# West Milford Township Library
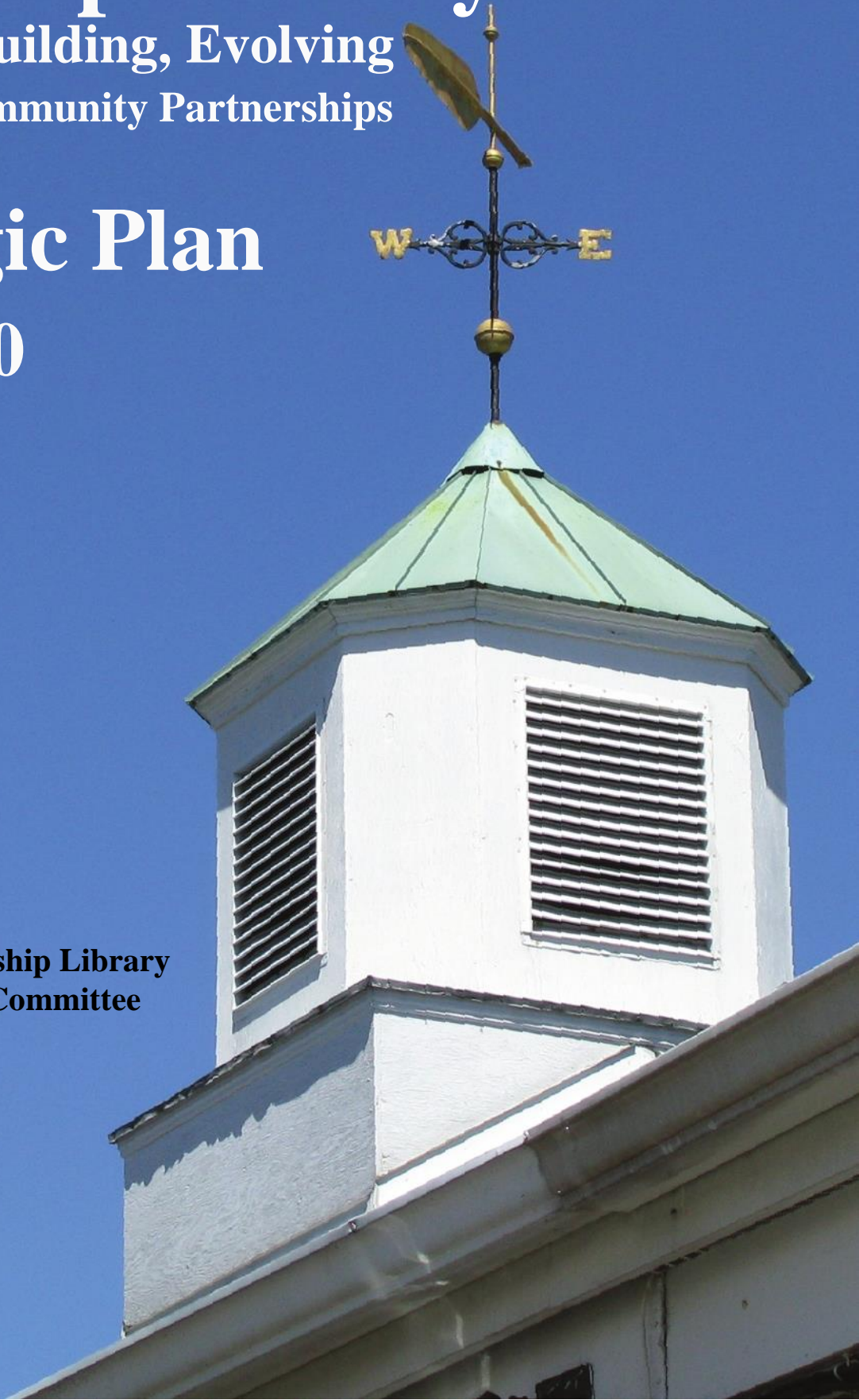
## Growing, Building, Evolving
### to Promote Community Partnerships

# Strategic Plan

## 2015 - 2020

**Prepared by the**
**West Milford Township Library**
**Strategic Planning Committee**

# Table of Contents

The West Milford Township Library Board of Trustees and the Director of the Library have crafted the Strategic Plan for the Library covering the years 2015 through 2020.  This vision for the library is a continuation of the previous plan, Building Community, Bringing People Together.  This plan extends those goals and objectives and spans a period of time that we hope is a landmark period in the history of the municipal Library of West Milford.

This Strategic Plan encompasses the construction of a brand new facility for the community as a result of a joint effort of the Members of the Township Council and the Library Board of Trustees.  We hope that relationship becomes a model for others to use as guide to know what can be accomplished when cooperation and community are kept in the forefront.  Both groups realize that we serve the same people and we are each other's constituents.  We are and we represent the entire community of West Milford.

For the Library specifically, we continue to strive to meet the needs of the community by being the agents of change.  Technology has been transforming the way community members conduct their library business.  Computers, tablets, laptops, e-readers, wireless networks, wireless printing and more have all transformed functions in the library.  Data bases, social networks, website, blogs, tweets, posts, texts, wikis, downloads, Google drives, and more have created an information highway that was formerly beyond all of our imaginations.  As we move forward in this time period we hope we can utilize the most effective tools to provide state of the art services to all of the changes our stakeholders desire and encounter.

We welcome you and hope that your participation in the wonderfulness the Trustees, the Director, and the Staff of the Library create for you is an unforgettable experience through which we all learn and grown for the betterment of the entire community.

