

ATTLEBORO FREE PUBLIC LIBRARY
74 NORTH MAIN STREET
ATTLEBORO, MA 02703



*Imagination Inspiration Information
Innovation*

Long Range Plan FY 2017-2021

*“To accomplish great things, we must not only act but also dream. Not only plan but also believe.” **Anatole France***

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A. A Mission Statement:

“The Attleboro Public Library serves as a learning and educational center providing access to resources and services for the information, recreation, intellectual development, and enrichment of our community and its members.” (Attleboro *Free Public Library existing mission statement*)

As such, we have spent the last three years branding ourselves as: “Books and So Much More @ YOUR Library!” It is our intent to highlight that we are a literacy organization with books as our key component, while also being an information and gathering center providing resources for all members of our community.

As we look towards the future, we feel it is important that we make reading and literacy come alive for our patrons. We see it as our duty to connect with our community on a level which will:

- Reinvigorate the role that *imagination* plays in our ability to experience new adventures.
- Instill the *inspiration* our patrons seek in finding answers.
- Provide the *information* that will help change their lives.
- Assist our users in opening their world with *innovation* driving them towards new ideas and solutions.

“Imagination”, “Inspiration” “Information”, “Innovation” - we expect no less of ourselves as we connect with our patrons and create the path toward our shared future.

B. An Assessment of User Needs:

Attleboro is a designated Gateway City, approximately 45 miles south of Boston, MA and 15 miles north of Providence, RI. With the largest ridership on the MBTA through the two stops in our city, Attleboro is a community of technologically diverse individuals—from the have's to the have not's; an affordable place to own and rent for Boston area commuters; and a mix of the culture from both of these cities. Many opportunities are available in Attleboro from social service agencies to parks, recreational facilities, museums, schools- (public, private, community college, university branch), a four story Library, The Literacy Center, and historical organizations offering presentations.

Demographics from the US Census shows the following: 43,970 population, with 6.4% under age 5, 22.7% under age 18 and 12.9% over age 65. 87.1% of the population is labeled as white. The median residential age is 40.7 years. Median household income is \$67,039. 30.1% of the population has a bachelor's degree or higher, with 88% having a high school education or higher.

The Literacy Center recently shared the following statistics: 5,563 residents speak a language other than English at home; 2,268 describe themselves as “speaking English less than well”; half of foreign born residents are not US Citizens (2,019). The percentage of poverty for those who speak a language other than English is 13.5% as compared to 8.5% of those who speak English at home. In the schools the number of children that have a first language other than English is 13.3% (787 students) with another 378 students labeled as ELL (English Language Learner). The Literacy Center, our next door neighbor, frequent partner and advocate, serves students from 50 different countries.

We are a community of individuals with myriad interests and needs requiring imaginative approaches to the delivery of content. Our programs and collections reflect this diversity providing innovative program options and formats, at a variety of comfort and interest levels in order to engage our patrons and assist them in their personal quest for information. We were pleased to learn that programs loom large in the responses to our recent survey, with books being the key reason people come to the Library, while programs and movies are neck-in-neck as the next highest percentage reason for being at the Library. Patron surveys suggested ideas which include increasing the number of book group offerings, history programs, music presentations, and keeping up the good work, especially the programs.

Surveys have indicated strong interest in basic computer classes, device demos, apps training, and the need to stay on top of technology. Our hard working Technology Committee is developing plans for a much needed technology lab. Staff training, public training that will impact daily life, maintaining an up-to-date, innovative technology aspect of the Library are among their goals.

Some of our respondents mentioned the dated look of the Children's Room, our furniture, and the building, which is not unexpected in a building that was renovated 22 years ago. The need for more meeting space, quiet space, quiet study rooms, and the tech lab are being addressed by our Tech Committee, Children's Room Redesign Committee, and the Trustees. These concerns will certainly be a priority over the next few years.

With a nearly 40% non-Library user return rate on our Public Input Survey (thus far we have received 4553 returns from a survey mailed with the City Census), we will continue to look at the reasons for not using the Library. These responses range from

- Lack of parking or not enough library designated free parking
- Hours are not convenient or consistent enough for a city our size
- Internet is all I need, why go to a building
- I didn't realize you offer so much and plan to come
- I physically cannot get out

Marketing will be key in our efforts to combat some of these concerns, while partnerships with agencies working with the homebound will be a part of our outreach over the next year.

We know we have the talent within our staff to jumpstart our future goals. What we lack is enough staff/ hours to maintain the traditional library while meeting the outreach, program, and community needs that we and are patrons see as key to our role in our community. The Trustees will be advocates of quality Library service for our constituents and seek ways to help meet these needs.

