbury section of Boston on the east, Dedham on the southeast and south, and Westwood and Dover on the south. Needham is 10 miles southwest of Boston, 29 miles east of Worcester, and about 208 miles from New York City.

Total Area: 12.70 sq. miles
Land Area: 12.61 sq. miles
Population: 31,446
Density: 2,185 per sq. mile

Form of Government
Board of Selectmen
Town Manager
Representative Town Meeting
Year Incorporated as a town: 1711

Registered Voters by Party as of February 1, 2015

Unenrolled	11,287
Democrats	6,839
Republicans	2,586
Green-Rainbow	13
United Independent Party	3

Transportation and Access

Needham is situated in the Greater Boston Area, which has excellent rail air, and highway facilities. State Route 128 and Interstate Route 495 divide the region into inner and outer zones, which are connected by numerous "spokes" providing direct access to the airport, port, and intermodal facilities of Boston.

Major Highways

Principal highways are State Routes 128 (the inner belt around Boston) and 135, and Interstate Route 95, which shares the same roadway as State Route 128.

Rail

Commuter rail service is available to Back Bay Station and South Station, Boston, from Needham Heights, Needham Center, Needham Junction, and Hersey. The Bay Colony Railroad provides freight rail service in Needham.

Bus

Needham is a member of the Massachusetts Bay Transportation Authority (MBTA). The MBTA provides fixed route service between Needham Junction and Watertown Square.

Table DP-1. Profile of General Demographic Characteristics: 2000

Geographic Area: Needham town, Norfolk County, Massachusetts

[For information on confidentiality protection, nonsampling error, and definitions, see text]

Subject	Number	Percent	Subject	Number	Percent
Total population.....	28,911	100.0	HISPANIC OR LATINO AND RACE		
SEX AND AGE			Total population.....	28,911	100.0
Male.....	13,702	47.4	Hispanic or Latino (of any race).....	341	1.2
Female.....	15,209	52.6	Mexican.....	56	0.2
Under 5 years.....	2,153	7.4	Puerto Rican.....	51	0.2
5 to 9 years.....	2,134	7.4	Cuban.....	16	0.1
10 to 14 years.....	2,146	7.4	Other Hispanic or Latino.....	218	0.8
15 to 19 years.....	1,729	6.0	Not Hispanic or Latino.....	28,570	98.8
20 to 24 years.....	954	3.3	White alone.....	27,140	93.9
25 to 34 years.....	2,514	8.7	RELATIONSHIP		
35 to 44 years.....	4,939	17.1	Total population.....	28,911	100.0
45 to 54 years.....	4,490	15.5	In households.....	27,943	96.7
55 to 59 years.....	1,481	5.1	Householder.....	10,612	36.7
60 to 64 years.....	1,181	4.1	Spouse.....	6,887	23.8
65 to 74 years.....	2,265	7.8	Child.....	9,228	31.9
75 to 84 years.....	1,885	6.5	Own child under 18 years.....	7,415	25.6
85 years and over.....	1,040	3.6	Other relatives.....	578	2.0
Median age (years).....	40.8	(X)	Under 18 years.....	142	0.5
18 years and over.....	21,335	73.8	Nonrelatives.....	638	2.2
Male.....	9,733	33.7	Unmarried partner.....	290	0.8
Female.....	11,602	40.1	In group quarters.....	968	3.3
21 years and over.....	20,510	70.9	Institutionalized population.....	418	1.4
62 years and over.....	5,867	20.3	Noninstitutionalized population.....	550	1.9
65 years and over.....	5,190	18.0	HOUSEHOLD BY TYPE		
Male.....	1,981	6.9	Total households.....	10,612	100.0
Female.....	3,209	11.1	Family households (families).....	7,782	73.3
RACE			With own children under 18 years.....	3,924	37.0
One race.....	28,718	99.3	Married-couple family.....	6,887	64.9
White.....	27,412	94.8	With own children under 18 years.....	3,528	33.2
Black or African American.....	201	0.7	Female householder, no husband present.....	728	6.9
American Indian and Alaska Native.....	8	-	With own children under 18 years.....	337	3.2
Asian.....	1,024	3.5	Nonfamily households.....	2,830	26.7
Asian Indian.....	200	0.7	Householder living alone.....	2,479	23.4
Chinese.....	533	1.8	Householder 65 years and over.....	1,477	13.9
Filipino.....	34	0.1	Households with individuals under 18 years.....	4,013	37.8
Japanese.....	61	0.2	Households with individuals 65 years and over.....	3,419	32.2
Korean.....	91	0.3	Average household size.....	2.63	(X)
Vietnamese.....	33	0.1	Average family size.....	3.15	(X)
Other Asian ¹	72	0.2	HOUSING OCCUPANCY		
Native Hawaiian and Other Pacific Islander.....	-	-	Total housing units.....	10,846	100.0
Native Hawaiian.....	-	-	Occupied housing units.....	10,612	97.8
Guamanian or Chamorro.....	-	-	Vacant housing units.....	234	2.2
Samoan.....	-	-	For seasonal, recreational, or		
Other Pacific Islander ²	-	-	occasional use.....	53	0.5
Some other race.....	73	0.3	Homeowner vacancy rate (percent).....	0.3	(X)
Two or more races.....	193	0.7	Rental vacancy rate (percent).....	2.2	(X)
<i>Race alone or in combination with one</i>			HOUSING TENURE		
<i>or more other races:</i> ³			Occupied housing units.....	10,612	100.0
White.....	27,575	95.4	Owner-occupied housing units.....	8,587	80.9
Black or African American.....	246	0.9	Renter-occupied housing units.....	2,025	19.1
American Indian and Alaska Native.....	33	0.1	Average household size of owner-occupied units.....	2.82	(X)
Asian.....	1,136	3.9	Average household size of renter-occupied units.....	1.84	(X)
Native Hawaiian and Other Pacific Islander.....	12	-			
Some other race.....	115	0.4			

- Represents zero or rounds to zero. (X) Not applicable.

¹ Other Asian alone, or two or more Asian categories.² Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.³ In combination with one or more of the other races listed. The six numbers may add to more than the total population and the six percentages may add to more than 100 percent because individuals may report more than one race.

Source: U.S. Census Bureau, Census 2000.

Socioeconomic	
County	NORFOLK
School Structure	K-12
Form of Government	REPRESENTATIVE TOWN MEETING
2015 Population	31,446
2015 Labor Force	15,262
2015 Unemployment Rate	3.10
2012 DOR Income Per Capita	94,199
2009 Housing Units per Sq Mile	860.11
2013 Road Miles	138.14
EQV Per Capita (2014 EQV/2013 Population)	278,902
Number of Registered Vehicles (2012)	27,676



APPENDIX D-Community Survey



NEEDHAM
FREE PUBLIC
LIBRARY

Long Range Plan Survey

Please answer the following questions about the Needham Free Public Library.

The survey asks about your personal views, ideas, and interpretations about the Needham Free Public Library. Please complete this form only once per person.

1. Are you a Needham resident? *(Please check the correct answer)*

- Yes
- No

2. What is your age group? *(Please check the correct response)*

- 0-5
- 6-12
- 13-19
- 20-39
- 40-59
- 60+

3. How many years have you been using the Needham Free Public Library? *(Please check the correct response)*

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-10 years
- 10+ years

4. During a typical month, how many times do you use the library? (Please check the number of the correct response)

- None
- 1-3
- 4-6
- 7-9
- 10+

5. Are you a member of a library sponsored or private book club?

YES	NO
<input type="radio"/>	<input type="radio"/>

6. Do you own or do you have access to a personal computer?

YES	NO
<input type="radio"/>	<input type="radio"/>



7. Below is a series of statements which concern the Needham Library. Please check ALL of the statements with which you AGREE.

- The library should have more activities and programs for young adults.
- The library should have more activities and programs for "tweens."
- The library should make more "book club books" available.
- The library should invest in downloadable books that are available only to Needham residents.
- The library should own and lend e-reader devices to patrons.
- The library should host an evening current events discussion group.
- The library should have a coffee shop.
- The library should have longer hours on Sundays.
- The library should be open Friday nights.
- The library should be open Sundays in the summer.
- The library should actively pursue partnerships with the Needham Public Schools.
- The library should form or expand partnerships with and share resources with community groups.
- The library should consider holding programs and offering services in Needham locations beyond the library.
- The library should make more meeting/doing/working space available to community groups.
- The library should encourage active participation by citizens in the community.
- The library has an opportunity to help lead the community toward greater emphasis on celebrating diversity.
- The library has an opportunity to help make Needham more inclusive and welcoming to diverse communities.
- The library should reach out to make its resources available to employees of businesses and other employers Needham because they are an integral part of Needham (regardless of whether they live in the town).
- The library should encourage and help people to engage in using outdoor space in the community.
- The library should promote appreciation of historic preservation and good architecture to enhance the visual appeal of Needham.

