

Benbrook Library District Strategic Plan - **Approved 2016 – 2020**

Introduction

The Benbrook Library District has been formulating its 2016-2020 strategic plan to recognize and address customer expectations and emerging trends in technologies. Additionally, the library must anticipate the overall growth of the community and position itself to ensure an optimal level of service. A brief review of the library's history is advantageous to understanding the environment in which the library operates and a summation of its current structure and performance

The library district was voted into existence, by allocating one-half of one percent of sales tax collected in the city limits, in January 1999 following an initiative by the Friends of the Library to build support for a ballot measure and its passing in a general election. An all-volunteer library, supported by donations was originally established in 1989. Many of those involved at the library's inception are still affiliated with the library as volunteers and paid staff. As the revenue increased, the library was able to purchase a building and subsequently underwent two expansions.

With the funding of the library, professional staffing and an elected board of trustees joined the Friends of the Library and volunteers in contributing to the library's operation. At present, the library is operating nearly at capacity in its physical space. Recent remedies include the renovation of the patio area to accommodate library visitors, and an increase of operating hours.

Consider the emergence of technologies since the date the library was funded. From personal computers and flip-phones to tablets and smart phones, along with cloud delivery of personalized services, and the explosion of social media, libraries had to adapt to these rapid sweeping changes.

Additionally, a change in library management occurred late in the previous strategic plan's term, so greater deliberation is applied to the strategic planning for this term in order to both define the direction of the library and its approach to service.

The library's approach to modernizing its operation can be characterized as "early adopters" rather than "trail blazers." In this way the library intends to implement emerging technologies responsive to expectations of the clientele without the associated frustrations of working out the inevitable inefficiencies (bug fixing) or pursuing dead-end products (think of Beta versus VHS).

A brief summary of goals and objectives will be followed by observations and justifications, and pertinent appendices

Goals and Objectives

With each budget cycle, the library will invest with greater emphasis on improving one of the categories described below while addressing the routine and rapidly developing or otherwise unforeseen issues that arise from the remaining categories.

Library

Goal While the mission and scope of the library should remain unchanged, the scale of the operation will continue to increase.

Objective

- Adapt equipment, methods, and furnishings to operate more efficiently while meeting client expectations
- Evaluate the library's operation with the Texas Library Standards adopted in 2014 by the Texas Library Association and take the steps necessary to achieve, at the minimum, the 'Enhanced' level of library services met by the 50 percentile of public libraries operating in Texas, while aiming for the 'Exemplary' level of library services met by 75 percentile of the public libraries opening in the Texas.
- Evaluate extending the library's service hours.

Community

Goal Ensure the library reflects the complexion of the community and its expectation of traditional and emerging library services.

Objective

- Monitor client usage of the library through evaluation of the library's performance indicators, library generated surveys, patron comment cards, anecdotal remarks by patrons to staff, conversations between the library director and patrons and contrast these observations with regional and national trends as published by Pew Research, Library Journal, to ensure library services adequately meet expressed needs and perceived expectations.
- Professional staff will continue to be involved with regional, state, and national library focused organizations to share ideas and evaluate feasibility of incorporating these ideas into the local library operation.
- Support staff will continue to receive periodic training to adapt to new customer service methods and the operation of supporting equipment

Information Technology (IT) and Equipment

Goal Ensure the library's computer workstations support standard productivity applications commonly associated with academic and commercial organizations.

Objective

- Update the operating systems (Microsoft Windows) and productivity software (Microsoft Office) to coincide with the versions found in the majority of local business and schools.
- Provide training to individuals who are new to computers or in need of improving marketable skills. This training will include regimented classes, online tutorials, and one-on-one assistance.
- Ensure standard peripheral equipment is available and functional. This includes printing, CD/DVD drives, Flash drive and SD card ports, adequate internet bandwidth, and sufficient CPU, RAM, and graphics card performance.
- Provide, when requested, ADA keyboards, adaptive software, and other reasonable enhancements to assist individuals with disabilities to operate library equipment.

Goal Ensure the library's computer workstations support standard enrichment and entertainment experiences.

Objective

- Provide headphones, monitors and keyboards that are comfortable and sufficient to meet user expectations.
- Regularly update browser plug-ins, operating system updates, and security measures.
- Provide periodic upgrades and replacement of computer hardware to meet the demands of emerging technologies.

Goal Protect the privacy of computer users and the integrity of the library's computer equipment.

