

# **Pflugerville Public Library Annual Comprehensive Five-Year Plan**

The Library joyfully  
engages, inspires, informs, and entertains  
the Pflugerville community.

**Pflugerville Public Library  
Board 2020**

# Pflugerville Public Library Five-Year Plan

## TABLE OF CONTENTS

<b>TODAY:STATE OF THE LIBRARY .....</b>	<b>4</b>
A LOOK BACK: FY 2020 .....	
<u>Goal 1 – Facility .....</u>	
<u>Goal 2 – Materials.....</u>	
<u>Goal 3 – Marketing and Programming .....</u>	
<u>Goal 4 – Staffing.....</u>	
<u>Goal 5 – Technology.....</u>	
<u>Goal 6 – Evaluation and Review.....</u>	
<b>TOMORROW: 2021 AND 2022.....</b>	<b>7</b>
FY 2021 .....	
<u>Goal 1 – Facility .....</u>	
<u>Goal 2 – Materials.....</u>	
<u>Goal 3 – Marketing and Programming .....</u>	
<u>Goal 4 – Staffing.....</u>	
<u>Goal 5 – Technology.....</u>	
<u>Goal 6 – Evaluation and Review.....</u>	
<b>THE DAY AFTER TOMORROW: 2022 AND 2026 .....</b>	<b>11</b>
FY 2022 .....	
<u>Goal 1 – Facility .....</u>	
<u>Goal 2 – Materials.....</u>	
<u>Goal 3 – Marketing and Programming .....</u>	
<u>Goal 4 – Staffing.....</u>	
<u>Goal 5 – Technology.....</u>	
<u>Goal 6 – Evaluation and Review.....</u>	
FY 2023.....	12
<u>Goal 1 – Facility .....</u>	
<u>Goal 2 – Materials.....</u>	
<u>Goal 3 – Marketing and Programming .....</u>	
<u>Goal 4 – Staffing.....</u>	
<u>Goal 5 – Technology.....</u>	
<u>Goal 6 – Evaluation and Review.....</u>	
FY 2024.....	13
<u>Goal 1 – Facility.....</u>	
<u>Goal 2 – Materials.....</u>	
<u>Goal 3 – Marketing and Programming .....</u>	
<u>Goal 4 – Staffing.....</u>	
<u>Goal 5 – Technology.....</u>	
<u>Goal 6 – Evaluation and Review.....</u>	
FY 2025.....	14
<u>Goal 1 – Facility.....</u>	
<u>Goal 2 – Materials.....</u>	
<u>Goal 3 – Marketing and Programming .....</u>	
<u>Goal 4 – Staffing .....</u>	
<u>Goal 5 – Technology.....</u>	
<u>Goal 6 – Evaluation and Review.....</u>	

**Pflugerville Public Library Five-Year Plan**

FY 2026.....15

Goal 1 – Facility.....

Goal 2 – Materials.....

Goal 3 – Marketing and Programming .....

Goal 4 – Staffing .....

Goal 5 – Technology.....

Goal 6 – Evaluation and Review.....

  

**APPENDIX: YESTERDAY**.....17

**REFERENCES**.....18

## Pflugerville Public Library Five-Year Plan

2

### Today: State of the Library

2020 has been a year of extreme challenges and changes. This has affected every aspect of Public Library service except our fundamental goal: to provide access to information to everyone, provide access to diverse experience and points of view, to support intellectual freedom, and to support the Freedom to Read Statement.

In March of 2020, the Library Director made the decision to close the library to help curb the spread of SARS-CoV-2 (COVID-19) in the community. Although we had made plans since the beginning of the outbreak in the United States, no one could be entirely prepared for the reality of shutting down a service with 26,000 customers and 26 staff members. Library staff had fewer than 24 hours to completely shift services and programs to an online platform. Library staffers were transitioned to remote working and considerations and temporary revisions were made to policies, to better serve people affected by the virus, whether job loss, illness, shelter in place orders or otherwise.

The Pflugerville Library stayed in contact with area Library Directors to keep abreast with what decisions they were making and how we could all work together to serve the area. Given the different governance of each library, we were unable to create a uniform continuance of operation, but we were able to share ideas for service. The Pflugerville Public Library's continuance of operations was created to give direction and guidance at each stage of the pandemic, with an emphasis on protecting the health and safety of both customers and staff.