8. How should the library change or improve in the next five years to serve the community's needs?
(Examples include increase open hours, add more computers, offer better seating, hire more staff etc. Please specify)

9. Which of the following current list of library materials is important to you or you and your family? (Please check all that apply)

Books	<input type="checkbox"/>
Newspapers	<input type="checkbox"/>
Magazines	<input type="checkbox"/>
DVD's/Blu-Rays	<input type="checkbox"/>
Music CD's	<input type="checkbox"/>
Audiobooks	<input type="checkbox"/>
Downloadable Books	<input type="checkbox"/>
Downloadable Magazines	<input type="checkbox"/>
Downloadable Music	<input type="checkbox"/>

Other (please specify)

10. Are there library materials that you would like to see added? (Examples include PlayStation, Xbox, or Wii Video Games, More Independent Movies etc. Please specify)

11. Which of the following current list of library services is important to you or you and your family? (Please check all that apply)

Archives Room	<input type="checkbox"/>
Books by Mail Service	<input type="checkbox"/>
Business Room	<input type="checkbox"/>
Check-Out Books, DVD's, etc	<input type="checkbox"/>
Children's Department	<input type="checkbox"/>
Computer Instruction/Help	<input type="checkbox"/>

Computer Access	<input type="checkbox"/>
Copy Machine	<input type="checkbox"/>
Downloadable Books	<input type="checkbox"/>
Downloadable Magazines	<input type="checkbox"/>
Downloadable Music	<input type="checkbox"/>
Friends Book Shop	<input type="checkbox"/>
Friends Rental Collections	<input type="checkbox"/>
Friends Weekend Book Sales	<input type="checkbox"/>
Genealogy Room	<input type="checkbox"/>
Interaction with Staff	<input type="checkbox"/>
Library Programs	<input type="checkbox"/>
Magazine/Newspaper Room	<input type="checkbox"/>
Monitor My Account Online	<input type="checkbox"/>
Museum Passes	<input type="checkbox"/>
Online Databases	<input type="checkbox"/>
Reference Department	<input type="checkbox"/>
Request Materials From Other Libraries	<input type="checkbox"/>
Reserve Books	<input type="checkbox"/>
Study Room	<input type="checkbox"/>
Wireless Printing	<input type="checkbox"/>
Young Adult Room	<input type="checkbox"/>

Other (please specify)

12. Are there library services that you would like to see added? (Examples include *Loaning of Laptops, Specific Computer Classes, Circulating Tablets and e-Readers, etc. Please specify*)

13. Which of the following current list of library services are satisfactorily delivered at the Needham Free Public Library? *(Please check all that apply)*

Archives Room	<input type="checkbox"/>
Books by Mail Service	<input type="checkbox"/>
Business Room	<input type="checkbox"/>
Check-Out Books, DVD's, etc	<input type="checkbox"/>
Children's Department	<input type="checkbox"/>
Computer Instruction/Help	<input type="checkbox"/>
Computer Access	<input type="checkbox"/>
Copy Machine	<input type="checkbox"/>
Downloadable Books	<input type="checkbox"/>
Downloadable Magazines	<input type="checkbox"/>
Downloadable Music	<input type="checkbox"/>
Friends Book Shop	<input type="checkbox"/>
Friends Rental Collections	<input type="checkbox"/>
Friends Weekend Book Sales	<input type="checkbox"/>
Genealogy Room	<input type="checkbox"/>
Interaction with Staff	<input type="checkbox"/>
Library Programs	<input type="checkbox"/>
Magazine/Newspaper Room	<input type="checkbox"/>
Monitor My Account Online	<input type="checkbox"/>
Museum Passes	<input type="checkbox"/>
Online Databases	<input type="checkbox"/>
Reference Department	<input type="checkbox"/>
Request Materials From Other Libraries	<input type="checkbox"/>
Reserve Books	<input type="checkbox"/>

Study Room	<input type="checkbox"/>
Wireless Printing	<input type="checkbox"/>
Young Adult Room	<input type="checkbox"/>

Other (please specify)

14. Of the types of programs offered at the library, which are most important to you or you and your family?

(Please check all that apply)

- Children's programs
- Children's story times
- Children's movies
- Adult lectures
- Adult educational programs (examples: job seeking, computer skills, family finance, gardening, etc)
- Art exhibits
- Author readings
- Musical performances
- Orientation/training in using library materials and services
- Other (please specify)

15. Are there other types of programs that you would like to see added? *Examples include Topical Seminar Series, Movie Discussion Group or Young Adult Social Event etc. Please specify*

16. The library offers a number of online resources. Are there other online resources you would like to see added? *(Examples include Hoopla Streaming Media, Credo Reference Collection or IndiFix. Please specify)*

17. The library currently sponsors two book clubs. They meet once a month, one on a Tuesday afternoon and the other on a Wednesday evening. Would you attend a library book club, if other meeting times were offered? *(Please check one answer)*

YES	NO
<input type="radio"/>	<input type="radio"/>

18. If you are a senior, would you attend library programs scheduled during the day either at the library or at the Center at the Heights? Every effort would be made to not conflict with CATH programming. *(Please check one answer)*

YES	NO
<input type="radio"/>	<input type="radio"/>

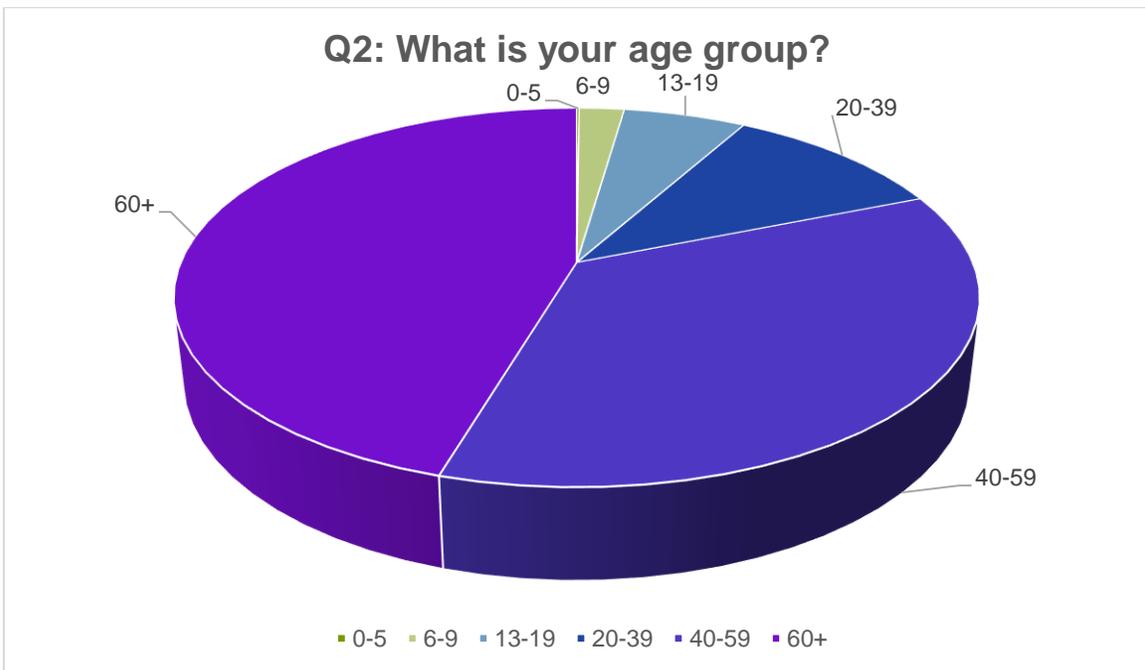
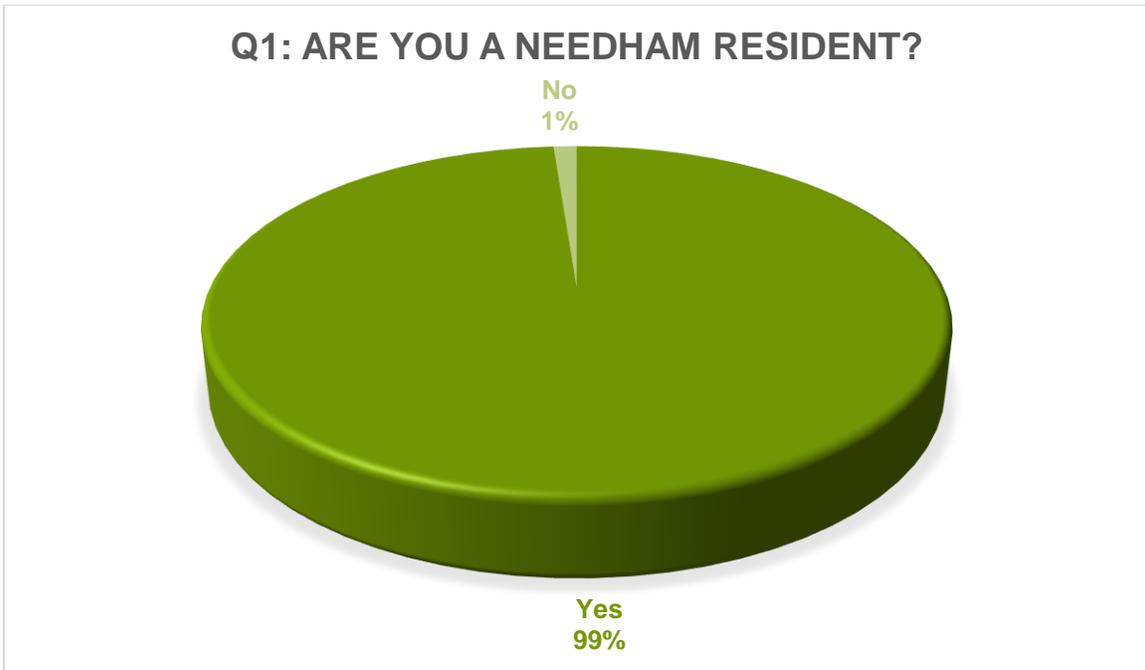
19. The library seeks to be inviting and friendly. What additions or changes would make the library more welcoming? *(Examples include offering space for new Needham residents to socialize, actively pursuing ideas and opinions from patrons, hiring a volunteer library greeter etc. Please specify.)*