Objective

- Maintain a robust firewall to safeguard the library's network from malicious intrusions.
- Maintain anti-virus software on the library's network and computers.
- Manage the public workstations with 'reboot to restore' software that ensures users' computer histories, cached passwords, saved documents, and any potential malware intrusions are removed between user sessions.

Goal Apply emerging technologies to efficiently deliver library services

- Objective
- Implement RFID system to improve check-in/check-out management and provide self-check option for patrons.
 - Evaluate and incorporate device dispensing systems to enable patrons to self check-out laptops, notebooks, etc. from library kiosks.
 - Enable wireless printing technologies that allow patrons to print from their laptops and other personal devices.
 - Upgrade the point-of-sale (cash register) and credit card systems to reflect advancements and expectations in these systems.
 - Upgrade barcode readers to read patron barcodes from their smartphones.

Goal Ensure the library's network and back-end IT systems are modern and effective in supporting the library's mission.

- Objective
- Periodically upgrade servers, switches, firewalls, routers, access points, communications systems, and associated software to reflect current industry standards and best practices.
 - Increase the library's internet connectivity to ensure ample bandwidth to deliver favorable customer experiences, especially when considering offering streaming audio and video products.

Human Resources

Goal Provide exceptional customer service

- Objective
- Develop and improve the knowledge, skills, and abilities among staff to address observed and anticipated trends (for example, self-check-out stations, learning kits, use of digital resources, etc.)
 - Increase staffing levels to address increases in user activities to ensure positive user experiences as the library grows.
 - Create an atmosphere among staff and volunteers of 'ownership' of the library by recognizing their contributions to the library's successes.
 - Evaluate salary levels and benefit packages to ensure the library is competitive in recruiting and retaining staff with proven competencies and customer-focused attitudes.

Goal Administer staff in accordance with current and emerging laws and best practices.

- Objective
- Library management will frequently attend human resource training opportunities offered by area universities and state agencies.
 - Review and evaluate standard practices from among area libraries and other local governmental organizations.
 - Retain legal counsel or other specialized services to assist in personnel matters when appropriate.

Facility and Grounds

Goal Maintain the library facility to ensure an appealing building that is safe, clean, and functional.

- Objective
- Paint and caulk the exterior of the building to seal out the eroding effects of the weather
 - Clean and/or replace carpeting as it becomes worn, or otherwise unserviceable
 - Renovate the original restrooms to match the remaining building's décor.
 - Apply sound deadening products and techniques to address the rising noise levels associated with increases in visitation and added activities (MakerSpace, programming, ect.)
 - Replace and/or restore existing library furnishings as needed.
 - Arrange for periodic inspection from competent professionals to identify potential trouble areas before they become serious.

Goal Develop the grounds to facilitate optimal use by the community

- Objective
- Create an outdoor venue for outside programming, equipped with a gazebo, or similar, staging area with a storage building to house folding tables and chairs.
 - Incorporate lighting and electricity outlets in support of outdoor venue.
 - Create a children's 'discovery zone' and play area.
 - Create pathways, benches, and landscaping to enhance the appeal of the outdoor space.
 - Seek grants and partners to consolidate support and increase the visibility of the project.
 - Enable community members to 'borrow' the space as an extension to the library's current meeting room service.

Physical and Digital Resources

Goal Offer collections of books, audiobooks, and videos that meets the needs and expectations of the community.

- Objective
- Regularly monitor circulation statistics and evaluate the collections to ensure an appropriate (considering the library's limited space) mix of materials from varying categories (fiction/non-fiction, children's/adults, regular/large print, etc.) is readily available on-site.
 - Facilitate patrons' special requests by borrowing on their behalf through interlibrary loan, or incorporating their suggestions into the collection.
 - Develop a homebound service for patrons who are unable to visit the library

Goal Provide an impressive collection of digital resources

- Objective
- Seek cost-saving methods when subscribing to vendor products by joining consortia and creative negotiation.
 - Seek relationships with various non-traditional content providers, such as museums, academic institutions, and government agencies.
 - Provide streaming audio/video services for virtual library usage.

Goal Improve accessibility and appeal of digital resources

- Objective
- Explore methods to simplify access to various digital products through proxy portals and global authentication systems.
 - Explore various resource providers to identify popular high-quality e-resources to help drive attention to the library's e-resource collections.
 - Publicize and promote the digital resources to increase their usage.
 - Provide periodic training on each of the library's digital resource products.
 - Evaluate feasibility of circulating mobile Wi-Fi hotspots, ROKU streaming video sticks, laptops and tablets, and project-oriented learning kits (robotics, Raspberry Pi, coding, etc.)

