

Norfolk Public Library

Strategic Plan for 2020-2025

September 2019

Libby O'Neill, Library Director



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Approval of the Board of Library Trustees

This Strategic Plan for Fiscal Years 2020 – 2025 was formally approved by the Board of Library Trustees at their September 18, 2019 meeting.

PART I INTRODUCTION and METHODOLOGY

This Strategic Plan for the Norfolk Public Library was produced using *Strategic Planning for Results* by Sandra Nelson and resources from the Massachusetts Library System. The purpose of this planning process was to help the library identify and analyze community and library needs, determine library service priorities as well as develop goals and objectives that address both short and long-term library opportunities.

The Norfolk Public Library has undertaken the planning process with the following objectives in mind:

- Assess the library's role in the community
- Evaluate various strengths and opportunities
- Set relevant priorities and goals for the next five years
- Demonstrate library needs, through objective data, to the Select Board, Advisory Board, and to the town
- Position the library as a vital and essential resource for the community

This plan was developed by the Library's Strategic Planning Committee which consisted of thirteen people:

- Libby O'Neill, Library Director
- Sarah Ward, Associate Director
- All three members of the Library Board of Trustees: Glenn Hill, Patti McCarty, and Ken Nelson
- Three representatives from the Friends of the Norfolk Public Library: Barbara Byron, Bridget Irish, and Jodi Pappas
- Five community members: Jeff Chalmers, Francine McCarthy, Ben McCarty, Jennifer Oliver, and William Rigdon.

Meetings for this committee followed the format recommended by MLS's three meeting model¹:

- Meeting One: Orientation and SOAR Exercise
 - Facilitated by: Town Moderator Jay Talerman
- Meeting Two: Community Visioning and Draft Goals
 - Facilitated by: Community member and former Friends of the Library President Susan Nelson
- Meeting Three: Survey Results and Wrap Up
 - Facilitated by: Town Moderator Jay Talerman

¹ <http://guides.masslibsystem.org/strategicplanning>

Valuable input from Library staff was also collected by conducting a SOAR (Strengths, Opportunities, Aspirations and Results) exercise at one of our staff meetings.

An extensive survey was created for patrons and non-patrons to complete during a six week period. This survey was posted on our library website, our social media pages (Facebook and Instagram), as well as shared on the Norfolk Community Facebook page. It was also distributed to attendees at the Friend's Annual Book and Bake Sale, Norfolk Community Day and the Farmer's Market.

For those choosing not to complete a survey, a flip chart was positioned in the Library lobby posing questions such as: "What kinds of adult programs would you like to see the library offer?" (28 responses) and "What after school programs would you like to see?" (38 responses)

The plan produced by this process will serve as a blueprint to guide library service development for the next five years. The plan is a living document and is important for a multitude of reasons:

- It gives the library a direction and identifies priorities
- It reveals user needs and wants from the library
- It provides opportunity for evaluation and assessment
- It is necessary for funding opportunities and budget decisions

This plan will be reviewed and revised each year to keep pace with the need for new objectives as old ones are met, new needs develop, and conditions change.

Part II COMMUNITY DESCRIPTION

Norfolk was settled in 1678 and incorporated in 1870. Originally, Norfolk, Wrentham, Franklin, Medway, and Walpole was comprised of one town which was called North Wrentham. In 1870, the residents petitioned the state legislature to become a separate town, and the petition was approved on February 23, 1870. The new town of Norfolk was composed of 1,124 inhabitants and 9,000 acres of land.

Today, Norfolk is a residential community that has experienced rapid growth, but still retains the characteristics of a small New England town. The town encompasses 15 square miles with terrain that is mostly level running hills that are not much more than 200 feet above sea level. Areas of timber and brush land still exist, though the once numerous farms have given way to housing developments. Norfolk is located 20 miles southwest of Boston and 22 miles north of Providence, RI and is bounded by Foxboro, Franklin, Medfield, Medway, Millis, Walpole, and Wrentham.