Existing Services and Meeting Community Needs:

The Library is a "Community-based" library in which programming, events, services, and resources reflect patron interests and need. Programs are often conducted by local experts. The Library provides age based programming from birth through adulthood. Examples of the programming being offered include:

- Story time
- Lunch bunch
- STEAM programming
- Tail Waggin Tutors
- Nine book discussion groups
- Music programs
- Lectures
- Panel presentations
- Genealogy Club
- Citizenship workshops
- Legal topics
- Bilingual family stories
- International Events
- Lego Club
- Tween/Teen Advisory Group

The library has received two Massachusetts Cultural Council Gold Star Awards for its Attleboro's 1 ABC programming, one for our first Big Read; the other for our spring 2011, "Becoming American" series. We have completed three State LSTA grants for a series of STEM programs, digital workshops, multi-cultural outreach, and we are currently working on a tween/teen community connecting and staff training grant.

The Library has a solid collection of physical materials for patrons to borrow and also is building its e-book offerings through an added Overdrive Advantage collection to go along with the titles provided through our SAILS membership. Databases provided to our patrons include:

- Ancestry/Heritage Quest
- Chilton's Auto Repair
- Mango Languages
- Universal Class
- Learning Express
- Consumer Report
- Value Line
- Culturegrams

These databases are fulfilling the needs of many segments of our population, from children working on school assignments, to adults wanting to try a class without the stress of grades. These offerings also meet the needs of our investing community, wise shoppers, do-it-yourselfers, and those wishing to learn another language or try a new skill.

As patrons suggest an interest in certain information we look at the ways we can meet those needs. We find that we have a strong following for our programs. The program ideas come from our patrons. Successful ideas in the past couple of years have included:

- Multi-cultural events and discussions
- A variety of themed book clubs
- A Spirituality Evening with three clergy author members
- An Elder Services Evening with local and regional agencies
- Attleboro Area Bar Association sponsored workshops on Elder Law and Estate Planning
- A higher Education Fair with 10 area programs, colleges, evening classes, and library online offerings
- A Social Services Fair
- Citizenship Assistance
- Volunteer Opportunity Evening with local agencies

Some of these will be repeated over the next few years.

Our programs are provided free of charge through our relationships with many of the local service and non-profit agencies in town. These programs are often taken off site, as we work collaboratively with our partners to bringing the Library experience to new participants. We have successfully completed 9 NEA/The Big Read projects. These have been crucial in seeing the interest and success in the concept of reading being a living, sensory experience and more than just words on a page.

By taking a sensory, hands on approach, we feel that many of these same concepts will assist us with our programming for ESL (English as a Second Language) families. We work closely with The Literacy Center in providing opportunities, programs, and joint ventures for their students and families. These programs present opportunities for the general public to meet new individuals and experience their culture. We have often incorporated sensory related experiences in our adult programs, such as:

- International Coffee and Tea
- Immigrant Coming to America stories
- Cambodian New Year Celebration with food and religious ceremonies
- Bollywood Dancing, Henna tattoos, and trying on Saris to experience India
- Bocce for Italian America Month
- Panel discussion/stories on hardships in Latin America
- For our Big Read programming, art exhibits at Attleboro Arts Museum that “blow you away”

By embracing social media beyond our Face book page, we have established 68 Pinterest Boards and given Instagram a try. We view the existing Pinterest Boards and future Boards as a way to gather information of interest for and from our patrons. An Instagram account established in the last year for tweens/teens now has 570 followers. A new Instagram account has been established for our general patrons. Our Facebook page is currently followed by 1471+. We work at keeping our website fresh and engaging.

ADA Compliance Update:

We are currently working with local agencies to improve our service delivery to include handicapped children. That planning is ongoing and will continue with the assistance of various local service agencies. The ArcNBC (Arc of Northern Bristol County) co-sponsored our Curiosity Creates grant, assisting us with designing some furniture, materials, programs, outreach, and assistive devices in order to make the Library more welcoming to families and children with varying skill and need levels. We are

in talks with The Kennedy Donovan Center to potentially provide integrated sensory story times for pre-school children and their care givers. As we work on our “dream” Children’s Room, redesigned into an integrated, sensory learning center, these groups are assisting us with concepts that will encompass the needs of many children.