Programming

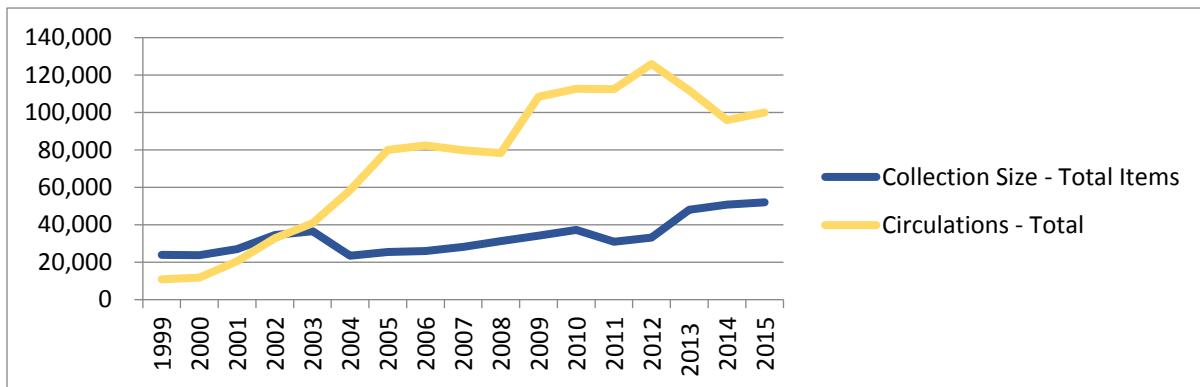
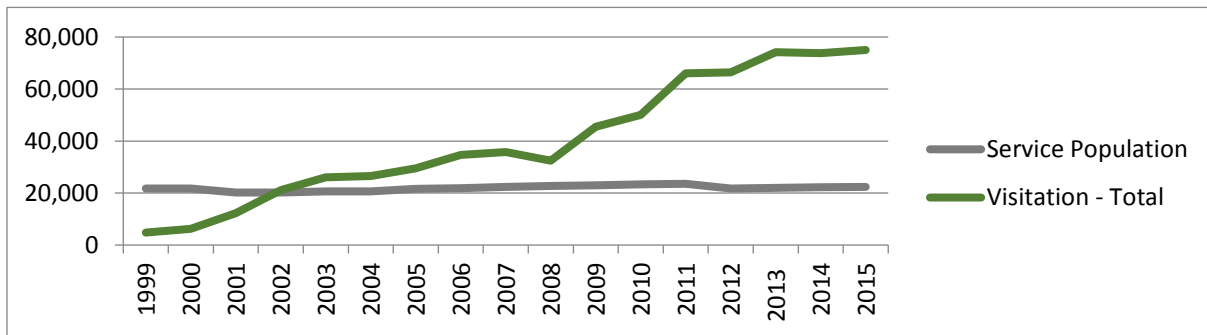
Goal Provide informative, enriching, and entertaining programming on a regular basis

- Objective
- Cultivate relationships with organizations that sponsor, or otherwise offer ranges of suitable programs.
 - Solicit feedback and observe attendance levels of patrons to assist in determining desired programs.
 - Ensure a balance is presented in programming, whether in a specific program, or in a similar program scheduled in response to a potentially controversial program.

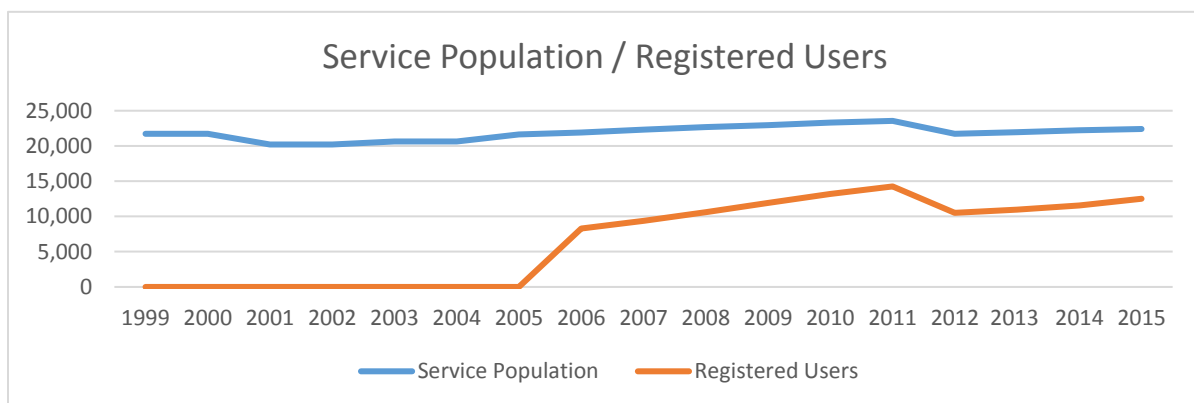
- Invite community expertise to present programs of interest to the community at large.
- Solicit patron feedback regarding programming topics.