During the shelter-in-place order, the library heavily marketed eResources. The response was a substantial increase in usage, more than doubling previous use.

In response to the risk level trending downward, the library began offering curbside service in June. While there was a brief hiatus in July when hospitalizations spiked, the library reopened the service in August. In addition to offering curbside service for materials, librarians included craft kits and care kits.

Youth Librarian Amanda Cawthon spearhead an initiative, with the help of the Friends, and in partnership with the school district, to give more than 1,000 free books to area children. The Library also issued \_\_X\_\_ temp cards to non-residents, and expanded the DigiT cards to include all district schools.

The Pflugerville Public Library has made a commitment for Equity, Diversity, and Inclusion in all aspects of service to include curated booklists from diverse authors, examining policy language to ensure it is welcoming to everyone, and examining job descriptions to make sure they are open, understandable, fair, and do not contain jargon that may dissuade some applicants.

Program librarians and staff have created more than X virtual programs including book reviews, story times, tween and teen programs and programs for adults. The myriad of programs range from cooking and guitar tutorials to a virtual petting zoo. Many large programs, such as the Summer Reading Program and LibCon, have successfully transitioned to the virtual environment.

New services this year came in the form of one-on-one job and resume help, Wi-Fi expansion, curbside printing, and additional hotspots for circulation (donated and supported by the Friends of the Library).

## **Pflugerville Public Library Five-Year Plan**

New resources added during the Covid19 pandemic include: Business Plan Tool (Gale Business Plan Builder), crafting/art resource (Creative Bug), tutoring service (Brainfuse), ebook platform for Spanish kids books (MakeMake), and High School equivalency program (Career Online High School).

Pest eradication, including rodent and termites, has been completed and a new HVAC system was installed at the Heritage House Museum. This should complete all of the major repairs to the building.

The Pfab Lab continues to be utilized for virtual programming.

The Library has been able to maintain 23 of the 26 staff members. There were no layoffs or reduced work hours because of the pandemic. Those staff who needed to work entirely from home have been given the option, while other staff have worked reduced hours in-house and remote working options to complete schedules. Of the three part-time staff who resigned, two did so to accept fulltime employment elsewhere.

Throughout the rest of 2020 and throughout 2021, the library is ready to offer diverse services to meet the changing needs of the community. We have been able to adapt quickly to a new and evolving norm and we will continue to provide virtual services for the foreseeable future. In addition, we are flexible enough to reopen in-person services when that becomes an option, while retaining many of the new services we now offer. Foremost, we are committed to ensuring the safety of our staff and community.

## Pflugerville Public Library Five-Year Plan

### A Look Back: FY 2020

#### Goal 1 – Facility

- Continued current preventive maintenance levels to keep the facility bright and clean
  - This is done through working with our wonderful building services team.
- Worked with Building Committee to identify possible location for satellite services
  - The scope of the next large building project did not allow for a library satellite or branch
- Worked with architect to repurpose existing spaces
  - The plan to repurpose space has been put on hold while the library remains closed to the public due to Covid-19
- Evaluated space needs and adjusted furniture and shelving layout accordingly
  - This was done in a number of areas. Plans are underway to develop a plan for moving large print closer to the front of the library
- Researched grants for Heritage House
  - Ongoing. Library staff are continuously looking for funding opportunities

#### Goal 2 – Materials

- Continued development and weeding of collections to meet state standards and anticipated needs
  - Done. The library maintains ongoing weeding of materials and has undertaken a full inventory
- Continued to explore adding new formats of materials to the collection

## Pflugerville Public Library Five-Year Plan

- The library has added a number of eResources, including a self-publishing platform, small business resources, and more
- Continued to keep abreast of the changing community and adjust material format and audience accordingly
  - The Pflugerville Library takes community input very seriously. We maintain awareness of a variety of demographics including age, race, languages spoken, etc. This year we have also implemented a Library Service Survey to gauge success and failures
- Looked into cost for facility start-up collection
  - The library is exploring a number of alternatives for services including a book mobile and/or a library materials vending machine