20. How do you learn about library events and happenings? *(Please check all that apply)*

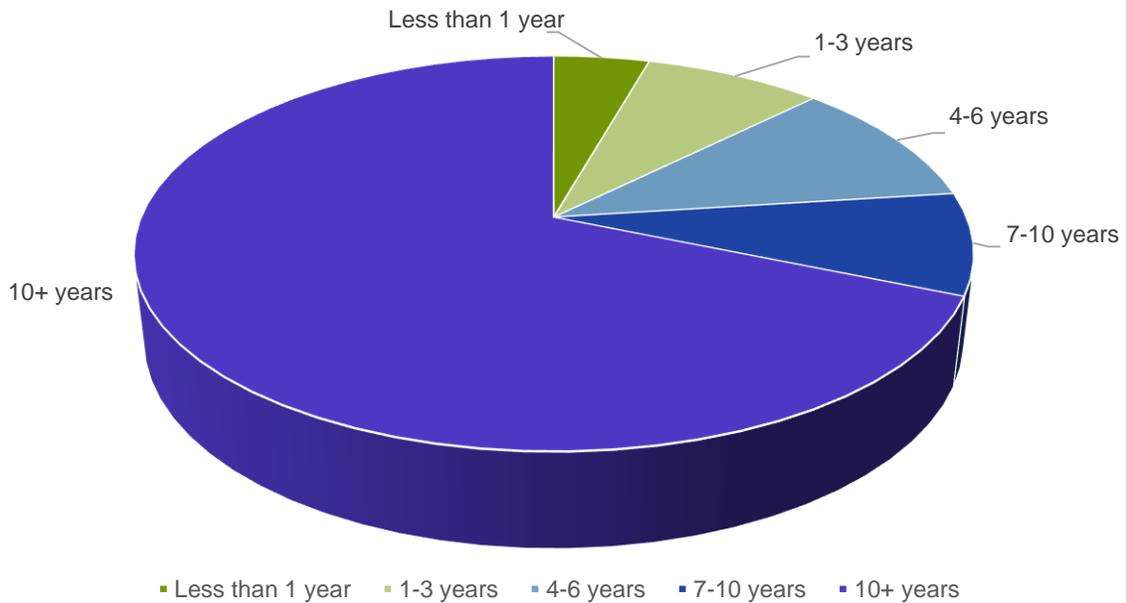
- Friends of Needham Library Website
- Hometown Weekly Newspaper
- Library's Electronic Bulletin Boards
- Library's Facebook Page
- Library Foundation of Needham
- "Library Notes" Newsletter
- Library Posters
- Library Website
- Needham Patch
- Needham Times Newspaper
- Town of Needham Website
- Other (please specify)

For online users, please press the DONE Button. For printed copy users, please return the completed survey to one of the three service desks at the library by June 26, 2015. Thank you for completing the survey.

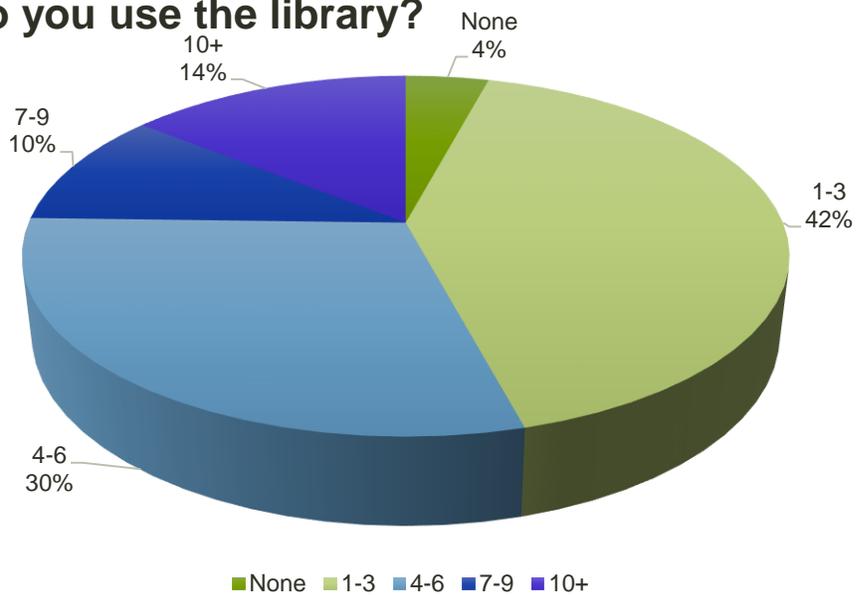
APPENDIX E-Survey Results



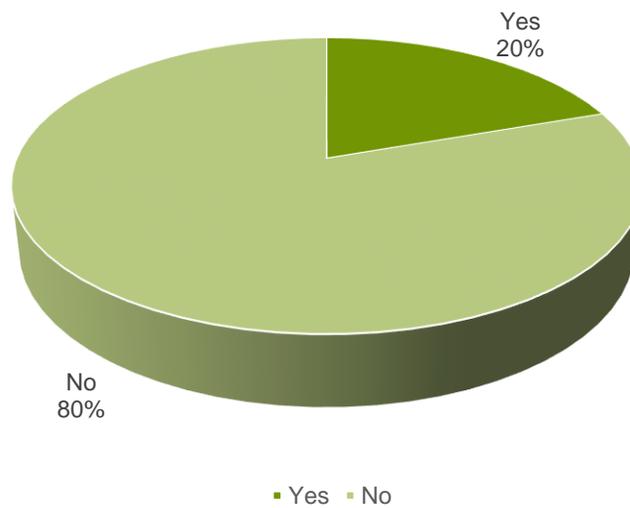
Q3: How many years have you been using the Needham Free Public Library?



Q4: During a typical month, how many times do you use the library?



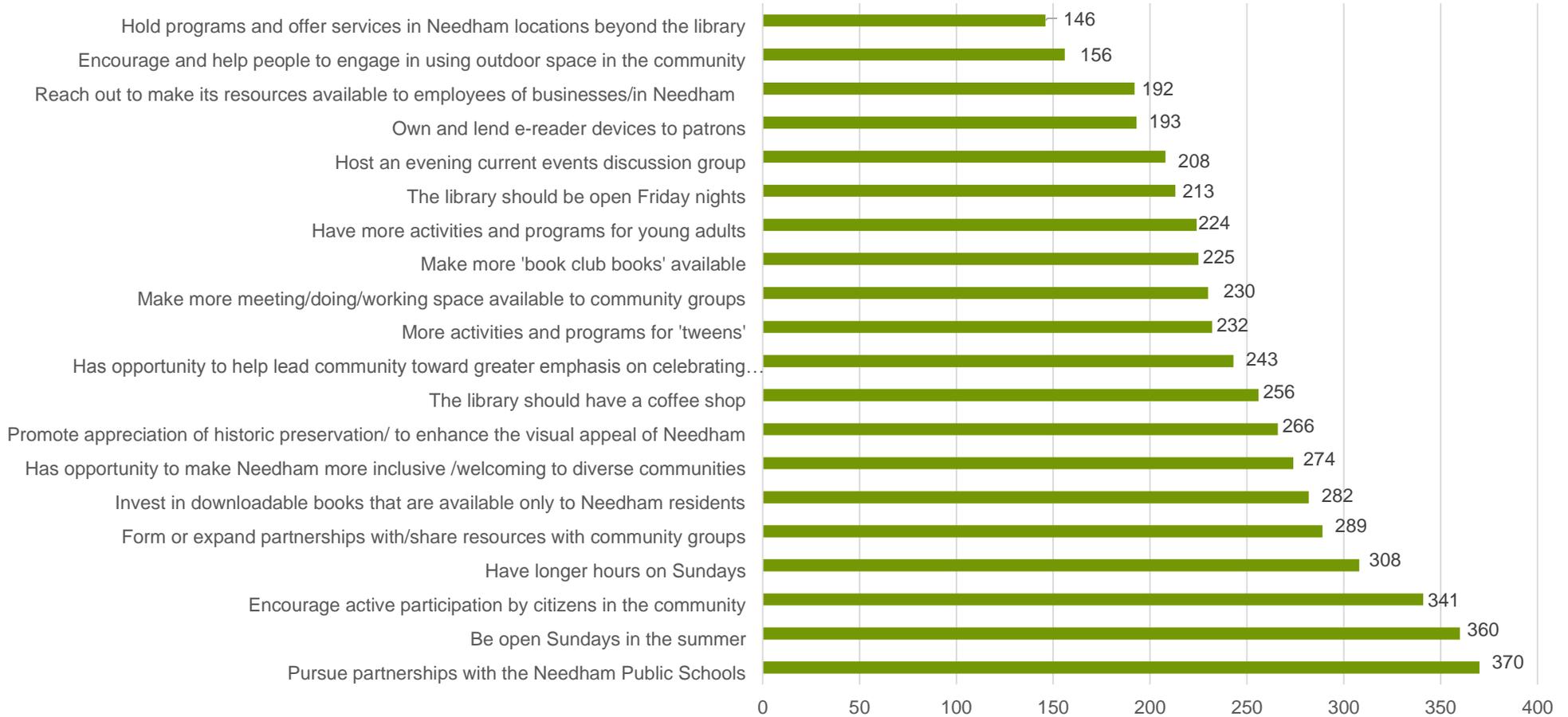
Q5: Are you a member of a library sponsored or private book club?



Q6: Do you own or do you have access to a personal computer?