Library

Mission statement: The Benbrook Library District will enhance our clients' quality of life by providing a safe and comfortable facility and resources that meet informational needs, encourage lifelong learning, provide cultural enrichment, and support responsible citizenship.



While the collection size is reaching its physical capacity, Circulations activity is still robust.

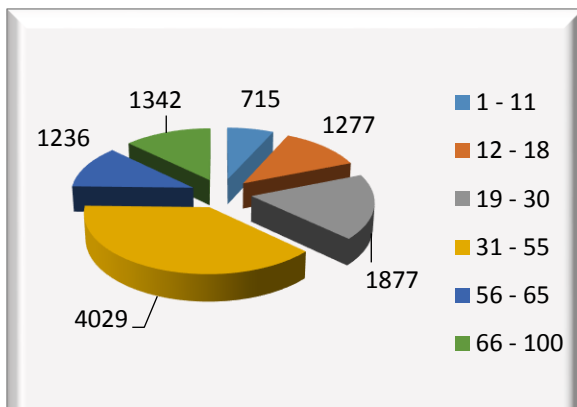
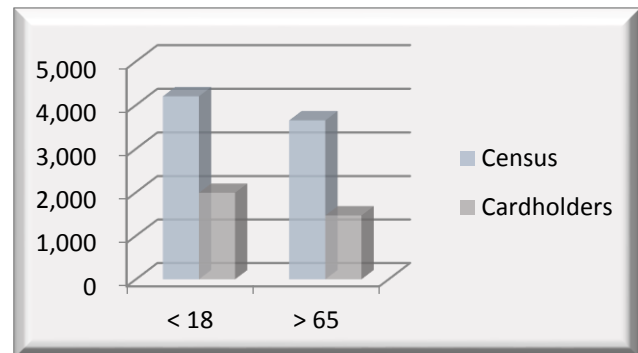


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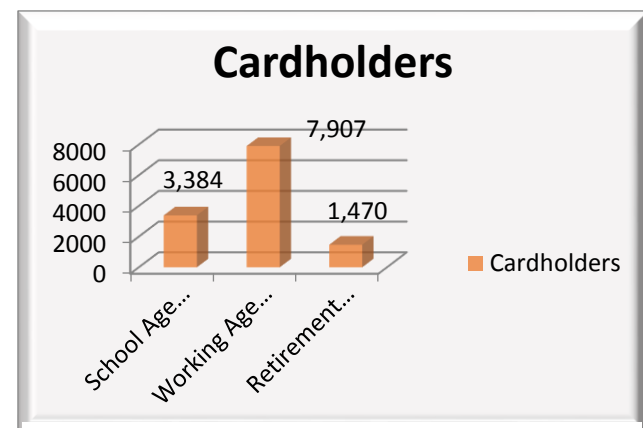
Community

The current service population, per the July 2015 estimate from the United States Census Bureau is 22,629, with the city's land area at approximately 11.5 square miles. 92.8% have earned a high school diploma, or equivalent, and 32.8% have earned a graduate degree. Nearly 6% are children, under five; 20% are under 18; and 17% are over 65.

Benbrook exceeds the state average in education, with 93.8% having a high school diploma, and nearly 33% have earned a Bachelor's or higher degree. A little less than 10% speak a language other than English at home. In 2012, 2,097 businesses operated in Benbrook.



Breakdown of population per 2010 Census



Current Cardholders (2015)

The learning community includes self-guided life-long learners; students of area colleges and universities (Tarrant County College, Texas Christian University, University of Texas at Arlington, and Tarleton University); as well as on-line degree programs from regional and national institutions. K-12 students are served by the Fort Worth Independent School system, which is constructing and expanding their facilities in Benbrook.

The Benbrook library maintains a membership and involvement with the Benbrook Area Chamber of Commerce and seeks creative ways to extend library services to the business community. The library serves as an instrument to help attract families and businesses to Benbrook. Additionally, the library seeks to patronize local businesses as much as possible.