## Goal 3 – Marketing and Programming

- Collaborated with City Public Information Officer to publicize Library programs to the Pflugerville community and utilize services of new Marketing Specialist
  - We've utilized the City of Pflugerville's communication specialist to advertise events, provide updates to services, and manage our social media. He has been invaluable during this time
- Actively marketed the Library online with social media
  - See above
- Continued to develop partnerships and synergies with local organizations, businesses, and institutions
  - We have worked closely with the Friends of the Library, Pflugerville Community Development Corporation, and the Pflugerville Independent School District. Recently, we have partnered with Baker and Taylor, a distributor of books to public libraries and schools to recycle weeded materials
- Researched and applied for effective grants as needed
  - The library has applied for a TCEQ (Texas Commission on Environmental Quality) grant to provide alternative fuel charging stations at the library, was included in the Cares Act Grant by the City of Pflugerville, and has applied for an IMLS (Institute for Museums and Library Services) for a Library Materials Vending Machine.
- Utilized Book Bike to increase presence in community
  - This is on hiatus because of the COVID-19 pandemic.
- Continued to provide services to underserved populations
  - The library has committed to weekly discussions on Equity, Diversity and Inclusion. These discussions have led to the creation of booklists by diverse authors, inclusive language being added to the catalog, and policy revisions
- Rebranded the Summer Reading Program
  - Library Technician David Ruano helped create a new logo and marketing

## Pflugerville Public Library Five-Year Plan

materials for the Summer Reading Program

- Increased social media presence
  - Social media usage statistics have more than doubled

### Goal 4 – Staffing

- Continued to support well-structured volunteer program
  - Volunteers have been on hiatus because of the pandemic. We expect to have them back when we are at Stage 2 of the risk guidelines
- Supported continuing education, professional development, and promotional opportunities for all staff
  - During the pandemic, staff have logged more than 650 hours of continuing education
- Sent staff identified for managerial positions to supervisory trainings
  - This is on hiatus due to pandemic
- Hired additional librarian for programs and tech services
  - This is on hiatus due to pandemic
- Continued with succession planning and identify staff for potential supervisory or management positions
  - ongoing

### Goal 5 – Technology

- Worked with patrons in learning to utilize new technologies and programs
  - This is now done virtually
- Kept abreast of latest technology and its uses in the library
  - This is ongoing and done through continuing education and professional committees
- Explored and implement assistive technologies
  - We have begun closed captioning some library virtual programs and we are exploring ways to extend that to all virtual programming
- Added computer software to enhance service to customers
  - We are currently setting up laptops for circulation and have enhanced our privacy software on public computers.

### Goal 6 – Evaluation and Review

- Review and evaluate operating hours
  - ongoing
- Review Library policies and revise as needed
  - ongoing
- Review promotion of Library programs and services
  - ongoing
- Review Library volunteer program and service opportunities
  - ongoing
- Review budget vs. circulation and budget per format vs. circulation per format



## Pflugerville Public Library Five-Year Plan

- ongoing
- Annual performance evaluation for staff and director by City Management
  - ongoing

## Tomorrow: 2021 and 2022

The Library has historically met the highest standards of TSLAC accreditation--with the exception of collection size. To address this issue within the confines of physical space, the Library devotes a significant portion of the collection budget to space-saving eResources. These include streaming movies and music, e-books, e-magazines, e-comics, and e-audiobooks, as well as several dozen databases. These resources are evaluated by library staff for usability. As options increase, the library eResources are re-evaluated in comparison to competitors and changes are made accordingly.

The library has added additional eResources in 2020 to help meet the needs of the community during this time. While no large platform-based services are planned in 2021, we do intend to keep adding resources to the services we have already purchased and will weed and purchase electronic services based on use.

## FY 2021

### Goal 1 – Facility

- Create usable outdoor areas including after-hours area for patrons to utilize the Wi-Fi while social distancing (i.e., tables and chairs on back patio, etc.).
- Continue to maintain the current facility, evaluating and replacing equipment and furniture as necessary
- Research and recommend additional physical library service points (i.e., Book Mobile, Library Vending Machine, Storefront, etc.,) to include service area, demographics and space needs
- Explore and initiate new approaches to community space including book mobile, library materials vending machine, and possible building or expansion

### Goal 2 – Materials

- Address the current and future materials needs physically and virtually
- Utilize formal and informal survey results to assess community needs
- Continue to include inclusive language in catalog entries
- Find alternate delivery of materials methods
- Continue ongoing inventory and weeding of materials

## **Pflugerville Public Library Five-Year Plan**

- Continue to find ways to increase collection size without causing unnecessary space requirements