The existing Library Building renovation and addition was completed in 1994, making the building fully compliant with ADA regulations. Over the years, the local access board has periodically stopped by and reviewed the building. We will plan to bring them in again this year for their suggestions on improving our physical space where necessary. We have 6 regular wheelchair bound patrons who let us know if something doesn’t work well for them. One wheelchair bound individual has recently emailed asking for help in establishing a support group for wheelchair bound residents- we are waiting to hear back from him. In the past we have worked with visually impaired and hearing impaired patrons to seek better ways of communication and/or providing service.

In 2013 an automatic door opening system was installed on both the outer and inside lobby entryway, due to the combined lobbying efforts of our local MS group (which meets in the Library) and the Library Board of Trustees. Shelving was recently removed in order to improve access to the quiet study rooms. The positioning of the shelving met code but still created an impediment for some of our wheelchair patrons in accessing the rooms.

Need for Technology:

Our Technology Committee is developing a plan to upgrade several areas of service including:

- Development of a Tech Lab for computer/device training
- A series of workshops on Living with Apps- Life Skills for Today
- Reconstructing our current sign utilizing electronic sign capabilities
- Looking at ways to upgrade our wiring, technology, computers, and offering more diverse devices for the public

Work undertaken by the group will include a plan to upgrade on a scheduled basis with potential funding opportunities to do so.

We are gauging the on-line access needs of our patrons, and the type of devices needed to meet the needs of individuals, groups, and our community as a whole. Our community is truly a mixed bag of technological whizzes and those who cannot afford access to today’s technology. The needs and possible solutions are included in our Technology Planning, and Goals for the next few years, including adding devices for in-house Library use, along with the Tech Lab, programs, training needs, and marketing of what we have to offer.

A separate copy of the Technology Plan is included in this report, along with the Committee goals being incorporated into the Library goals.

Information Gathering:

In developing our needs assessment we created two committees made up of library staff, Trustees, and the public:

- A reinvigorated Technology Committee
- A Children’s Room Reuse Committee

The Trustees are taking on the task of looking at the need for more quiet study rooms, while staff are initiating a review of more customer service designed public service desk areas.

Our Public Input Survey, sent with the city census to each household in January 2016, incorporated ideas received from requests for public input. These requests for public input included:

- A questionnaire emailed to staff for their ideas on the future of Libraries and where they see Our Library in 5 years.
- A gathering of over 70 volunteers and members of the Friends at a dinner in May asking their thoughts on the Library and where we should go in the future
- Committee meetings held over several months (and continuing) are looking at two key components of our service: building and technology needs.
- 53 Social Service and Non-Profit Agencies responded to a mailed survey asking what they know about the library; what they felt their clients might take advantage of at the Library; and any ideas they could share for better service between the Library and their agency.
- A November 2015 In-House Interview Day, conducted by Trustees and members of our Friends group, allowed over 200 patrons provided their opinions on current library customer service, patron service, what they liked and did not like about the Library, as well as any thoughts they might have on the Library of the future. There were a few constructive comments on parking and hours of operation.

We view our users as our partners, our volunteers, our staff, and our community. These groups include individuals who currently may or may not utilize the library, as well as agencies that frequently reach individuals we do not easily access. We wanted to be all inclusive and therefore decided to include all of these groups in our Long Range Planning through general meetings, the interviews and questionnaires.

(Information sources: library staff and Trustee conversations with patrons; questionnaires; The Literacy Center; Attleboro Comprehensive Plan; Attleboro CDBG Plan 2015; US Census; Attleboro School Department; collaborative relationships with numerous community groups through partnering on programs/issues/boards/steering committees/and their future planning efforts).

C. Multiyear Goals and Objectives: *see list- then chart that includes action plan.*

D. An Action Plan for at least the first year of the multi-year goals and objectives that includes activities, with specific timeframes and/or other means for measuring progress, for achieving objectives;

GOALS: *(Training and Technology for each area included under each goal)*

- Lifelong Learning
- Community Connecting through the Library
- Library as a Community Space
- Outreach
- Marketing

Attleboro Public Library

Goal 1: Life Long Learning: To embrace the Library’s role as a Life-Long Learning Center for all members of our community, throughout all the services we offer.