The library has conducted two surveys, a brief survey in 2015, and a more comprehensive survey in 2016 to provide the opportunity to collect information from the

community in order to improve the library. Pew Research Center conducted a series of nationwide survey about public libraries in 2014-2015 and the results were reviewed in preparation for this strategic plan. By comparing them to Benbrook Library's locally conducted surveys. These surveys can be found on the library's website at <http://www.benbrooklibrary.org/home/library-matters/>

Information Technology (IT) and Equipment

The IT equipment of the library is intended to efficiently manage various administrative functions for library staff and support for essential applications common to commercial and academic operations. At the library, current and prospective employees can expect to build marketable skill sets and students of all ages can expect to research and prepare academic assignments. These expectations will continue to be met as long as the library exists.

Additionally, the library supports trends in the consumer market. As individuals acquire personal digital devices, such as smartphones, tablets, eReaders, etc., the library will offer infrastructure, resources, and outreach to enhance the user experience and add value to each of these devices.

From 2012 to present, the library has been systematically upgrading its IT equipment and network by replacing consumer grade appliances to commercial grade systems. Recent upgrades include faster network switches; linked Wi-Fi access points; new network servers; increased random access memory (RAM) and solid state hard drives in the public workstations; new multifunction copier; and hi-definition projection system with surround sound.

A part-time IT Specialist was recruited in October 2014. Prior to this time, the library's IT needs were met with a contractor. As the library grows it became clear that dedicated in-house support was necessary to ensure optimal functionality.

As new technologies emerge, the library evaluates them for their potential application to the library's service posture. With regard to emerging technologies, the Library is and will continue to be an "early adopter" rather than a "trailblazer" when incorporating new technologies.

This strategy has already been demonstrated by incorporating a MakerSpace into the library's limited confines. The adoption of this equipment has directly drawn new users to the library while exceeding the expectation of long-established patrons. Additional equipment, devices, and materials will continue to be added as they become available and as space permits. One strategy to continue growing in this capacity is to compile science, Technology, engineering, and math (STEM) kits for lending to Benbrook cardholders.

Upcoming projects include lending portable Wi-Fi hotspots; lending ROKU streaming sticks with NetFlix accounts; lending Raspberry Pi kits; and lending robotics kits. Additionally, the library will evaluate the feasibility of adapting thin-client computing for internal resource sharing of software applications.

Adult Public Access Computers

- Dell OptiPlex 755
- 2.33 Mhz Intel
- 4 GB RAM

Twelve computers were originally purchased in 2007

Increased RAM from 2GB to 4GB in October 2012

Installed solid state hard drives to facilitate quicker reboot speeds in support of Envisionware session managing software to remove all traces of user sessions.

These computers are expected to retire from service at the end of this strategic plan cycle.

Teen Room Public Access Computers

- Dell OptiPlex 9010 'All-in-Ones'
- 3.10 Ghz
- 8GB RAM

Four computers purchased in March 2013

These computers are expected to remain in service throughout the term of this strategic plan. Minor upgrades may be applied.

Children's Public Access Computers

- Dell OptiPlex 3020
- 3.4 GHz Intel
- 4GB RAM

Five computers purchased in May 2014

These computers are expected to remain in service throughout the term of this strategic plan. Minor upgrades may be applied.

Staff Workstations

- Varied Dell PCs

Twelve computers of varying configurations and models will be upgraded individually throughout the term on a case-by-case basis.

Human Resources

The library's human resource complement includes a Board of Trustees, The Friends of the Library, volunteers, and staff. Each of these components contributes to the library in unique and significant ways.

Friends of the Library

The Friends of the Library were directly responsible for initiating the processes that created the library. Its members created the library in 1989 and operated the library as volunteers when the library supported exclusively through donations. The members built a community of users and demonstrated a need for library services. This effort was expanded when they sought support in petitioning for a ballot initiative and support of the taxpayers to vote to support the library with one-half of one percent of sales tax collected in the city limits. With funding assured, the library was able to grow in scope and expand its services to the community.

The Friends of the Library is supported with membership dues, donations, proceeds from used book sales, and fundraisers. The money raised is applied to the library following the initiative of the Friends of the Library and coordinating with library administration. Recent projects include bicycle racks and 'wall-to-wall' mural in the children's area. Potential projects for the near future include placing a catalog computer in the children's area, and placing a computer with wall mounted large-screen monitor to facilitate business meetings and distance education.