### **Goal 3 – Marketing and Programming**

- Actively market the Library with social media
- Collaborate with the City Public Information Officer to publicize library programs to the Pflugerville community and utilize services of the City Marketing Specialist
- Continue to develop partnerships and synergies with local organizations and institutions
- Research and apply for effective grants as needed
- Continue to perform outreach of the Library to surrounding areas
- Continue to participate in non-traditional forms of outreach
- Continue to be proactive in serving underserved populations

### **Goal 4 – Staffing**

- Continue to evaluate levels of staffing, budget, and services
- Continue to grow well-structured volunteer programs
- Support continuing education, professional development, and promotional opportunities for all staff
- Assess future needs for professional positions

### **Goal 5 – Technology**

- Continue to explore new information delivery systems
- Offer laptop or other hardware for patron checkout
- Continue to provide tools, kits, and robotics for checkout

### **Goal 6 – Evaluation and Review**

- Review and evaluate operating hours, adjusting as needed during pandemic
- Review Library policies and revise as needed
- Create alternative measurements for success
- Review Library volunteer program and service opportunities
- Annual performance evaluation for staff and director by City Management
- Review budget vs. circulation and budget per format vs. circulation per format

## Pflugerville Public Library Five-Year Plan

# The Day After Tomorrow:

## FY 2022

### Goal 1 – Facility

- Find alternative ways engage users in-house and remotely to help create a sense of community
- Create socially distance area because of changed circumstances
- Continue to maintain the current facility, evaluating and replacing equipment and furniture as necessary
- Research outdoor HVAC equipment or evaporative cooling to create a comfortable environment for Wi-Fi users.

### Goal 2 – Materials

- Continue development and weeding of collections to meet state standards and anticipated needs
- Research and evaluate emerging formats for materials with an emphasis on eResources
- Continue to keep abreast of the changing health situation and adjust material format accordingly
- Continue to find ways to increase collection size without causing unnecessary space requirements

### Goal 3 – Marketing and Programming

- Collaborate with City Public Information Officer to publicize Library programs to the Pflugerville community and utilize services of city Marketing Specialist
- Actively market the Library online with social media
- Continue to develop partnerships and synergies with local organizations, businesses, and institutions
- Research and apply for effective grants as needed
- Introduce the Library to the larger community with out-of-building contact
- Continue to provide services to underserved populations

### Goal 4 – Staffing

- Continue to evaluate levels of staffing, budget, and services
- Continue to support well-structured volunteer programs
- Support continuing education, professional development, and promotional opportunities for all staff

## **Pflugerville Public Library Five-Year Plan**

- Discuss hiring additional Librarians and para-professional staff to meet current demand and in anticipation of a branch facility
- Identify staff for supervisory roles in anticipation of additional building

### **Goal 5 – Technology**

- Continue to explore new information delivery systems
- Continue to replace staff computers as needed
- Continue to replace public computers as needed
- Continue to provide tools, kits, and robotics for checkout

### **Goal 6 – Evaluation and Review**

- Review and evaluate operating hours
- Review Library policies and revise as needed
- Review promotion of Library programs and services
- Review Library volunteer program and service opportunities
- Annual performance evaluation for staff and director by City management
- Review budget vs. circulation and budget per format vs. circulation per format

## **FY 2023**

### **Goal 1 – Facility**

- Continue to maintain the current facility, evaluating and replacing equipment and furniture as necessary
- Evaluate space needs and adjust furniture and shelving layout accordingly
- Look into alternative funding opportunities to maintain current building
- Take steps to implement first alternative service points initiatives
- Explore and initiate new approaches to community space including book mobile, library materials vending machine, and possible building or expansion

### **Goal 2 – Materials**

- Continue development and weeding of collections to meet state standards and anticipated needs
- Continue to explore adding new formats of materials to the collection
- Continue to keep abreast of the changing community and adjust material format and audience accordingly
- Continue to find ways to increase collection size without causing unnecessary space requirements

## **Pflugerville Public Library Five-Year Plan**

### **Goal 3 – Marketing and Programming**

- Collaborate with City Public Information Officer to publicize Library programs to the Pflugerville community and utilize services of new city Marketing Specialist
- Actively market the Library online with social media
- Continue to develop partnerships and synergies with local organizations and institutions
- Research and apply for effective grants as needed
- Introduce the Library to the larger community with out-of-building contact
- Continue to provide services to underserved populations