According to the 2017 American Community Survey, Norfolk's official population is 11,671 and consists of the following breakdown in age groups:

| | |
|--------------------|-------------------------|
| 0-14 years: 2,009 | 15-19 years: 895 |
| 20-34 years: 1,714 | 35-44 years: 1,609 |
| 45-54 years: 2,194 | 55-64 years: 1,885 |
| 65- 74 years: 996 | 75 years and older: 369 |

Norfolk's population also includes the town's two prisons MCI-Norfolk and Pondville which house approximately 1,603 inmates.

Norfolk is predominantly an English speaking, affluent community with the following racial distribution: 84.1% white; 5.6% African American; 0.3% American Indian; 7.6% Latino; 1.3% Asian and 1.1% two or more Races.

Norfolk is a civic-minded town that boasts an active volunteer corps. Service organizations include:

- Garden Club of Norfolk, Inc.
- Norfolk Community League
- Norfolk Grange
- Norfolk Lion's Club
- Friends of the Norfolk Public Library
- Norfolk Special Education Parents Advisory Council (SEPAC)
- Norfolk PTO
- KP Cares

- KP DECA
- KP Leos
- Friends of the Council on Aging

The four churches (Baptist [2], Roman Catholic and Federated) continue to contribute to the vitality of the town. The Norfolk Recreation Commission is also very active in organized sports, sponsoring a variety of pre-school, youth and adult programs, including workout classes, arts and crafts, swimming lessons, and special seasonal programs.

Stony Brook Wildlife Sanctuary is located in Norfolk and is cooperatively managed by the Massachusetts Audubon Society and the Department of Conservation and Recreation. It is comprised of 300 acres of woodlands, ponds, fields and marshes. Stony Brook offers a variety of educational and leisure programs.

Norfolk is served by MBTA Commuter Rail Service to and from Boston and has access to routes 1, 1A, 109, 128, 95 and 495. GATRA, the Greater Attleboro Transportation Authority, also provides dial-a-ride service to residents who cannot drive.

Although Norfolk has no major shopping centers, there are large grocery stores and several malls nearby. To date, the town has been unsuccessful in attracting major retailers to build in the downtown area, with the exception of Walgreen's Pharmacy. The Norfolk center remains mostly undeveloped, much to the frustration of town officials and residents. There are no major industries or manufacturers in Norfolk. However, within town there are banks, variety stores and a handful of small businesses. With no direct major highway access, it has been difficult for the town to attract major retail or manufacturing businesses.

Norfolk's operating budget for FY2020 is \$39.8 million, which is \$1,461,667 above last year's budget, an approximate 3.8% increase. The major burden has been placed on homeowners as the primary means for generating town revenues. The town is composed predominantly of single family homes. In 2019, the assessed value of 3,773 dwellings was \$1,667,654,259, with an average assessed value of \$441,997.

Most residents commute to work, primarily travelling to Boston and the Route 128-belt communities for employment. The average commute time is 40 minutes, which happens to be one of the highest in MA. Over 60% of the workforce are managers, professionals, technicians, etc. The current rate of unemployment is 2.7%. The median income for a household is \$139,137. Approximately 2.8% of the population are below the poverty line.

As expected, with a workforce that includes such a high percentage of managers, technicians and professionals, the education level is correspondingly high. Less than 14% of the adult population has not received a high school diploma. Of the 86% who completed high school, 38% received bachelor's degrees, and 14% attained post-graduate or professional degrees.

The Norfolk Public School System consists of the H. Olive Day School, housing grades pre-K through two, and the Freeman-Kennedy School, housing grades three through six. Norfolk, along with Wrentham and Plainville, participates in a regional district with tweens and teens attending King Philip Regional Middle School and High School. Students may also elect to attend Tri-County Regional Vocational-Technical High School, which is located in nearby Franklin.

PART III LIBRARY HISTORY & DESCRIPTION

HISTORY

The Norfolk Public Library was founded in 1880. A gift of 100 volumes was given by a private citizen's group known as the Norfolk Library Association and by the loan of additional books from the Norfolk Farmer's Club. For 12 years the library was housed on the first floor of the old Town Hall. It was only open from 7:00 to 9:00 on Saturday nights to coincide with the Norfolk Brass Band rehearsal, which was held in the same room.