Volunteers

The library is fortunate in having a cadre of dedicated volunteers, many of whom have been involved with the library when it was a purely volunteer operation supplied with donated materials. While the library has grown in scale and scope over the years, the volunteers continue to be involved.

As much as practical, volunteers are preferred candidates when applying for staff vacancies. Many of the library's current staff have begun their involvement with the library as volunteers.

Volunteers serve in another capacity that is often overlooked, yet quite beneficial. They are established members of the community who work alongside library staff and provide a greater level of organizational transparency than is typically found in other local governmental operations. They represent all ages and diverse backgrounds.

Board of Trustees

The Board of Trustees operates as a governing board overseeing the library's operation by supervising the library administration, assisting in strategic planning, and approving policies and annual budgets. The five members of this board are elected during the November Uniform Election from among registered voters residing in Benbrook. Each trustee serves two year terms, which are staggered so that an election is held every year.

The great majority of libraries in Texas operate as municipal departments where the city councils serve as the governing boards. Advisory boards are commonly appointed to serve as a “sounding board” to help evaluate ideas and frame recommendations to the city councils. Since the Benbrook library operates as a special purpose district, its board of trustee members express their sincere interest in serving the library by running for election, they are the governing board, but also fill the role of advisory board and make their contributions that city council members often cannot fulfill. This unique relationships among the governing body, library staff and administration, and the community at large, results in having an operation that can be more responsive to user expectations and emerging trends and technologies.

Staff

We consider our staff among the greatest of the library’s assets. The staff work hard in selecting materials, preparing and promoting events, and managing user accounts. In short, the staff are the executors of library services and serve as the human component of the library, which is absolutely vital, given the nature of the operation. The high level of customer satisfaction of the library’s operation can be attributed to their user experiences, which are driven by staff interaction.

The library’s current staffing consists of fifteen employees with a full-time equivalent of 11.5 as described below:

Library Director	Full-Time Exempt	2 years
Youth Services Librarian	Full-Time Exempt	16 years
Adult Services Librarian	Full-Time Exempt	4 years
Programming Librarian	Full-Time Exempt	1.5 years
Circulation Manager / Admin Assistant	Full-Time Exempt	16 years
Librarian Assistant – Youth Services	Part-Time Non Exempt	8 years
Librarian Assistant – Adult Services	Part-Time Non Exempt	3 years
IT Specialist	Part-Time Non Exempt	1.5 years
Library Assistant (Two Positions)	Full-Time Non Exempt	
Library Assistant (Two Positions)	Part-Time Non Exempt	
Library Assistant (Two Positions)	On-Call Non Exempt	16 & 2 years
Library Page	Part-Time Non Exempt	1.5 years

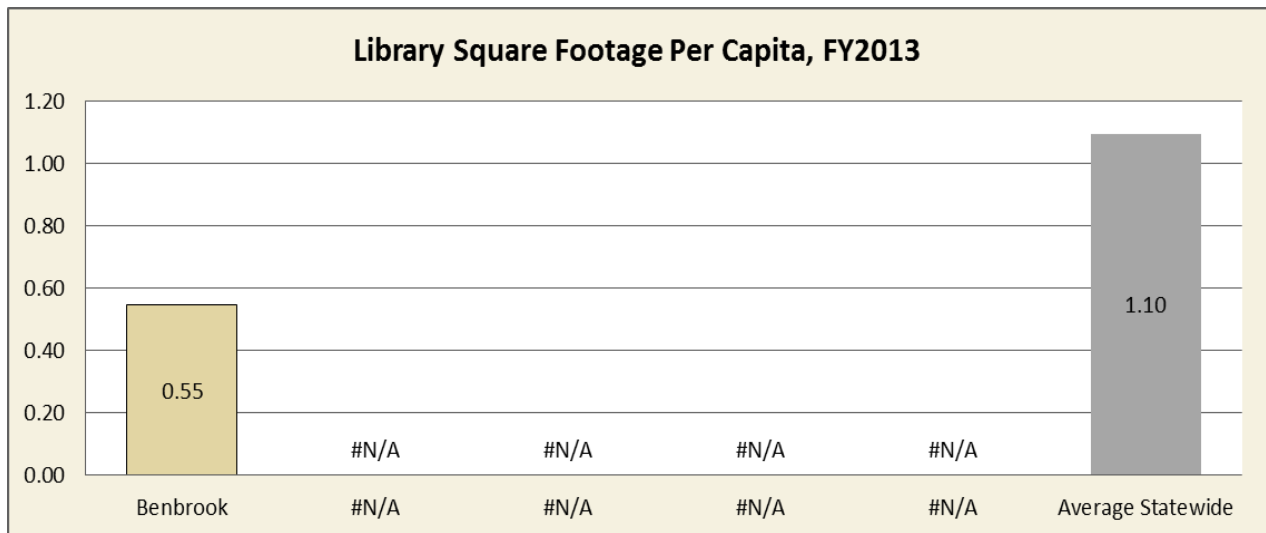
The library values employees who demonstrate their ability to contribute to the library’s success. Long standing employees develop a rapport with clientele, which enhances personalized service when appropriate. Additionally, staff involvement with area libraries and state agencies and associations bring library staff together with librarians across the state to broaden scope and exchange ideas and methodologies. These translate into a cooperative atmosphere where a network of expertise is ready and willing to assist each other in implementing programs and services, creating policies, and entering into mutually advantageous cost sharing consortia.