### **Goal 4 – Staffing**

- Continue to evaluate levels of staffing, budget, and services
- Continue to support well-structured volunteer program
- Support continuing education, professional development, and promotional opportunities for all staff
- Expand organizational chart to include staff for additional building
- Promote qualified staff to supervisory roles in anticipation of additional building

### **Goal 5 – Technology**

- Continue to explore new information delivery systems
- Continue to replace staff computers as needed
- Continue to replace public computers as needed
- Continue to provide tools, kits, and robotics for checkout

### **Goal 6 – Evaluation and Review**

- Review and evaluate operating hours
- Review Library policies and revise as needed
- Review promotion of Library programs and services
- Review Library volunteer program and service opportunities
- Annual performance evaluation for staff and director by City management
- Review budget vs. circulation and budget per format vs. circulation performat

## **Pflugerville Public Library Five-Year Plan FY 2024**

### **Goal 1 – Facility**

- Plan for second-tier alternative service initiatives
- Continue to maintain the current facility, evaluating and replacing equipment and furniture as necessary
- Evaluate space needs and adjust furniture and shelving layout accordingly
- Explore and initiate new approaches to community space including book mobile, library materials vending machine, and possible building or expansion

### **Goal 2 – Materials**

- Continue development and weeding of collections to meet state standards and anticipated needs
- Continue to explore adding new formats of materials to the collection
- Continue to keep abreast of the changing community and adjust material format and audience accordingly
- Continue to find ways to increase collection size without causing unnecessary space requirements

16

### **Goal 3 – Marketing and Programming**

- Collaborate with City Public Information Officer to publicize Library programs to the Pflugerville community and utilize services of City Marketing Specialist
- Actively market the Library online with social media
- Continue to develop partnerships and synergies with local organizations and institutions
- Research and apply for effective grants as needed
- Introduce the Library to the larger community with out-of-building contact
- Continue to provide services to underserved populations

### **Goal 4 – Staffing**

- Continue to evaluate levels of staffing, budget, and services
- Continue to support well-structured volunteer programs
- Support continuing education, professional development, and promotional opportunities for all staff

### **Goal 5 – Technology**

- Continue to explore new information delivery systems
- Review facility technology needs and adjust accordingly
- Review Public Access Technology needs and adjust accordingly

## Pflugerville Public Library Five-Year Plan

### Goal 6 – Evaluation and Review

- Review and evaluate operating hours
- Review Library policies and revise as needed
- Review promotion of Library programs and services
- Review Library volunteer program and service opportunities
- Annual performance evaluation for staff and director by City management
- Review budget vs. circulation and budget per format vs. circulation performat

### FY 2025

### Goal 1 – Facility

- Send Request for Qualifications to architects for branch facility
- Continue to maintain the current facility, evaluating and replacing equipment and furniture as necessary
- Evaluate space needs and adjust furniture and shelving layout accordingly
- Explore and initiate new approaches to community space including book mobile, library materials vending machine, and possible building or expansion

### Goal 2 - Materials

- Continue development and weeding of collections to meet state standards and anticipated needs
- Continue to explore adding new formats of materials to the collection
- Continue to keep abreast of the changing community and adjust material format and audience accordingly
- Continue to find ways to increase collection size without causing unnecessary space requirements

16

### Goal 3 – Marketing & Programming

- Collaborate with City Public Information Officer to publicize Library programs to the Pflugerville community and utilize services of city Marketing Specialist
- Actively market the Library with social media
- Continue to develop partnerships and synergies with local organizations and institutions
- Research and apply for effective grants as needed
- Introduce the Library to the larger community with out-of-building contact
- Continue to provide services to underserved populations<sup>6</sup>

## **Pflugerville Public Library Five-Year Plan**

### **Goal 4 – Staffing**

- Continue to evaluate levels of staffing, budget, and services
- Continue to support well-structured volunteer programs
- Support continuing education, professional development, and promotional opportunities for all staff

### **Goal 5 – Technology**

- Continue to explore new information delivery systems
- Review technology needs and adjust accordingly

### **Goal 6 – Evaluation & Review**

- Review and evaluate operating hours
- Review Library policies and revise as needed
- Review promotion of Library programs and services
- Review Library volunteer program and service opportunities
- Annual performance evaluation for staff and director by City management
- Review budget vs. circulation and budget per format vs. circulation per format