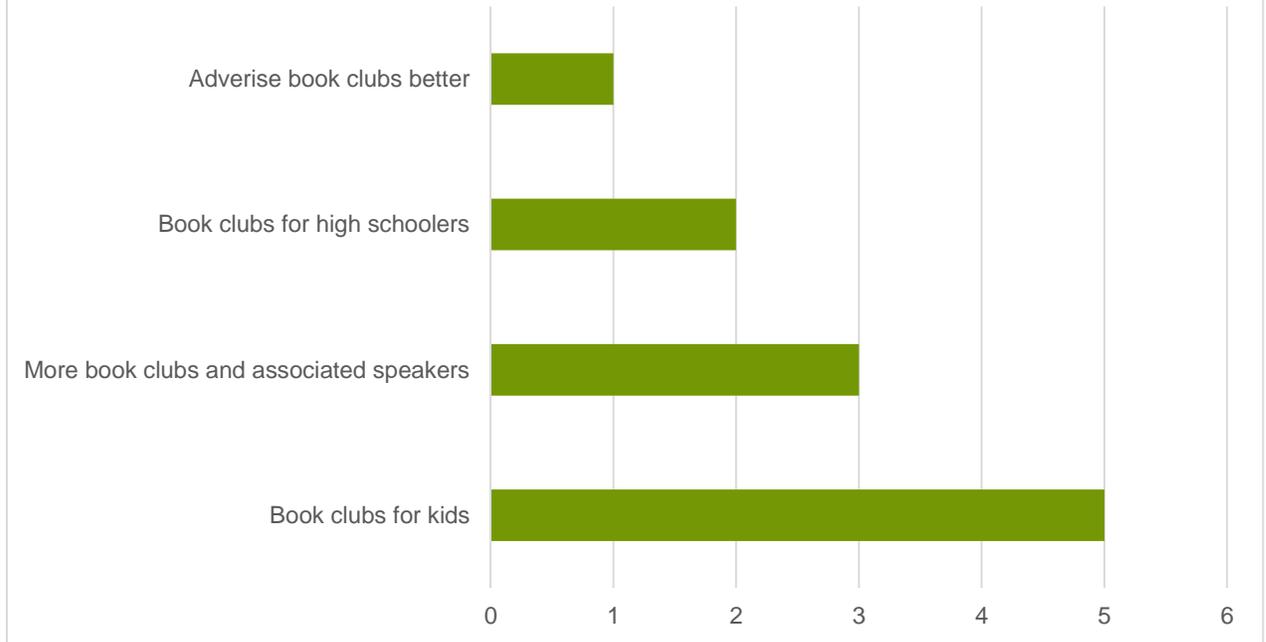


Q7: Below is a series of statements which concern the Needham Library. Please check ALL of the statements with which you AGREE

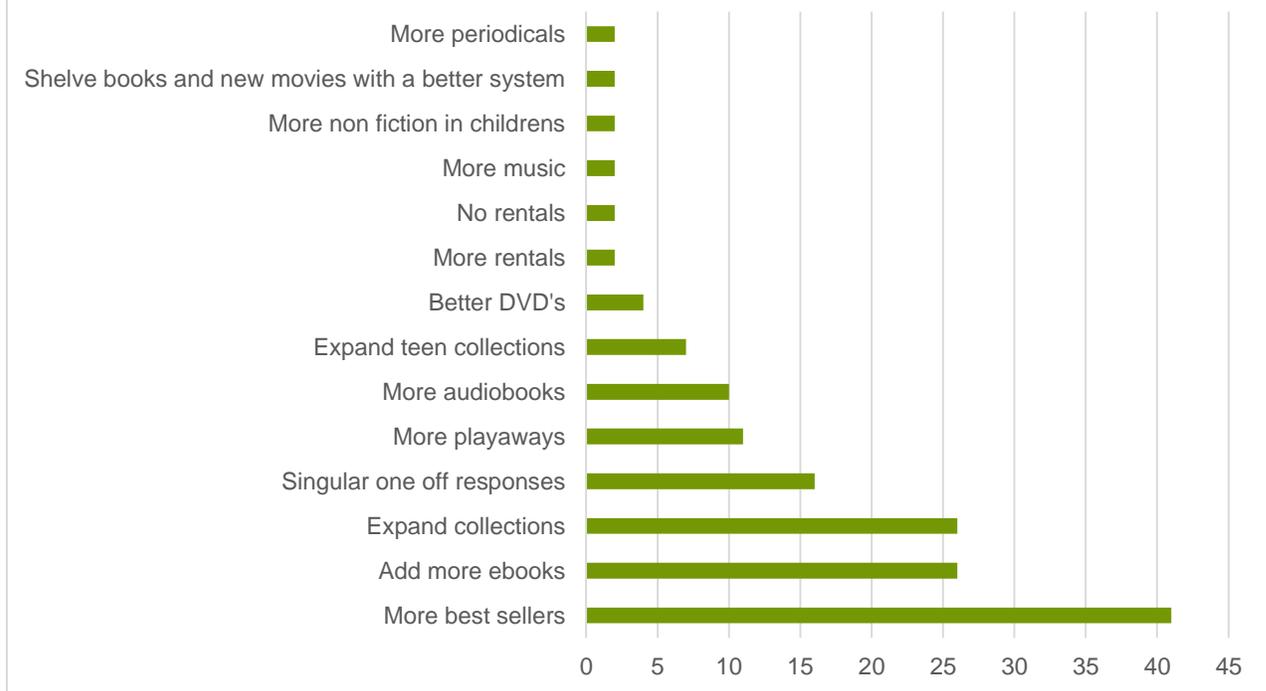


NOTE: The highly varied responses for question 8 necessitated multiple graphs.

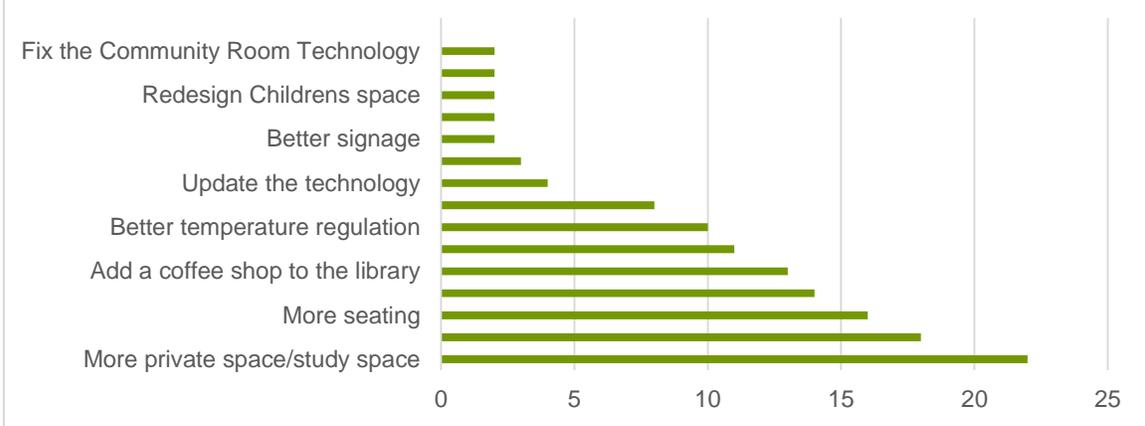
Q8A: Books: How should the library change or improve in the next five years to serve the community's needs



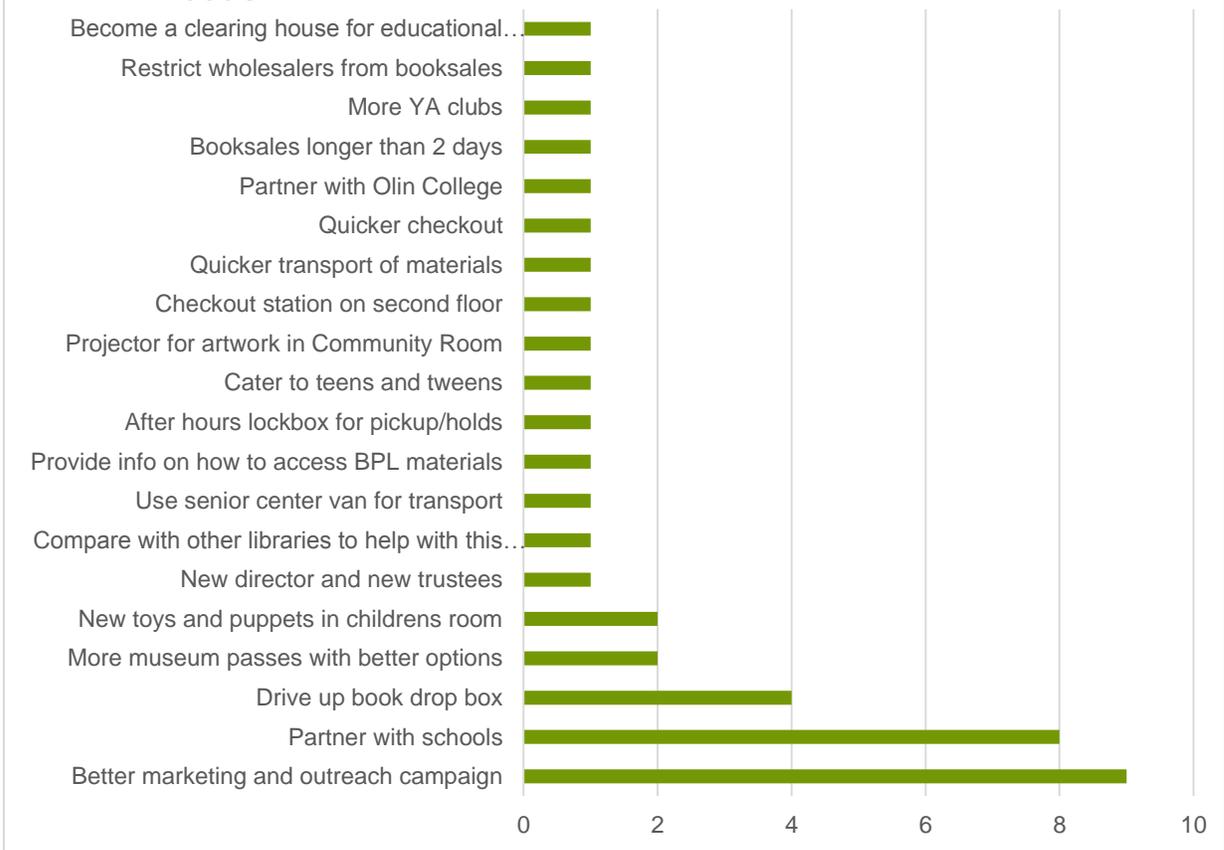
Q8B: Collections: How should the library change or improve in the next five years to serve the community's needs