The library supports the continued development of staff by taking advantage of the myriad of training opportunities. Currently, library staff are actively involved with the Texas State Library and Archives Commission, Electronic Information Working Group (EIWG), Texas Library Association Annual Conference, Public Library Administrators of North Texas (PLANT), Texas Municipal Library Directors Association, Library Foundation of North Texas, North Texas Libraries On The Go Consortium, MetrOPAC, Reference Connection, Texas Innovators Group, and various ad-hoc opportunities. With library staff working closely with area colleagues, there is always a risk of staff becoming recruited as their talents and personalities become known. Therefore, retention of staff is a priority to ensure staff are recognized and regarded by the library's leadership.

Facility and Grounds

The library currently has 12,000 square feet. This follows two additions to the original building. As of March 2015, the Library owns its building free and clear. Architectural considerations preclude the library from expanding in its current location.

Usage of the library has steadily grown since its inception, while the population the library serves has remained relatively static. The square footage of the library per capita is approximately one-half of the state average. This makes it challenging for the library to adequately serve its community. Library staff has been very creative in making the best use of the space; however, challenges persist in assuring a high level of user satisfaction while delivering traditional, virtual, and tactile services.



Currently, the per capita square footage of the library is half of the state average. This posture will remain unchanged during the term of this long-range plan until such time as the library district can acquire additional space.

The City of Benbrook's long-range plan anticipates a population of circa 42,000 by the year 2050. The space required to service this population would ideally be approximately 30,000 square feet. The costs to construct, furnish, and equip such a facility (at approximately \$300.00 per square foot in today's prices) would be circa \$9 million. The Library's current assets and revenue are insufficient to meet this demand without significant rises in retail activity within the city limits.

A scenario where the library's combined liquid and real property assets meet one-half of the costs of constructing and equipping a new facility of circa \$4.5 million, the principal and interest of a loan, assuming today's prime interest rate of 3.5% and a fifteen year term, would be approximately \$386 thousand per year. The annual operating expense of a larger operation, including staffing, physical and digital resources, and utilities is estimated at \$3 million, which is three times the current budget. It would be impossible to plan for such a facility without a corresponding increase in reliable revenue; or, a substantial donation of capitol and real estate.

The Library would realize it is prepared to undertake the construction of a new facility when it has a steady revenue stream that provides sufficient funding to: a) service a loan for the anticipated construction and outfitting; b) meet the increased staffing costs; and, c) meet the increased costs of utilities and maintenance. This capability of affording the added costs should be demonstrated by a consistent record of savings that meet these anticipated costs while building capital to offset borrowing. Of course, an ample reserve must be maintained regardless to meet unforeseen costs, understanding that the library operates independently and there is no provision for 'bailing out' the library in times of need.

While there are many years to address this eventuality, it must be considered now and as the library continues to grow, and kept in mind when considering adding furnishings and equipment that would either reach its useful life, be suitable to relocate to a new facility, or remain at the current facility to enhance the building's resale appeal. Such projects include the renovation of the restroom facilities, maintaining the building and grounds, and updating floor covering as needed.

Another strategy to reinforce the library's long-term presence is by approaching key individuals to donate to the library to help preserve the legacies of both the esteemed family and the community, as is common in libraries. The library could recognize donors' generosity by naming the building, grounds, or specific areas of the library's operation. There are currently 145 public libraries in Texas that celebrate their most notable citizens by naming their libraries in their honor. Many more name aspects of their operations after key donors. This convention also serves to consolidate the library into the community as a lasting edifice that could better resist severe and existential reductions in its operating funding.