Objectives	Actions	Timeframe for Activity	By Whom (optional)
Develop more programs based on suggestions from survey: history, authors, games, skill development, music, genealogy, writing, local services.	Working with Arc on “Curiosity Creates” grant and KDC to make library more welcoming to all family members by creating programs and “atmosphere” that takes into account all skill levels.	Spring FY 2016-ongoing	Dir., Asst. Dir., Staff from APL, Arc, KDC, Project Connect
	“There’s an app for that” workshops to show everyone how to download and use everyday living/opportunity apps.	FY 2017, bi-annually	Circ Sup./Co-Chair Tech Comm; org/bus. Utililzing apps: Library, Drug Stores; Grocery Stores; MBTA; etc.
	Establish a schedule of programs for adults with quarterly “guest” (possibly paid speakers) programs based on different topics; hosting spring and fall writing workshops for varying age groups; computer skill/device training; info from local agencies; genealogy club already established;	FY 2017- ongoing	Lib. Dir; Dept. Heads organizing presentations by others
Marketing on-line class options through databases provided by the Library. Market options available to Children.	Learning Express; Universal Class; Tumblebooks; AWE stations all need continuous marketing and demos for groups	Summer FY 2017- on going on a scheduled basis TBD	Children’s Lib; Tween/Teen Coord; Ref staff; Circ Super/Marketing
	Creating a direct link to classes on webpage with its own tab for “Lifelong Learning”	FY 2017	Circ Sup./Tech Comm

Consistency in collection development to reflect patron needs for info	Buyers to meet on a more scheduled basis to share info on patron requests and age/skill appropriate info resources	Summer FY 2017-meet quarterly	Dept. Chiefs/Buyers
Provide more one-on-one service through reference and reader's advisory	Set time aside for one-on-one service with a marketing campaign to encourage public participation	FY 2018 for development of concept	Ref , Children's Services, Reader's Advisory
Review staffing needs to expand current hours of operation to meet the needs of adult students as well as youth in school	Trustees to continue meetings with the Mayor regarding the need to commit to staffing Tuesday evening hours for consistent night time service. Also address parking concerns as expressed in Public Input Survey	FY '17 ongoing	Trustees
	Acknowledge the need for later hours with the increasing number of adult students taking classes. Both BCC and BU plan to expand offerings within the City satellite campus	FY '17-19	Trustees
Assess staff training needs for assisting with the recommended service changes	Once staff skills are assessed, include staff members along with public in training sessions; include staff marketing ideas; and allow time for staff to review all that we do online and in-house. May require some scheduling modifications.	FY '17- ongoing	Director, Dept. Heads
Work with other agencies to address the transportation issue for elder residents to allow their full participation in community events	Collaborate with existing partners and appropriate new partners to discuss and develop a transportation plan for older residents as well as review home delivery options	FY '17 ongoing	Director, local Agency Directors and CEOs

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Goal 2: Community Connecting through the Library: Encourage community groups to align with the Library as an information and community facility, bringing their resources and clientele to the Library as a means of broadening their outreach. In this manner, the possibilities for the Library to be seen as an information resource in all its formats will increase.

Objectives	Actions	Timeframe for Activity	By Whom (optional)
Reminding individuals and the community as a whole that the Library IS THE information resource for OUR community.	Develop a Targeted Marketing Campaign using print and on-line resources	New brochure: FY 2017 postcard neighborhood oriented campaign: FY '17 Ongoing	Circ Sup; Director; Asst. Dir., Trustees with staff input
Establishing links with Community Service Providers/Agencies to enhance info on local resources, events, opportunities	LSTA Tween/Teen Grant is working with 12-18 yr olds to develop media on local opportunities for this age group	FY 16-17	Tween/Teen Coord; Agencies involved
	Join/Participate in Social Service Resource Committee to remind them of Library resources and to establish Library as info site	Spring FY 2016	Library Director
	Offer Library staff as speakers at meetings	ongoing	Director; Dept. Heads
	Develop regularly scheduled programming by staff with local cable	ongoing	Director, Dept. Chiefs

Creating subject oriented Fairs at Library as a yearly event	Higher Education Opportunities Fair; Social Services Fair; Elder Services Fair; Volunteer Opportunities Fair	Ongoing- some have been tested and done well	Dept Chiefs
Continue programming with local agencies providing expertise	Maintain and develop new contacts with local agencies in order to touch base for future informational events as dictated by patron needs	ongoing	Director, Asst. Dir., Dept. Chiefs
Marketing all that is going on at the Library	Make marketing an aspect of all goals and objectives of the Library. Consider who we are engaging and what community groups might be interested. Also see Action 1 on target marketing	Ongoing- FY '17 make this part of the planning process of all initiatives	Director, Dept. Chiefs, program organizers
Continue crusading for more staff to in order to achieve goals and objectives and to enhance our role as a connection to the community	Periodic meetings with Mayor, City Councilors to review community needs and staffing required to meet these needs	ongoing	Trustees, Director
Staff Training on seeing opportunities through conversations with patrons, organizations, reading local news and social media.	Spend some time at staff meetings discussing how to see opportunities in conversations. Continue to encourage input from all staff members regarding services and how to get the word out.	Ongoing	Library staff
Maximizing use of social media to highlight the Library as an information and gathering place to get to know the community	Increase use of Pinterest as an informational and sharing Library resource; encourage connecting through Instagram with our patrons; continue outstanding job on website and Facebook by staff	Ongoing	Asst. Dir., Dept Chiefs