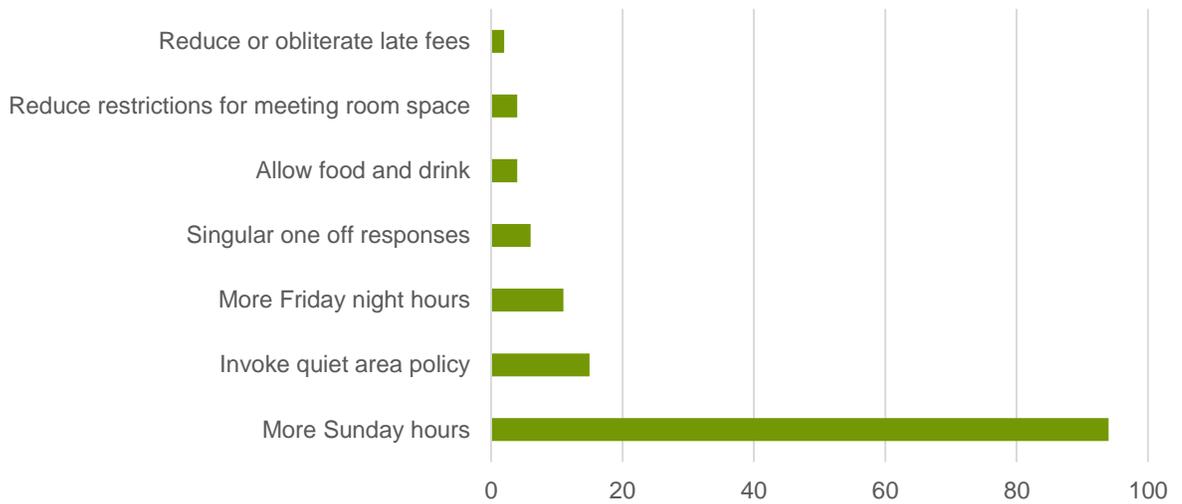
Q8C: Facilities: How should the library change or improve in the next five years to serve the community's needs



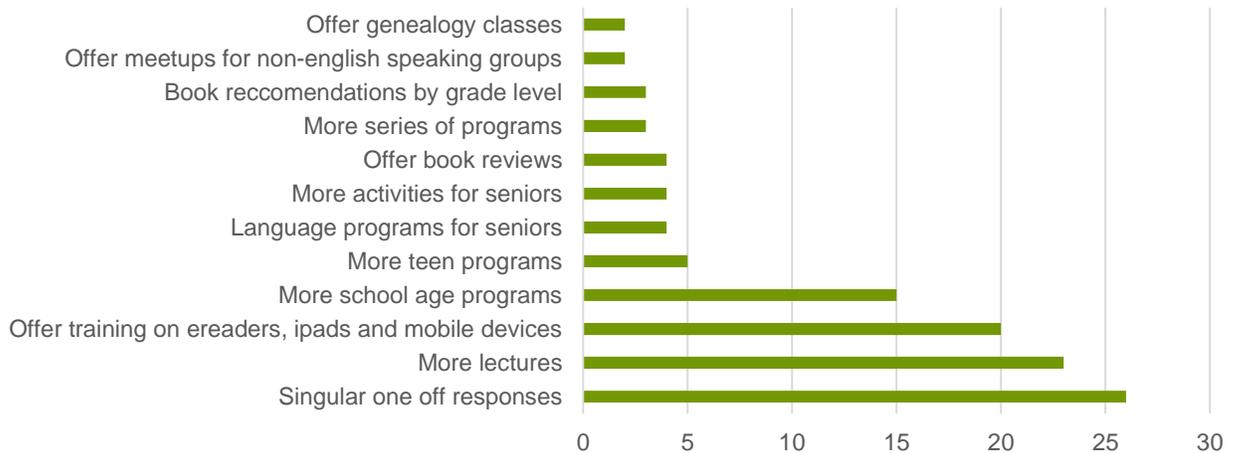
Q8D: Miscellaneous: How should the library change or improve in the next five years to serve the community's needs



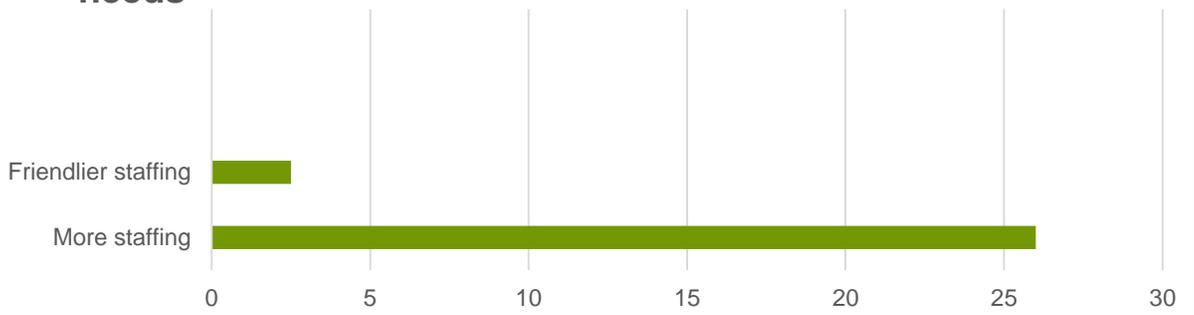
Q8E: Policy: How should the library change or improve in the next five years to serve the community's needs



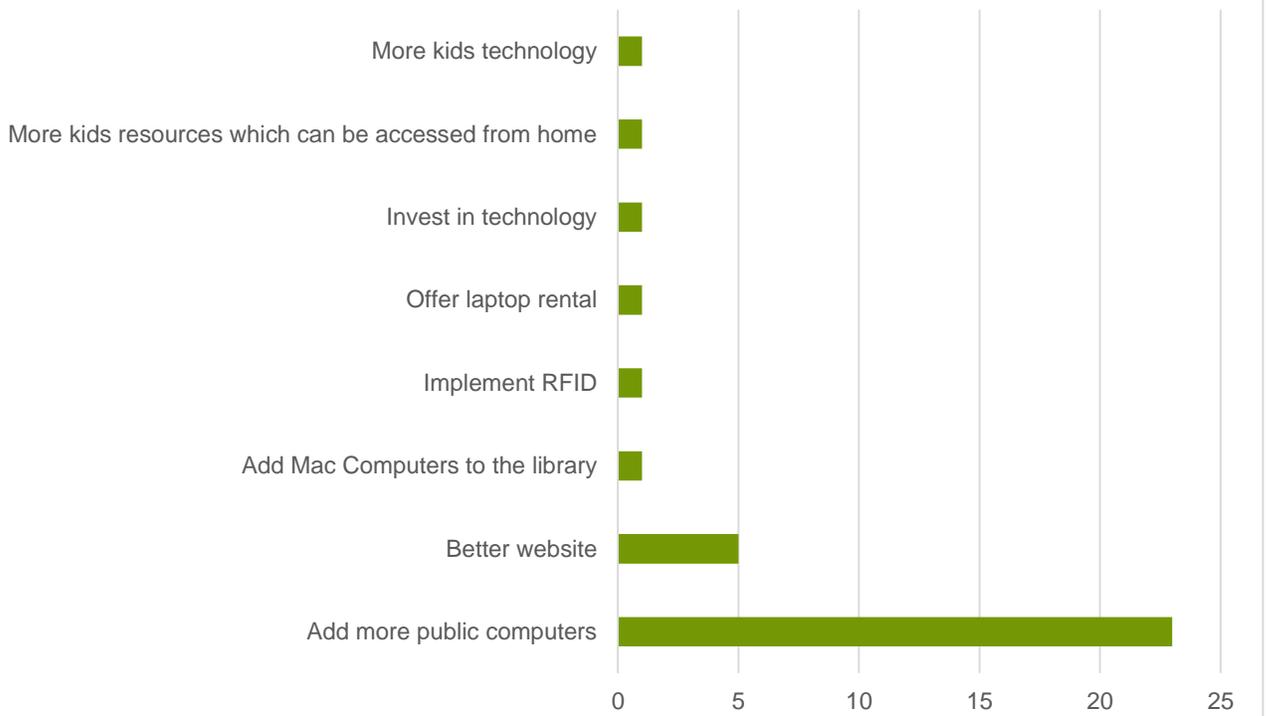
Q8F: Programming: How should the library change or improve in the next five years to serve the community's needs