There arose the question of where to house the growing book collection. In 1898, the library was moved to the tower room on the second floor of the Center School where it stayed until 1919 when the town appropriated \$350.00 to rent and furnish a room in the old Baptist Church. There it remained until the Grange bought the building and requested that the library be moved. In 1951, the oldest portion of the present building was prepared for occupancy.

Records show that the present main library meeting room was built in 1845 to serve as the North School on the south corner of Cleveland and Fruit Streets. From that time until 1870, Norfolk was a part of Wrentham and the North School was one of 18 schools in the larger town. Shortly after 1900, a hook and ladder company was organized in Norfolk and housing was needed for their equipment. It was decided to use the North School building, which was taken down, piece by piece, and re-erected in its present location. Large doors were installed so that horses could easily be harnessed to the equipment and moved quickly into Main Street. It was used until 1926 when a new fire house was built farther down Main Street.

For a number of years the building was used for band rehearsals and social gatherings, and in 1951 it again became an educational institution as the Norfolk Public Library. In 1962, an additional 600 square feet was added to the original structure. In 1985, another addition was completed, bringing total available space to 8,000 square feet. In 2004, the library relocated to temporary quarters while a major addition/renovation was undertaken. In November, 2005 the library opened the new 23,000 square foot facility.

GOVERNANCE

The Library is a department of town government and is governed by an elected three-member Board of Trustees. The Board's authority is derived from Chapter 78, Sections 10 and 11 of the Massachusetts General Laws. Section 10 states in part that: *"The board shall have the custody and management of the library ... and of all property owned by the town relating thereto. All money raised or appropriated by the town for its support and maintenance shall be expended by the board, and all money or property which the town may receive by gift or bequest ... shall be administered by the board ..."*

Responsibility for library management, collection development, and provision of library

services to the public is delegated by the Board of Library Trustees to the Library Director. The Director is appointed by and is directly responsible to the Board, and is an employee of the Town of Norfolk.

The Norfolk Public Library Board of Trustees has a strong record of effective leadership in the community. The three-member board operates under a written set of bylaws. The Board meets on a monthly basis and all members are expected to attend meetings regularly. The Trustees are well informed of both town issues and library issues and are staunch advocates for the library. They continually strive to provide quality library service and are well respected in the community for their leadership and advocacy for the library.

COMMUNITY SUPPORT

The library has 7,709 registered borrowers of whom 6,010 are town residents. This means that 67.5% of residents are library users, excluding the population of prisoners. A recent survey demonstrates that most patrons are frequent users, visiting the library monthly, if not more often. They are highly satisfied with their library experience in terms of the facility, service, and collections. The Friends of the Library are active supporters of the library and currently have 379 dues-paying members, many of whom actively participate in annual fundraising events. They also continually advocate for the library in their daily activities and town encounters.

PART IV VISION & MISSION

OUR VISION

The Norfolk Public Library will be the focal point of the town and serve as the community hub of information, programs, and activities. We will excel in collecting materials, providing equal access to all patrons, while also offering innovative services and creating a welcoming environment.

OUR MISSION

The Mission of the Norfolk Public Library is to provide residents of all ages a welcoming environment where the library resources of space, collection, technology, and programs promote and encourage lifelong learning, recreational interests, cultural exchanges, and a sense of community.

PART V 2019 LIBRARY SERVICES

BUILDING FACILITIES

In 2005, the Norfolk Public Library was renovated and expanded. It is a spacious, bright, and welcoming building. The new wing of the building was dedicated to youth services and encompasses a suite of rooms for infants and preschool children through high school. Adult areas consist of a new book display area, large print book area, fiction, and non-fiction stacks, three study rooms, and a magazine reading room.

Recently, we also redesigned a space at the library just for teens with vibrant colors, a couch, café seating, and charging stations. It is well used and much appreciated by the teenagers that come in to do homework or socialize with friends. Our hope is that we can continue to develop this area based on their needs for the space.

The Library has four meeting rooms. Two of the meeting rooms (Community Room: 100 person capacity and Lounge: 15 person capacity) and kitchenette are located off the lobby area and may be accessed by community groups during and outside of normal library hours.

According to our recent Community Survey, an overwhelming amount of users continue to be extremely satisfied with the facility and the facility's cleanliness.