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Goal 3: Library as a Community Space: The Library is the Heart of our Community, connecting people with resources, programs, events, quiet spaces, and meeting spaces to learn more about and become more involved in their community. We need to remind ourselves and our community of this very vital role that the Library fosters.

Objectives	Actions	Timeframe for Activity	By Whom (optional)
Building Use Committee, currently focusing on “Children’s Room Redesign” will lead the charge on more current uses for the building.	Committee has established goals/needs for hiring design architect to revamp Children’s Room into an interactive, all skills based learning center. Looking at City to write RFQ	Spring FY 2016	Committee with Trustee and staff input/approval w/Mayoral approval
	Review areas for more quiet study rooms with architect. Determine cost and funding avenues.	FY 2017-2018	Committee with Trustee and staff input/approval
Development of a Computer Lab to meet demands for classes; instruction; more computer availability.	Tech Committee is reviewing needs, assessing space available, and addressing design/connectivity issues with City MIS. Fundraising options under review	FY 2017-2018	Tech Committee; MIS staff; City Purchasing Office w/Mayoral approval
	Establishing a schedule of classes based on patron needs; outside group needs (interest by Police, Council on Aging, classes on memory apps; programs with young children; and teens)	FY 2018-2019	Tech Committee; Dept. Chiefs, Dir.
Reviewing service desk design for a more customer service friendly, one-on-one library experience. Including idea of self –checkout.	Determine best delivery of one-on-one service with patrons determining which functions can occur at each service point and which require specialized service (Circ, Children’s Room, Ref)	FY 2018-ongoing	Building Committee; Dept. Heads; Dir., Trustees With staff and patron input

	<p>Review concepts with design architect to maximize ability to meet functional goals.</p> <p>Commence funding sources research</p>	FY 2018-2019	Trustees, Dir.
Determining areas for more quiet contemplation and those for small group gathering.	<p>Review current needs and areas for more programs and more quiet spaces as expressed by survey takers. Suggest uses and review ways to create space as recommended.</p>	FY 2018-ongoing	Building Committee, Dir. Dept. Chiefs, Trustees
Tween/Teen media programming to connect YA aged individuals with their community.	LSTA grant	FY 2016-2017 ongoing	Tween/Teen Coordinator
Continue development of an array of programming	<p>By partnering with local service/non-profit agencies to assist with delivery and suggestions of programs. Participating in their efforts as well.</p>	FY 2017-ongoing	Dir., Asst. Dir., Dept. Chiefs
Staff Training	<p>Continue the emphasis on a "Community Based Library" and how we meet the needs of individuals, groups, and our community</p>	FY 2016-ongoing	All staff

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Goal 4: Outreach: To remain a vital part of our community, the Library needs to be seen out in the community looking for opportunities to connect at neighborhood, interest, and need levels.

Objectives	Actions	Timeframe for Activity	By Whom (optional)
See Embedded Librarianship as a means for staff training regarding our role as a community resource.	Increase awareness among key staff members as to the value added through participation on local boards, meetings, speaking engagements, etc. as an added resource without it feeling like “one more thing I don’t have time for”	Ongoing	Currently the Director, Asst. Director, Children’s Librarian, Tween/Teen Coordinator, Circ Supervisor serve on local boards/committees
Increase efforts to bring the Library out to the community.	Children’s Librarian and Tween/Teen Coord. working with Summer Lunch Programs, Public Housing Community Rooms, Y, and Recreation Dept. to bring programs to their sites	FY ’17 summer	Children’s Librarian, Tween/Teen Librarian
	Work with agencies to continue programming throughout the year at some of these same locations	FY ’17-’18	Children’s Librarian, Tween/Teen Librarian
	Continue Big Read programming with 11 Agency partners to bring creative readings, discussions, events off site	FY ’17 fall	Director, Attleboro’s 1ABC Committee members
	Tween/Teen LSTA grant Coord. And Consultant will be working at the middle schools with students to film opportunities in their schools and to enhance their knowledge of the Library	FY-17	Tween/Teen Coord. And Grant Consultant