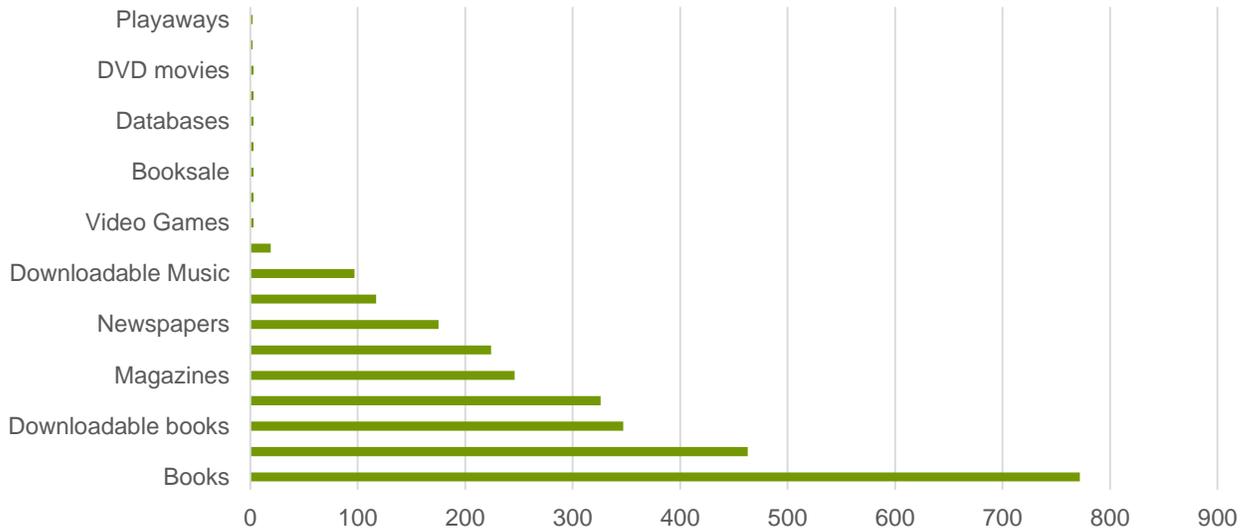
Q8G: Staffing: How should the library change or improve in the next five years to serve the community's needs



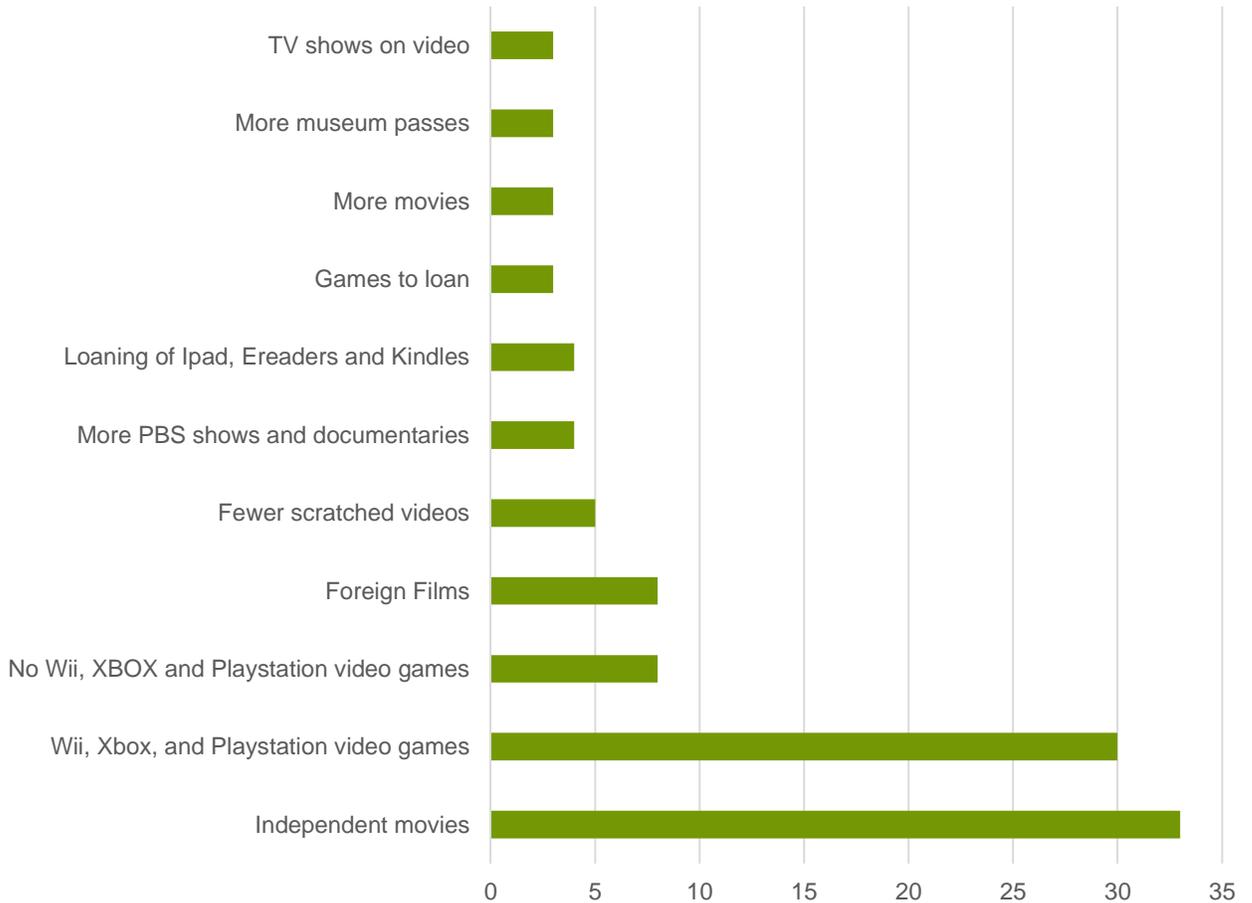
Q8H: Technology: How should the library change or improve in the next five years to serve the community's needs



Q9: Which of the following current list of library materials is important to you or you and your family?



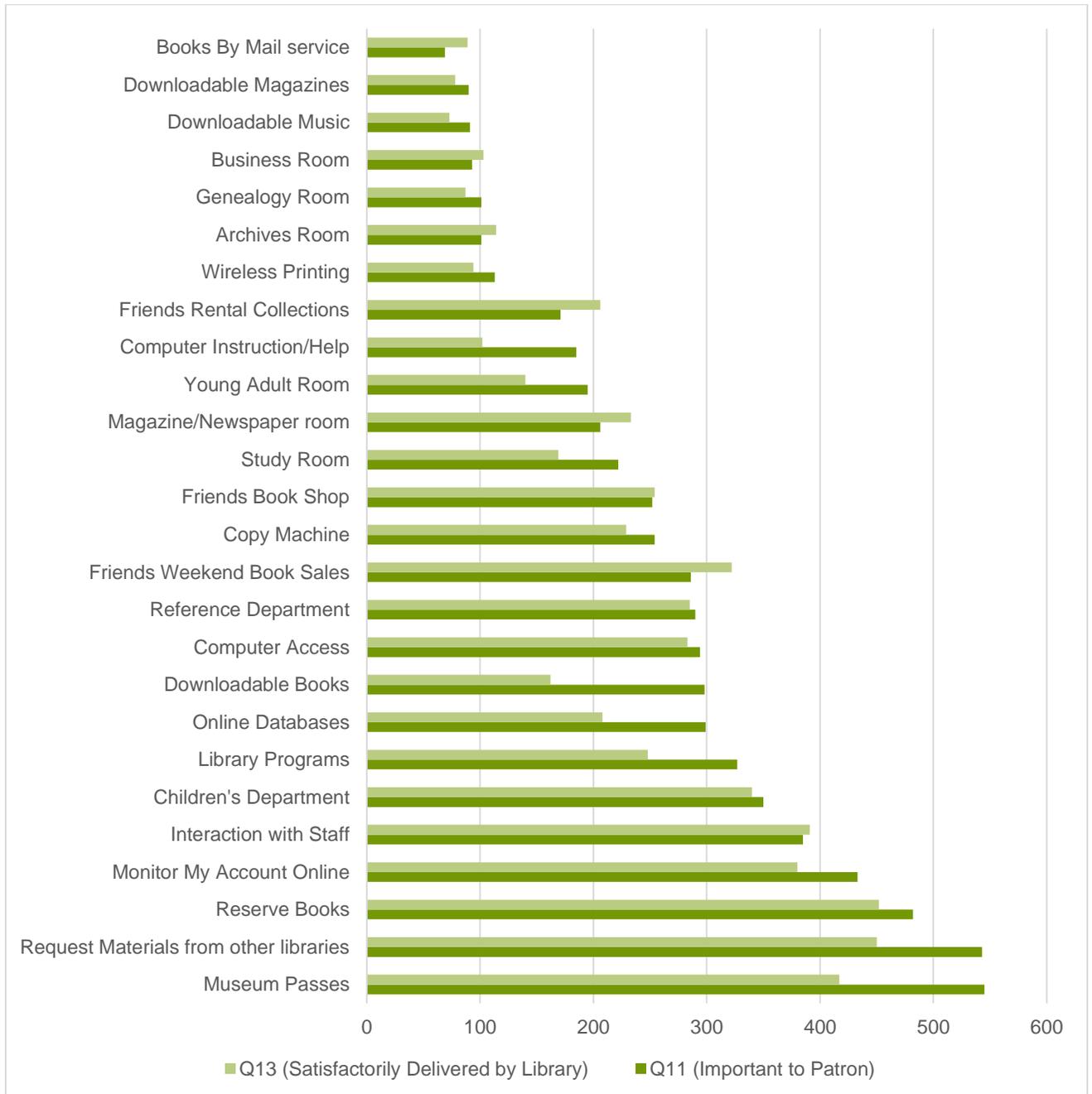
Q10: Are there library materials that you would like to see added?