STAFF

The Norfolk Public Library is fortunate to have a proficient, stable, and dedicated staff. Staffing consists of the following professional full-time positions: Library Director, Associate Director, Information Systems Administrator, and Senior Youth Services Librarian. Part-time support staff includes one Children's Librarian, two Technical Services Librarians, a Circulation Supervisor and six Library Associates who serve patrons at the circulation desk.

The staff is friendly, knowledgeable, skillful, and responsive to user needs. Staff members are encouraged to seek professional development opportunities by attending state and regional conferences, tuition reimbursement towards degree granting programs, as well as workshops offered through the Massachusetts Library System (MLS) and the SAILS Library Network. Staff members also share their expertise with each other at regularly scheduled staff meetings.

PATRON ACCESS

The library is open six days a week, and every day October – April. The schedule of hours are as follows:

| | |
|-------------------|---|
| Monday – Thursday | 10:00 – 7:30 |
| Friday | 10:00 - 4:00 |
| Saturday | 10:00 - 4:00 |
| | 10:00 – 2:00 (Memorial Day – Labor Day) |
| Sunday | Noon– 4:00 (October – April) |

Through this evaluation process, it became apparent that for some our hours are limited and not convenient. However, we are the only library in the regional area open seven days a week for half the year. Patrons can also access the library 24/7 by using online databases and e-resources such as Libby and Hoopla for checking out e-books, audiobooks, and videos.

We also provide services and access to library materials for the two prisons in Norfolk, and we recently partnered with the Norfolk Council on Aging to offer home delivery services to residents that are unable to visit the library.

MATERIALS and TECHNOLOGY

The Norfolk Public Library maintains an attractive, up-to-date collection that reflects community needs. Library materials are actively used by patrons as evidenced by the increase of annual circulation statistics. The collection is kept current by the regular acquisition of professionally selected books and materials. Worn, dated, and seldom-used materials are weeded on an ongoing basis. The collection is systematically arranged and classified so that items can be easily identified and located through the online catalog.

Along with our print materials, a major focus has been on increasing digital access of magazines, eBooks, audiobooks, and videos to patrons. By offering this content through Libby (by Overdrive) and Hoopla, we are addressing a need by providing library services 24 hours a day, 7 days a week. Patrons also have in-library and at-home access to specialized databases that are provided by the Massachusetts Board of Library Commissioners (MBLC), Massachusetts Library System (MLS), SAILS, and the Norfolk Public Library.

We have a Stuffbrary collection which offers patrons access to a variety of unique items to check out to use for a special event or try before buying. Some of these items include: an Instant Pot, air fryer, yard games, dslr camera, ice cream maker, projector with projection screen, hotspots, Kindles/Nooks, and a telescope.

Museum passes are available for check out as well and provide discounted admission to several museums, parks, and zoos.

FUNDING

With people used to accessing information immediately and expecting instantaneous results or assistance, an adequate budget is a necessity. Without the proper staffing and sufficient budget, the Library would not be able to meet the growing and evolving needs of the community.

Historically, when a circulation staff member left or transferred departments, the position was not backfilled and accommodations were made by the current staff to fill the gaps. For Fiscal Year 2020, the budget was increased by 4% to hire another part time circulation person. Our hope is to continue to work with the Town to increase funding which will result in appropriate staffing levels to meet patron needs.

PART VI LIBRARY SURVEY RESPONSES

To gather community feedback, we created a survey that consisted of 14 questions. We sought to have this survey reach patrons and non-patrons alike, so we posted on our library website and social media pages such as Facebook and Instagram, as well as shared it on the Norfolk Community Facebook page. It was distributed to attendees at the Friend's Annual Book and Bake Sale, Norfolk Community Day, and the Farmer's Market. During the six weeks that the survey was available, we received 45 print responses and 109 online submissions.

For those choosing not to complete a survey, a flip chart was positioned in the Library lobby posing questions such as: "What kinds of adult programs would you like to see the library offer?" (28 responses) and "What after school programs would you like to see?" (38 responses)

SOAR (Strengths, Opportunities, Aspirations and Results) exercises were also conducted by Library Staff and the Strategic Planning Committee for additional opinions.