	Utilize local Farmer's Market, school events, local fairs to market the library, apps, programs, and lifelong learning opportunities	FY '16 ongoing	Circ Sup, Reader's Advisor, Ref Staff
Find avenues to meet the needs of homebound residents and those without transportation options to utilize library as expressed by input from public survey	Meet with Council on Aging Director and CEO of the Community Visiting Nurses to explore options. Expand to include the Housing Authority	FY '17	Director, CoA Director, CVNA CEO
Continue to tweak Marketing Campaign to find innovative ways to get the word out	Through webinars, workshops, discussions, continue to enhance our marketing outreach through the website, social media, local media outlets	FY '17 ongoing	Asst Dir, Dir, Circ Super, Dept Chiefs with staff and Trustee input

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Goal 5: Marketing: Marketing, Marketing, Marketing, and then some more Marketing. In order to remain on everyone’s mind, we need to remind our community of who we are, what we are, what we do, and how we do so to meet their needs....there is no WE without YOU.

Objectives	Actions	Timeframe for Activity	By Whom (optional)
Counter the results of several of our surveys which showed that individuals, agencies, and even some volunteers are not aware of all that we do	Keep reminding staff of the need to be proactive in explaining all we offer. Continue the efforts towards maintaining a viable website, and social media interactions. Send info to local media outlets on a consistent basis.	ongoing	Asst Dir, Dir, Dept Heads, staff members and Trustees
	Creation of new Library brochure based on “Imagination” “Inspiration” “Information” “Innovation”	Completed by summer FY ‘17	Circ. Super
	Refitting existing outdoor sign with an electronic sign that has digital picture and multiple messaging capabilities	FY ‘17	Technology Comm
	Banner campaign: using the 4 “I’s” campaign and other messages, ie. “Books and so Much More @ YOUR Library” create an array of reusable banners with Library messages for our building; locations that allow banners to be hung; fairs and events that we are participants	FY ‘17 ongoing	Circ Super, Dir
	Take advantage of all speaking opportunities to promote OUR Library	ongoing	Dir., Asst. Dir, Dept Heads

	Postcard Campaign targeting neighborhoods and what might entice them to come to the Library. "Wish you were here" featuring events; "Why not" try us, etc.	FY '17-'18	Circ Super, Dir.
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E. A Brief Description of the Planning Methodology;

We knew early on in 2015 that we would need some time to make an all-out effort to reach varying segments of our Community. A collection of data, both in-house and off site, was accomplished by speaking with patrons, staff, and volunteers and through involvement with other agencies long range planning by Library staff and Trustee members. This information assisted us with the types of questions and information sought through formal and informal surveys.

Beginning with staff and volunteers, we obtained their thoughts on libraries in general, and on our Library in particular. Our next approach was to reach out to non-users as much as users, to try and determine their knowledge of and thoughts about the Library. We felt this info would be just as important to our future and how we can meet our Community's needs. Here is the path of our journey.....

We embarked on this five year planning odyssey in the spring of 2015. The existing staff members were asked to individually answer some questions regarding the Future of Libraries and the Future of Our Library. About half the staff answered in writing, with a few others making comments directly to the administration. We have been in flux with our staff, having the ability to attract energetic, innovative individuals, but also having half of our positions as part time slots. (In the past two years, our vacancy rate for staffing has increased as our well-trained part timers find full time jobs elsewhere.) The technological skills of these individuals offer an opportunity to re-examine the services offered at each public service desk (we have three: Circulation, Children's Room, and Reference) but some turnover has caused us to spend more time training on our Network capabilities, and less time on expanding what we can do at each desk.

Our next group of individuals to become involved in our planning efforts was our volunteers and members of our Friends group. We felt that these individuals might have some insight into what we are doing as they observe us in action while they are volunteering. At a recognition dinner held in May 2015, individuals were given a tour of the building which included a history of the library and its originally designed use, emphasizing the changes made over the last 100 years. These individuals were asked to share their opinions of the Library and ideas for the Library moving forward.

We are aware of the need to refresh the look and use of our building which was renovated 22 years ago. Our patrons are very open about what they see as outdated, yet love our programs and desire to change. We also are cognizant of the need to upgrade our technology and have received inquiries from other city departments and agencies as to whether or not we have an ability to offer computer classes-

thus the need for a Technology Lab. With these priorities in mind, we began meeting on these issues during 2015.