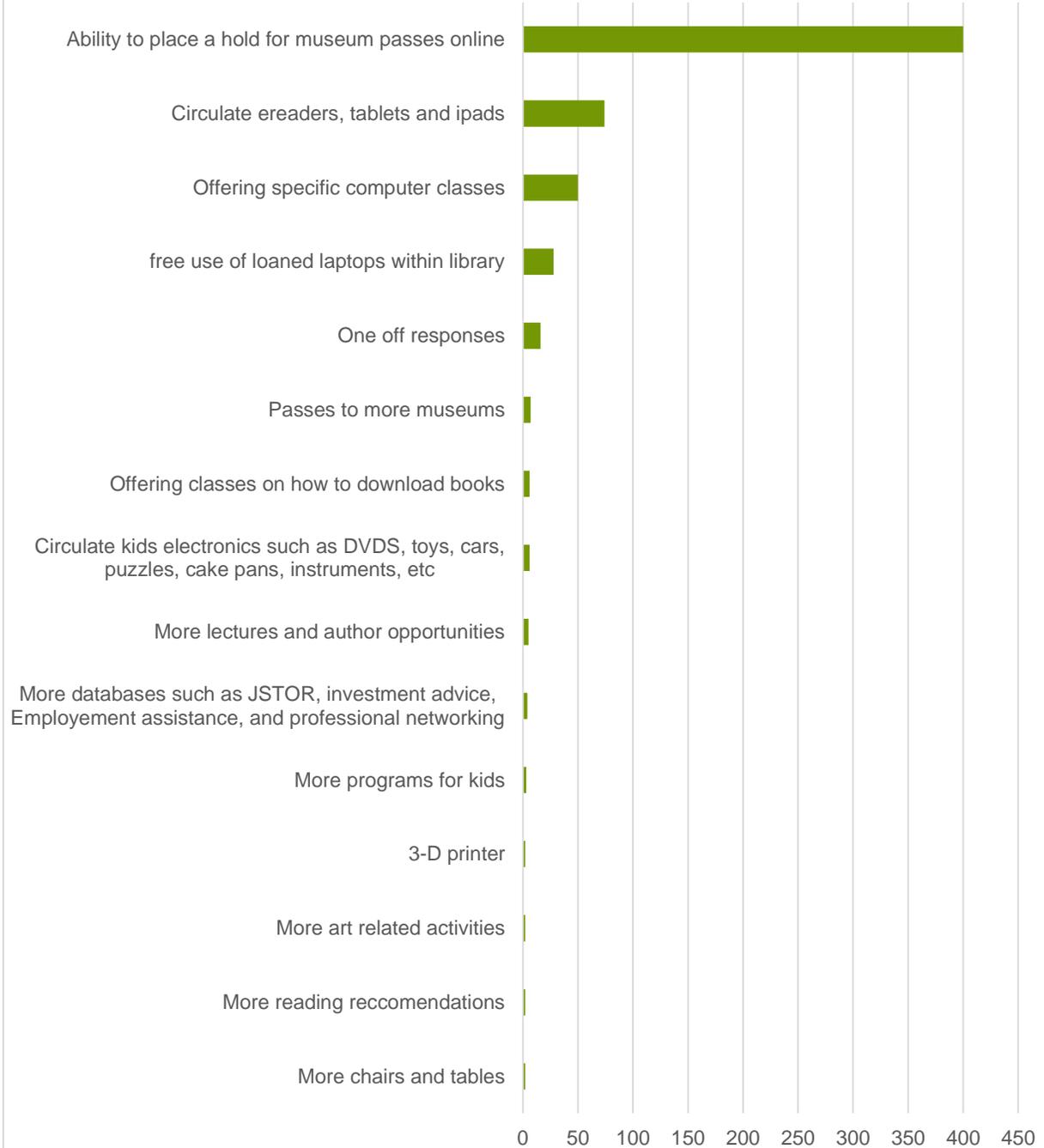
Questions 11 and 13

Q11: Which of the following current list of library services is important to you or you and your family

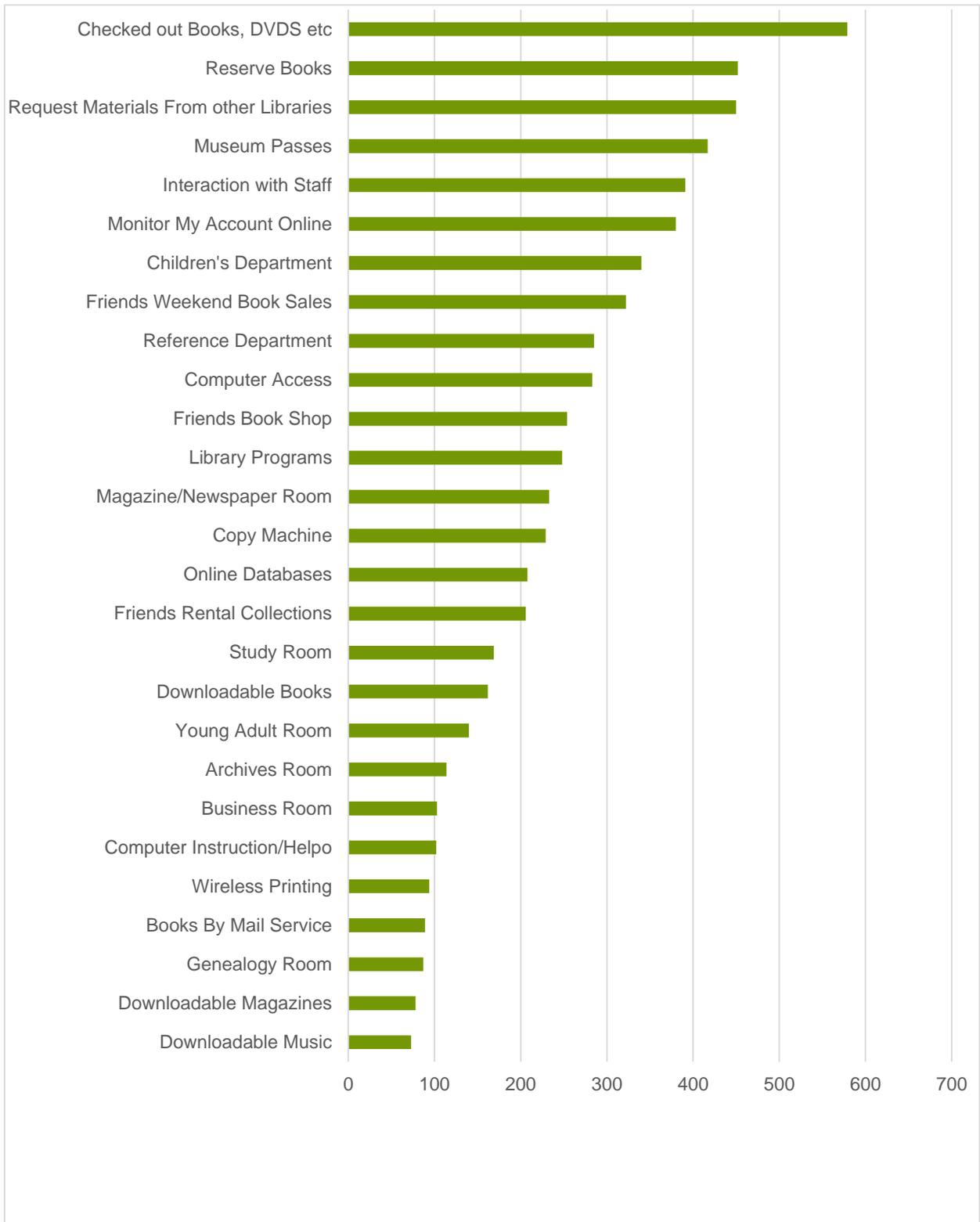
Q13: Which of the following current list of library services are satisfactorily delivered at the Needham Free Public Library?



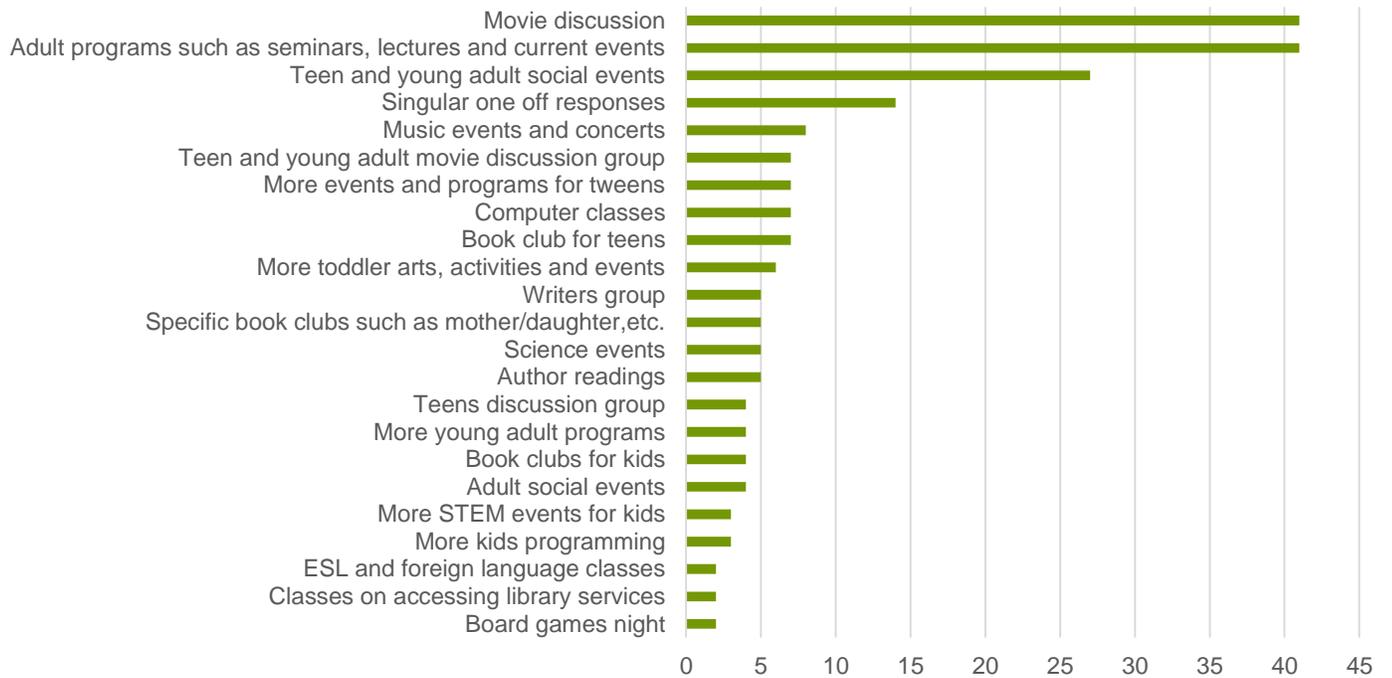
Q12: Are there library services that you would like to see added?