In analyzing the data collected from the Strategic Planning Committee, the Library Staff, and the Community Survey, several themes began to emerge:

Need: It is evident that most patrons continue to use the Norfolk Public Library in a traditional sense by checking out books and other materials. The majority of these users said that promoting literacy and reading should be a top priority for the Library.

Technology: Many requested more eBooks and audiobooks to be added to the collection, as well as upgrading Wi-Fi capability in the Library. A makerspace environment and STEM programs also ranked high on the future priorities of the Library.

Staffing: For the most part, people raved about the Library's staff and customer service skills. One area of concern though is that staff are not always visible or readily available to answer questions. Due to funding, it has been a challenge to staff the circulation desk appropriately. In response to this survey, staff are now stationed throughout the day at the Information Desk to offer additional assistance to patrons.

Library Awareness: It is obvious that more needs to be done in terms of promoting the Library's programs and services. According to the survey, numerous people did not know that we had a Stuffbrary collection. Some respondents also asked for programs and services that we are already offering.

Programming: There was an overwhelming response to provide more programming for all ages. Parents want more after school and weekend activities. Likewise, adults desire more evening and weekend programs such as: author talks, a genealogy group, creative writing workshops, historical lectures, fitness and meditation classes, and art workshops.

PART VII ASSESSMENT OF USER NEEDS

As a result of the Community Survey, the following have been identified as priorities to users and ranked in order of relevance:

Promoting literacy and reading

In this continually evolving world, it is apparent that patrons still view the Library as a place to promote literacy and reading, where collections and access to information are extremely important. Almost everyone that filled out the survey said that they use the library to check out physical materials. There were comments about providing more copies of popular titles to reduce wait times and to increase the eBook/audiobook collections. One resident wrote in the survey: "The library is great, but there can never be too many book choices!"

After school programming

Although the NPL does provide some after school programming for children, more effort needs to be placed on activities for school age kids and evening or weekend programs for working parent families. Many comments centered on this theme:

1. "Programs for school aged children on half days and days off."
2. "More weekend programs for young children as we are a two-working parent household."
3. "More after school programs for littles and elementary age. Maybe a comic book club?"
4. "More school age and middle school activities....Starting after school activities more accessible for parents that work."
5. "Would love more programs for kids after 4:30pm or weekends. I'm a working parent and can't attend most of the programs I find most interesting."

Additional digital resources

There is evidence through circulation statistics that patrons are now using the library's online resources more instead of, or in addition to, coming to the library. A reoccurring request was to add additional eBooks and audiobooks to the collection.

Adult programming

In the survey, 54 users said that they were satisfied with adult programs, while 30 people stated they were only somewhat satisfied. Although there has already been a significant increase of adult programs from FY18 of 95 programs to FY19 with 171 Programs, more effort needs to be made on implementing enriching and appealing programs for adults. Many patrons commented on this and the desire for additional evening and weekend programs:

1. "NPL does a great job, but I would like to see more weekend and evening programs."
2. "I'd be interested in lectures on historical/cultural/current event programs."
3. "More programs, more activities to bring people to the Library."
4. "As I work during the day, I would like more evening programs."
5. "More programs for adults – love the new ideas and energy! Tutoring, ELL services, Norfolk Reads, Book Clubs – keep them coming!"

Creating a makerspace environment and offering STEM/STEAM programming

By creating a makerspace environment at the Norfolk Public Library and increasing STEM/STEAM programming for all ages, the expected result will yield purposeful exploration and patrons empowered to make decisions about their own learning. By introducing tools and materials to patrons that they would not ordinarily use, it will create a wonderful and free opportunity to explore, tinker, collaborate, and learn new skills.

In addition, it is hoped that exposure to new technologies and trends may inspire the citizens of the Norfolk community to share ideas and collaborate on projects and personal creations. Our goal is that from these small beginnings at the Norfolk Public Library, patrons will have the impetus to continue on and build new skills in other areas of their lives and careers, especially among children and teens as they are introduced to new and exciting paths to pursue.