We re-established our Technology Committee over the summer with some new members as well as a few individuals from our original committee. The members include:

- Individuals who create new technologies
- A software developer
- A device engineer
Our new Circulation Supervisor with a keen interest and skill base for new technological developments
- A corporate technology development manager
- Members of the community with an interest in technology and the library
- City MIS Director
- Our Trustee Chair who has been involved with the School Department Technology Planning

The Committee has come up with specs and concepts for recommissioning our existing magazine storage room into a Technology Room; program development ideas for the public and staff; reviewing wiring issues in the building; and looking at device options the Library should be currently offering and what may be coming in the future.

We have a Building Use Committee which has morphed into our Redesign of the Children's Room Fundraising Committee, the Children's Room being our top priority. The idea is to create an interactive learning center for children of all skill levels. This committee includes:

- The Library Director
- Children's Librarian
- A couple of Trustee members (former teacher and current teacher)
- A design planner
- Member of the school committee
- Individuals not afraid to ask for money
- Members of the Friends
- Parents with children who utilize the children's services
- Staff from the Arc and Kennedy Donovan Center

The group has developed a list of ideas for hiring an architect to come up with conceptual drawings of the room, for fundraising purposes. This list is being reviewed by the City Purchasing Agent for RFQ purposes. Other areas to be reviewed: the need for more quiet study rooms, some changes in the building for safety purposes, and redesigning of the Circulation and Reference desk areas for more personalized service delivery.

Attleboro is a city with several social service agencies and non-profit organizations that provide group and individual services. At times we see some of these agencies and their clients in the Library. With the help of a volunteer, we created a listing of agencies that serve residents of Attleboro to which we mailed a questionnaire and added the on-line link to fill it out. Fifty-three agencies out of 150 answered

our request. Several of the respondents mentioned using our Library. In most cases, the respondents were not aware of all that the Library offers.

Continuing our fact finding and needs assessment, our Trustees and members of our Friends group planned an interview day. On a twelve hour service day, a table was set up in our outer foyer for one-on-one brief conversations with patrons regarding whether or not they found what they were looking for, rating our customer service, what they may have liked or disliked about their Library experience, and any thoughts they might have for the Library in the future. A bit over 200 individuals took the time to have the conversation over coffee, juice and cookies. The Trustees and members of the Friends gained insight into the diversity of our patrons, their needs, and their love of the Library.

All of the information gathered at these events and from these questionnaires were used to create our Public Input Survey by an ad hoc Committee of three Trustee members and the Library Director. Through negotiations with the Election Commission, we were able to have our Survey mailed out with the City Census to the approximately 17,100 households within the City. This was done at the end of January 2016. The Election Commission received back 1800 mailers as undeliverable. Of the 15,400 delivered, 50% of the census surveys have been returned. We have received the Library surveys from 60% of those filling out their census information. We also saw this as a marketing opportunity, which it proved to be, as 40% of our respondents are currently non-users.

Staff members, Trustees- including all three on the ad hoc Committee, and a few volunteers have worked diligently to input the paper surveys into our Monkey Survey online version of the questionnaire. Conversations on the survey comments, the Technology Committee and Building Use Committee input, staff interactions with patrons, and the information from the Interview Day formed the basis for the Goals and Objectives of this Long Range Plan.

(Copies of all surveys are included as part of the LRP.)

F. Approval of the Governing Board; March Board Meeting:

Attleboro Free Public Library Board of Trustees

Vote Taken: *date:*

Trustee Chair

Date:

G. annually, by December 1st of each year, an update of the action plan for the following state fiscal year (July to June).

Attleboro Public Library- Technology Committee

1. Improve internet connectivity systems and function throughout the library

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Create an easy-to-navigate, centralized location for public and staff internet wiring	Relocate wiring from Circ Back Office to Circ Desk area (near fire exit), while streamlining/labelling equipment and removing unused cables. Request for proposals expected beginning of FY 2017.	FY 2017-ongoing	Circ Super, City MIS, Tech Comm.
Improve public WiFi connectivity throughout the building	Consult with current internet service provider (Comcast) regarding increased bandwidth and/or improved routers to alleviate WiFi dead zones in building	FY 2016	Circ Super, City MIS, Tech Comm.