During the term of this strategic plan, the library will explore the development of the outdoor space at the north end of the property by seeking a partnership with the City of Benbrook in applying for a grant to create a park setting to serve as a venue for various

performances and leisure destination as a natural extension to library services. This area will feature landscaping, pathways, benches and tables, a children's discovery zone, pavilion, storage building for accompanying tables and chairs, electricity and lighting, Wi-Fi coverage, and potentially, an interactive water fountain.

The focus during the term of this long range plan with regard to the facility and grounds would be to 'grow in place' where the Library focuses on improving current and emerging service deliveries, while steadily accumulating equipment and furnishings that can be located to an eventual new facility.

Resources

Physical materials

Currently, the library owns circa 40,000 items, and is rapidly approaching its capacity. The library partners with other area libraries in several consortia. The MetroPAC is partnership of seven libraries that includes Fort Worth, Burleson, Keller, Haltom City, Watauga, and Richland Hills. The combined collections, numbering well over a million items, are available for reciprocal borrowing among our respective cardholders. These cardholders may visit and make use of these area libraries to much the same level of service as they can expect from their home library. A few exceptions are reserved for cardholders of their home libraries. These exceptions include, but are not limited to, special collections (rare items, complex kits, high-dollar items, local interest items), and subscription digital resources.

The challenge for the Benbrook Library is in maintaining collections or materials that are in high demand and represent pertinent topics that are expected in modern libraries.

Digital Materials

Digital products the library currently offers include:

- **TexShare** (collection of databases covering a wide range of topics)
- **AtoZ Databases** (a marketing and business research product)
- **Job View** (job search and résumé and cover letter preparation product)
- **Gale Virtual Reference Library** (digital reference materials)
- **InfoBase eBooks** (collection of reference eBooks)
- **Pronunciator** (language learning product)
- **Muzzy** (language learning for children)
- **Live Homework Help** (online real-time tutors in a variety of K-12 subjects)
- **TumbleBooks** (animated talking picture books for children)
- **Ancestry-Library Edition** (a genealogy research database)
- **Consumer Reports** (online edition of the popular magazine)
- **OverDrive** (a repository of eBooks and eAudiobooks)
- **Zinio** (collection of 85 digital magazines)

The library has considerable potential to develop this aspect of its operation. The capacity of digital resources is virtually limitless. However; subscription fees are

expensive and this is problematic when usage is low. The library can promote these products and instruct patrons how to use them, but the overall trend continues to evolve and the community population adapts to these service delivery systems. The library will monitor current usage along with emerging products and seek make the best decisions based on these observations and community input.

Potential future products include streaming and/or downloadable music and videos, portal for local authors ebook collections, and cloud based productivity applications (for example, Microsoft Office, Adobe PhotoShop, etc.). Such products are not yet available to the library market, but is likely these and many others will emerge over the term of this strategic plan.

A significant obstacle must be overcome before the library is content with the sizeable investment of adding digital resources. Currently, there are a myriad of access points that should be consolidated to preclude users from having to manage multiple portals to discover and access these resources. With the exception of TexShare Databases, which is a collection of various databases that is accessible through a single portal managed by the State of Texas, each product requires its own portal and method of authenticating users.

With its website, www.benbrooklibrary.org; social media accounts, with FaceBook, Pinterest, and Twitter; as well as the library's mobile app, Boopsie, the library maintains a robust presence on the worldwide web, in and beyond the community. The library will continue its current presence and will expand as appropriate in order to deliver library services to its patrons wherever they are in the world, provided they have an internet connection.

Programming

The library has been steadily expanding its programming events, and places great emphasis on children's programming. There has been a fairly recent change in library administration and a full-time programming librarian has been recruited. With these changes, the library intends to offer a range of programming that reflects informational, enrichment, and entertaining topics. The library encourages the community to express their opinions on programs of interest and the library will be responsive in fulfilling these expectations.

A children's program is now offered Monday through Friday at 10:30. Monday and Wednesday programs are intended for infants to 24-month-olds, and the Tuesday and Thursday program is intended for toddlers through preschool. Friday story times feature themed activities and all ages (of small children) can attend.

In addition to traditional programming, the library will increase its hosting of exhibits. The library recognizes its limited space and the associated challenges of scheduling events. Exhibits offer a way to displaying panels of curated information, as well as interactive

stations, that are accessible the entire time the library is open, enabling those with busy schedules the opportunity to enjoy the exhibits.