Promotion and awareness of library services

The Norfolk Public Library continues to evolve in order to stay relevant. It is now considered more of a community center than a place to be quiet, do research, and check out books. As a result, there is always something new and exciting taking place! A big focus needs to be placed on promoting all that the library has to offer by increasing our online presence as well as in the community. 87

people out of the 154 that filled out a survey checked the box that they did not know about the Stuffbrary collection. That is just one example of something we need to promote more to the community. In the survey, there were many that asked for already existing programs (specifically tech help and workshops) or comments on not being aware of what is offered:

“Perhaps a training class on how to use the digital services. Show residents all the services that are available and how to use them.”

“Don’t know much about adult programs but would like to!”

“Stuffbrary – I’m not familiar with this. Will check!”

A Teen Space with additional services and programs

The Library is considered a community center where all are welcome and everyone belongs. By creating a teen space at the Norfolk Public Library, teens will have ownership over this area and a place where they feel comfortable to be themselves, do homework, read a book, and socialize with friends. A big challenge for libraries is to attract teens with appealing programming. Increased efforts by the Children’s Librarians will be made to offer engaging programming, and input will be gathered from teens as well.

Trained and knowledgeable staff to assist patrons

In a constantly changing information environment, patrons rely on the Library staff for technological assistance. It is imperative that staff have continuing education opportunities in order to provide quality services that meet patron needs.

Part VIII GOALS AND OBJECTIVES

The heart of this plan is its goals and objectives. They provide the framework on which the plan is built. Goals indicate *what* issues the Library must address in order to effectively meet the needs of the community. Objectives specify *how* it will go about addressing these issues and the date by which this work will have been completed. Activities provide more detailed information concerning how the objective will be met. Goals, objectives, and actions define in concrete terms where and how the Library will focus its efforts in order to provide the best possible service to the community.

GOAL I: Facility

Residents will have a modern, welcoming facility where the Library staff are able to meet the changing and varied needs of the community.

Objective I.A

Continue to curate collections, both in print and online, that promote literacy and reflect the needs of the community.

Actions

- Staff will read book reviews, blogs, and articles to determine what materials should be added to the collection.
- Encourage patron feedback and suggestions for purchase.
- Keep abreast of the holds list to determine what is popular and where to fill any gaps in the collection.

Objective I.B

Train Library staff to be knowledgeable on the latest developments in library services, and have them be comfortable using the technology that is offered at the Library.

Actions

- Hold staff trainings at regularly scheduled staff meetings.
- Encourage staff to attend professional development workshops in order to learn or improve upon their library skills.
- Post training opportunities offered by SAILS, MLS, & other continuing education providers.

Objective I.C

Utilize space effectively to meet the evolving needs of the community.

Actions

- Continue to weed out items from the collection that are no longer relevant or that haven't been checked out in 3-5 years.

- Redesign parts of the Library to modernize the space, as well as create open areas for people to gather, learn, and have fun.
- Create an environment where everyone feels welcome and has a sense of belonging.

GOAL II: Funding

To have the Library adequately funded at a level that supports the mission, as well as expectations and service needs of the community.

Objective II.A

Prepare an annual budget that appropriately reflects the needs of the library, while equally providing funding to increase programming and services to all patrons.

Actions

- Work with Town Administrator, Town Finance Director, Select Board, and Advisory Board to advocate for sufficient funding to meet the evolving needs of the library.
- Educate town boards and the public by presenting a report outlining library services and actions to demonstrate the library's value to the community.

Objective II.B

Establish supplemental funding sources to augment municipal funding.

Actions

- Investigate and pursue grant funding
- Seek additional community collaborations in order to partner on programming.
- Network with other area libraries to share resources.

GOAL III: Library Awareness

By promoting and enhancing the Library's visibility in the community, residents will become more aware of library offerings.

Objective III.A

Provide library outreach in the community to raise awareness of library services and programs.

Actions

- Set up a table at community events such as Norfolk Community Day and the Farmer's Market.
- Host story times at the park or playground.
- Target popular community areas, such as the train station, to hand out brochures and register new patrons to the Library.
- Reach out to other organizations to provide library informational sessions at

their location.

Objective III.B

Promote library activities through local access cable television.