2. Expand and improve technology systems and equipment for staff and patrons

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
<p>Create a new tech lab on second floor for computer instruction and general patron use</p>	<p>Consult with technicians (wiring and electric) to determine best plan of action and cost for converting reference closed stacks into public computer lab</p>	<p>FY 2017-ongoing</p>	<p>Circ Super, City MIS, Tech Comm.</p>
	<p>Investigate equipment donation options from local businesses (Sensata) and determine need for additional funding</p>	<p>FY 2017-ongoing</p>	<p>Circ Super, City MIS, Tech Comm.</p>
	<p>Explore grant options for additional equipment/facility funding as needed</p>	<p>FY 2017-ongoing</p>	<p>Circ Super, Tech Comm.</p>
	<p>Conduct additional Technology Committee meetings as needed for continual input/ideas for a successful implementation of the tech lab</p>	<p>FY 2016-ongoing</p>	<p>Circ Super, Tech Comm.</p>
	<p>Develop sustainability measures to maintain proper function and funding of tech lab</p>	<p>FY 2017-ongoing</p>	<p>Circ Super, Tech Comm</p>

<p>Create a compelling, eye-catching exterior sign for promoting the library and its services</p>	<p>Utilize existing exterior sign framework to convert into a digital sign with LCD/LED screen(s). Request for proposals expected beginning of FY 2017.</p>	<p>FY 2017-ongoing</p>	<p>Circ Super, City MIS, Tech Comm</p>
<p>Implement mobile circulation for offsite outreach</p>	<p>Meet with SAILS library network staff to install Mobile WorkFlows (circ software) on existing tablets and have initial training with program. Investigate additional equipment needs as necessary.</p> <p>Conduct training with full- and part-time staff on Mobile WorkFlows on tablets. Explore maximum potential and additional software use (mobile weeding, etc.)</p>	<p>FY 2016</p> <p>FY 2016</p>	<p>Circ Super, SAILS staff</p> <p>All Staff</p>
<p>Provide patrons with more accessibility to technical devices within the library</p>	<p>Investigate grant funding for the purchase of iPads to be used in the Children’s Room and for other in-house programming</p> <p>Establish in-house use by patrons of existing e-readers (as exploration tools/ “try before you buy”)</p>	<p>FY 2016-ongoing</p>	<p>Asst. Dir., CR Librarian, Tween/Teen Coordinator, Circ Super</p> <p>Ref. Librarian</p>

Create a more suitable space for in-house MIS server room	Relocate MIS server room to the elevator room on the fourth floor. Request for proposals expected beginning of FY 2017.	FY 2017	Circ Super, City MIS, Tech Comm
Establish Self-Checkout system to promote patron checkout privacy	Research self-checkout/security system equipment and funding options. Tour libraries with similar systems already implemented.	FY 2020	Circ Super
Provide a digital wayfinding system for patrons to easily locate items, sections and rooms throughout the library	Investigate equipment and trends in digital wayfinding in libraries and consult with technology companies about available products.	FY 2020	Circ Super, Tech Comm

3. Increase technology training, programming, and marketing

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Improve promotion and visibility of library-related apps	Produce print (bookmarks, signage, etc.) and web (website/social media posts) marketing materials for in-house promotion of library apps (CardStar, BookMyne, Mango, etc) Hold instructional "App Hours" to promote apps and assist patrons	FY 2016-ongoing	Circ Super, Ref Librarian

	<p>with downloading and implementing on their personal devices</p> <p>Conduct app training with staff to encourage word-of-mouth marketing at public service desks</p>	<p>FY 2016-ongoing</p> <p>FY 2016-ongoing</p>	<p>Circ Super, Ref Librarian</p> <p>All Staff</p>
<p>Provide more technology programs tailored to tweens and teens</p>	<p>Offer video-making programming using existing iPads and Padcasters</p> <p>Explore ideas for full- or half-day app/game-building workshops for tweens and/or teens</p>	<p>FY 2016-ongoing</p> <p>FY 2017</p>	<p>Tween/Teen Coordinator</p> <p>Tween/Teen Coordinator, Circ Super</p>
<p>Provide patrons with instructional and informational technology opportunities</p>	<p>Research and develop computer courses (such as Computer 101) that can be taught in the new tech lab. Investigate opportunities for volunteers/organizations to act as instructors for such courses.</p>	<p>FY 2017</p>	<p>Circ Super, Ref Librarian, Tech Comm</p>
	<p>Develop App Life Skills classes or instructional hours inform patrons how they can use apps in everyday life</p> <p>Develop community partner “App Fair” and workshops, associating</p>	<p>FY 2017</p>	<p>Circ Super, Ref Librarian, Tech Comm</p>

	apps with local companies and organizations	FY 2017	Cir Super, Ref Librarian
Increase technology fluency and awareness amongst library staff	Develop staff training sessions and materials to educate full-and part-time staff on current library technology trends, so that they may properly assist patrons as needed	FY 2017	Circ Super Ref Librarian