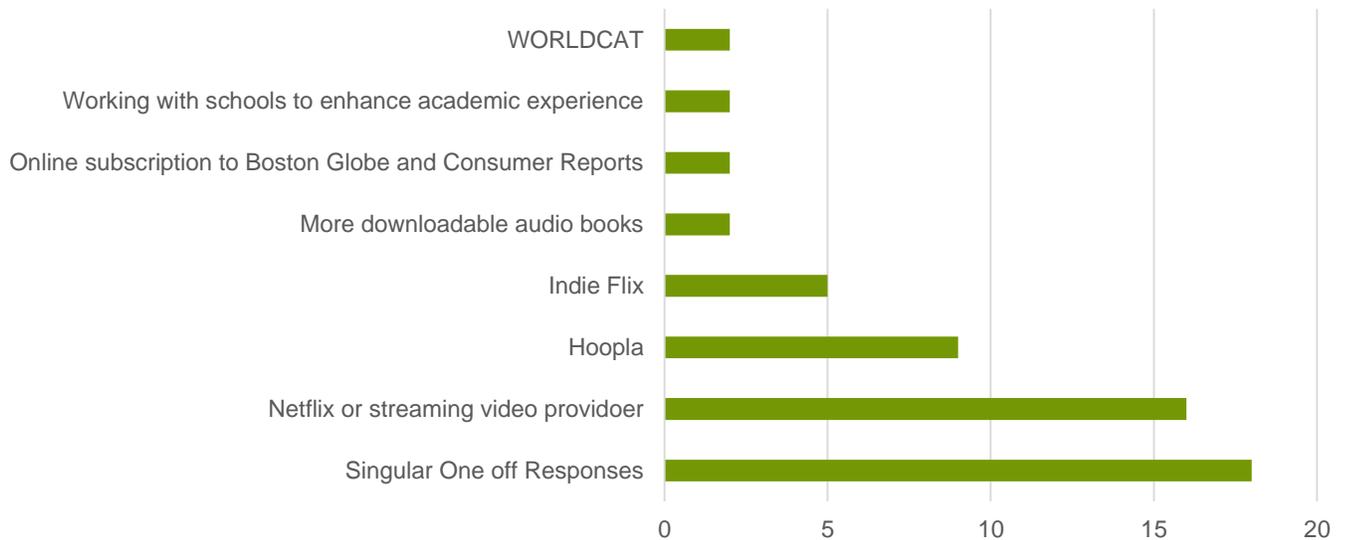
Q14: Of the types of programs offered at the library, which are most important to you or you and your family?



Q15: Are there other types of programs that you would like to see added?

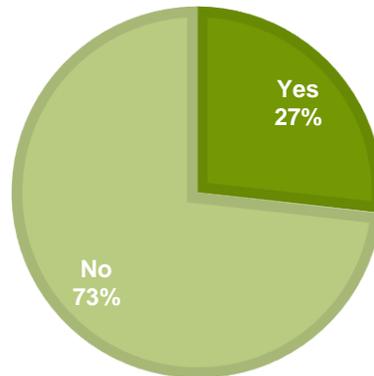


Q16: The library offers a number of online resources. Are there other online resources you would like to see added?



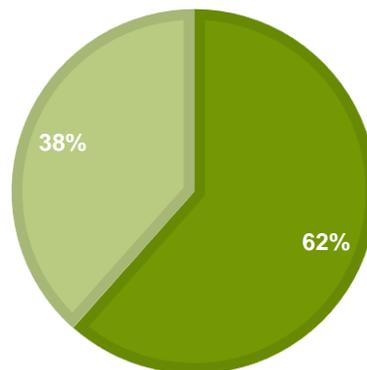
Q17: THE LIBRARY CURRENTLY SPONSORS TWO BOOK CLUBS. THEY MEET ONCE A MONTH, ONE ON A TUESDAY AFTERNOON AND THE OTHER ON A WEDNESDAY EVENING. WOULD YOU ATTEND A LIBRARY BOOK CLUB, IF OTHER MEETING TIMES WERE OFFERED?

■ Yes ■ No

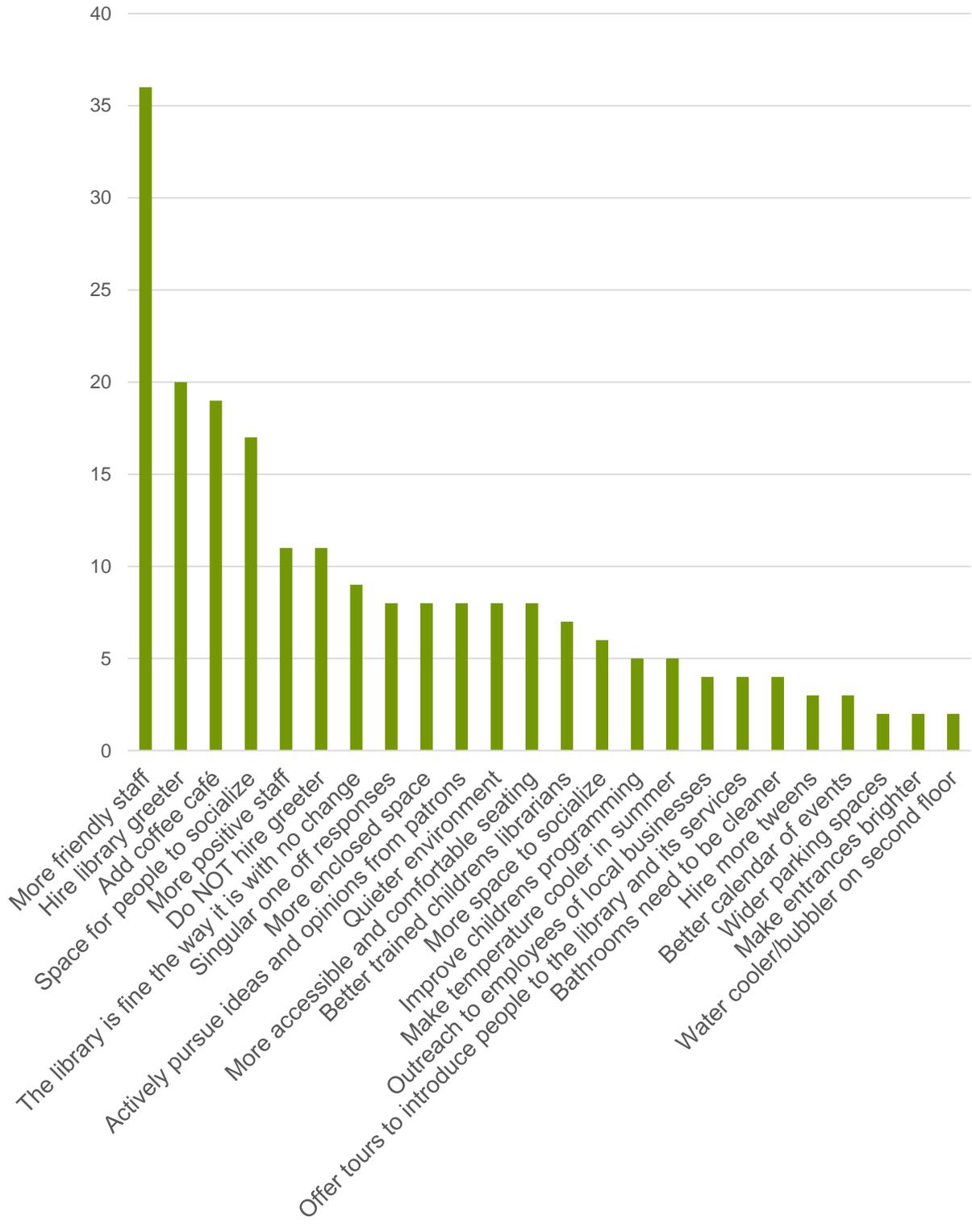


Q18: IF YOU ARE A SENIOR, WOULD YOU ATTEND LIBRARY PROGRAMS SCHEDULED DURING THE DAY EITHER AT THE LIBRARY OR AT THE CENTER AT THE HEIGHTS? EVERY EFFORT WOULD BE MADE TO NOT CONFLICT WITH CATH PROGRAMMING.

■ Yes ■ No



Q19: The library seeks to be inviting and friendly. What additions or changes would make the library more welcoming ?



Q20: How do you learn about library events and happenings?