Actions

- Have NCTV showcase upcoming library programs on TV, as well as post flyers on their bulletin board.
- Schedule air time for librarians to talk about services, new books, and future programs.

Objective III.C

Improve upon already existing avenues of marketing, as well as seek alternative solutions to publicize the library.

Actions

- Redesign the e-newsletter to attract more readers.
- Research other ways to announce programming: i.e. brochure by age group vs a calendar of events for all ages.
- Increase visibility on social media.
- Work with our Friends group to include a flyer about the Library in their annual membership mailing.
- Network with other area libraries to promote each other's programs.
- Create and post instructional videos online to educate the public on using library resources.

Objective III.D

Establish communication and cooperation with the teachers at King Philip Middle School & High School regarding assignment alerts and required reading.

Actions

- Contact teachers by email to request copies of assignments and projects that are required.
- Distribute information about the public library at both schools to ensure teachers are aware of library resources.
- Continue to maintain a successful partnership with the H. Olive Day and Freeman-Kennedy schools.

GOAL IV: Role in the Community

To expand the Library's role as a community hub where patrons of all ages can come together, learn new information, and participate in enriching programs and activities.

Objective IV.A

Expand programming for patrons of all ages to include more after school activities, as well as evening and weekend events.

Actions

- Organize pajama story times for children.
- Offer additional programs that appeal to teens.
- Schedule interesting adult workshops and lectures in the evening and on weekends.
- Host a panel of town officials to discuss important town issues.
- Solicit patron input for topics of programs.
- Secure funding to hire another programming librarian.

Objective IV.B

Offer programming that specifically focuses on STEM/STEAM activities.

Actions

- Host a coding club for school age children
- Schedule Take-Apart programs for families to explore how items are made
- Organize Maker programs for teens and adults to tinker and create things
- Research other libraries to learn more about their successful STEM/STEAM programs and implement at the NPL when applicable.

Objective IV.C

Sponsor a Community Read on an annual or bi-annual basis.

Actions

- Seek a list of titles that would be interesting for teens and adults to read.
- Find alternative titles that complement theme for children.
- Reach out to publisher to see if author would be willing to speak at the Library.
- Plan programming for all ages that coincides with the Community Read book theme.
- Pursue funding to support this new initiative.

GOAL V: Technology

To ensure Norfolk residents have access to established and emerging technologies, as well as opportunities to achieve technological literacy.

Objective V.A

Keep abreast of new technologies to implement at the Library, and continue to evaluate existing technology that impacts patron services.

Actions

- Identify a funding source for identified new technology.

- Implement and advertise the new technology.
- Offer technology workshops to patrons on accessing library materials and services on their devices.
- Train staff to use and feel comfortable with the technology offered at the Library.
- Organize informational sessions on emerging technology, such as 3D printing, robotics, and virtual reality.
- Evaluate services on an annual basis to determine if technology is still needed and relevant.
- Upgrade the current Wi-Fi connectivity to suit patron needs.

Objective V.B

Expand our digital collections to offer more online resources, eBooks, and audiobooks that can be accessed remotely.

Actions

- Identify alternative online resources that might be educational or enriching to residents and implement when applicable.
- Allocate more funds from the annual budget to purchase eBook and audiobook licenses through Overdrive.
- Seek further funding in order to fulfill patron wishes for immediate access of digital collections.

Objective V.C

Create a Makerspace environment in which patrons can explore, tinker, collaborate and learn new skills.

Actions

- Research what specific equipment and tools might be beneficial for the Library to purchase.
- Survey the community for item suggestions.
- Secure funding for the Makerspace.
- Identify a space within the library for this program.
- Plan STEM/STEAM programs for patrons of all ages to use new equipment.

**PART IX
PLAN REVIEW AND REVISION**

This plan has been developed to cover the next five years. Progress in meeting goals, as measured by achieving objectives and completing activities, will be evaluated by the Library Director and Board of Trustees on the anniversary date of the plan's implementation. This evaluation may result in the addition, deletion, or revision of objectives and activities in response to changes and new developments. At the end of five years, a new plan based on this one and with new and/or updated goals and objectives will be developed and implemented.

A new Action Plan will be drafted each year to keep this plan current and on target.