## **FY 2026**

### **Goal 1 – Facility**

- Work with architects, administration and City staff on plans for new branch facility.
- Continue to maintain current facility, evaluating and replacing equipment and furniture as necessary
- Evaluate space needs and adjust furniture and shelving layout accordingly

### **Goal 2 - Materials**

- Continue development and weeding of collections to meet state standards and anticipated needs
- Continue to explore adding new formats of materials to the collection
- Continue to keep abreast of the changing community and adjust material format and audience accordingly

### **Goal 3 – Marketing & Programming**

- Collaborate with City Public Information Officer to publicize Library programs to the Pflugerville community and utilize services of city Marketing Specialist



## **Pflugerville Public Library Five-Year Plan**

- Actively market the Library with social media
- Continue to develop partnerships and synergies with local organizations and institutions
- Research and apply for effective grants as needed
- Introduce the Library to the larger community with out-of-building contact
- Continue to provide services to underserved populations<sup>6</sup>

### **Goal 4- Staffing**

- Continue to evaluate levels of staffing, budget, and services
- Continue to support well-structured volunteer programs
- Support continuing education, professional development, and promotional opportunities for all staff

### **Goal 5 – Technology**

- Continue to explore new information delivery systems
- Review technology needs and adjust accordingly

### **Goal 6 – Evaluation & Review**

- Review and evaluate operating hours
- Review Library policies and revise as needed
- Review promotion of Library programs and services
- Review Library volunteer program and service opportunities
- Annual performance evaluation for staff and director by City management
- Review budget vs. circulation and budget per format vs. circulation per format

## **Appendix: Yesterday**

The Pflugerville Community Library was established in 1982 through the efforts of the Friends of the Pflugerville Community Library, who organized in 1981 and opened a one-room storefront library in downtown Pflugerville. In 1985, the City supplied some funds for operation and provided a small house at 102 South Third St., at nominal rent where the Library remained until 1999. The Library was gifted to the City by the Friends in 1992. By 1999, the Friends had also gifted land for a new library at 102 Tenth Street and, with the passage of a 1996 bond issue, the Library's new 12,500 square foot facility was up and running.

Pflugerville's rapid growth from 16,335 residents in 2000 to 46,936 in 2010, an increase of 187 percent, occasioned another Library facility bond issue in 2008. With the approval of the \$7 million bond, the City commissioned architectural firms Vitetta and Piwonka-Sturrock and contractor Lee Lewis to renovate and expand the facility. Groundbreaking was held in January 2012, construction was substantially complete in April 2013, and the Library hosted a well-attended Grand Opening on June 8, 2013.

## **Pflugerville Public Library Five-Year Plan**

A new building brought a new name, the Pflugerville Public Library, and almost 150,000 new visitors.

## Pflugerville Public Library Five-Year Plan

### References

- "Texas Public Libraries Annual Report Information." *Texas Public Library Annual Report Information*. N.p., n.d. Web. 10 Nov. 2016.
- Wood L, Martin K, McCune S, et al. The pet factor--companion animals as a conduit for getting to know people, friendship formation and social support. *Plos One* [serial online]. April 29, 2015; 10(4):e0122085. Available from: MEDLINE, Ipswich, MA. Accessed November 10, 2016.
- Sanburn J. Comfort Creatures. *Time* [serial online]. April 22, 2013; 181(15):48. Available from: Middle Search Plus, Ipswich, MA. Accessed November 10, 2016.
- Reynolds J, Rabschutz L. Studying for Exams Just Got More Relaxing—Animal-Assisted Activities at the University of Connecticut Library. *College & Undergraduate Libraries* [serial online]. October 2011; 18(4):359-367. Available from: Library, Information Science & Technology Abstracts, Ipswich, MA. Accessed November 10, 2016.
- Wang S. Rise in Pets as Therapy for Mental Conditions. *Wall Street Journal - Eastern Edition* [serial online]. November 5, 2013:D2. Available from: MasterFILE Premier, Ipswich, MA. Accessed November 10, 2016.
- "State of America's Libraries Report 2015" News and Press Center. N.p., 13 Apr. 2015. Web 10 Nov. 2016. *Digital Inclusion Survey/Research & Statistics*. (n.d.). Retrieved November 10, 2016, from <http://www.ala.org/research/digitalinclusion>