Dr. Joan Oberer
*President, Board of Trustees*

# Introduction

The 2015-2020 Strategic Plan of the West Milford Township Library is a continuation of the previous Plan created in 2010.  The 2010-2014 Plan, developed in consultation with Library Development Solutions, provided the library and the West Milford community with a wealth of information used to assess library services and formulate the Board's plans for a new library building. Much of the information and public sentiments expressed in the former Plan remains highly relevant and proved extremely useful in creating the 2015-2020 Strategic Plan.

To update the Plan, the library Board formed an ad hoc committee of library Trustees and charged the committee with reviewing relevant findings of the previous plan and developing strategies for assessing the current status of library services and community expectations. An on-line survey was created to determine what, if any, changes were expressed by survey participants. Results from the 2010 and 2015 surveys provided insight from over 250 residents. Overwhelmingly, those surveyed expressed support for building a new library facility, expanding leisure space for patrons and offering updated technologies to better address the needs of library users.

While drawing information from the previous plan, the current plan has incorporated additional suggestions to improve library services and facilities. The library Board believes that information garnered from community conversations and on-line surveys will serve to assist the Director and the Board to make crucial decisions about library resources, services and community needs. The Strategic Plan will provide a roadmap for offering services that respond to the increasingly varied and diverse demands placed upon the library.

# Creating the Plan

**Planning Assumptions**

Over several meetings, the Strategic Plan Committee reviewed the data and findings of the previous Plan, discussed the numerous changes that resulted and engaged in extended dialogue about the assumptions that would be followed during the planning process. Some of these assumptions include:

- The library Board of Trustees is charged with working cohesively to maintain library services that respond to the needs of West Milford residents.
- Everything the library does is open for discussion.
- Decisions regarding the library are based on sound information and guided by established policies.
- Technology is changing rapidly and the public must have access to multiple and varied platforms for reading, research and all other avenues of learning offered by the library.
- The population and its increased use of the library as a community resource demonstrate the need for a facility that addresses these demands.
- The library should serve as the community's intellectual and cultural center and provide lifelong learning opportunities for all residents.



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# Emerging Trends

The Planning Committee identified a number of important trends that need to be considered in developing the library's plan. Those trends all have the potential to reshape the way library service is delivered in West Milford.

*Space and environment are more important than ever* in attracting people to the library. Spaces that support individual study, collaborative group study, quiet conversation, simultaneous meetings, a café, and informal community gatherings are essential in a modern library. Community members are increasingly looking for public space to support collaborative uses.

*People expect more from the library* than books. Programs and a place where people can come together as a community are as important as checking out a book. There is a need for more adult programs, more computers, and more programs for teens, toddlers, and older adults.

*The way people want to use the library has changed.* People are increasingly coming to the library to participate in adult as well as children's programs and to borrow popular and current materials. People are attempting to use the library in more-community-focused and more-leisurely ways.

*The way people search for information has changed.* The balance between analog and digital formats has shifted. Access to a computer and to means of acquisition of the skills needed to use databases and search engines is essential. The library has a significant role to play in training users to be competent in conducting online or database searches and in using digital content in many of the emerging and new formats.

*Media formats are rapidly changing,* thereby placing more demand on the library to purchase newer formats that accommodate that demand. Today, the library purchases books, digital content, DVDs, CDs, MP3s, and newer formats to keep up with demand.

***People want greater connectivity*** to all kinds of technological devices: laptop plug-ins via ports, wireless access to the Internet, and the ability to download information to handheld devices.

***Funding issues are likely to continue*** in the foreseeable future because libraries are attracting many new users who need and want their resources both on-site and from home.

# Roles

The planners reviewed trends, analyzed the library's internal strengths and weaknesses and discussed the roles the library should play in West Milford in the future. The planners believe the primary roles the library should assume include:

- A place for popular and topical materials; books, videos, audio materials and digital resources.

- A nerve center of community life; a place for residents of West Milford—a geographically large town—to meet and connect with each other and share ideas, talent and information.

- A site for West Milford cultural and intellectual life, where residents of all ages can learn and discover.

# Vision, Mission, and Shared Values

The Board and the planning committee considered the information obtained from library staff, town meetings held for the prior strategic plan and the surveys and then set about creating a renewed vision of the future. That vision not only builds on the history and strength of the library but also focuses on new opportunities to position the library for the future.

## Vision

West Milford Township Library: Growing, Building, Evolving
to Promote Community Partnerships

### Building Community

We want all the people of West Milford to encounter a library that works to meet their expectations in every way. People will consider the library essential to achieving their personal and collective goals. When they have an information need, they will think first of the library, and the library will be readily available to them either physically (during hours of operation) or virtually (around the clock). The library staff will deliver services based on community needs and desires and provide knowledge that helps people make informed decisions that can improve their day-to-day lives.

### Bringing People Together

Reliable and sustainable funding will support frequent and consistent programming to attract people of all ages to read, to learn, to listen, and to discuss ideas. The library atmosphere will demonstrate that the library listens to its users and does everything it can to make sure they have the resources they need. The library staff, which has up- to-date skills and training, will deliver superior service.

Serving as the community nerve center for access to information and to cultural and intellectual discovery, the library will provide service in a convenient location and in a facility that is clean, safe, comfortable, and user-friendly.

# Mission

The following mission statement summarizes the library's role in the community and the library's purpose.

**Libraries impact people's lives in many ways.**

**The West Milford Township Library is the community's intellectual and cultural center, providing lifelong learning, excellent staffing, and resources that inform, inspire, entertain, and enrich the entire community.**

# Shared Values

The following shared values will help guide the West Milford Township Library staff, administration, and Board as they deliver library services.

- We treat each other and our patrons respectfully, courteously, and nonjudgmentally.

- We do everything we can to help our patrons address their information needs with knowledge and friendly service.

- We support free and open access to information and library resources.

- We value and embrace change, understanding that our organization evolves to benefit all members of our community.

- We are good stewards of our budget, our facility, and the accumulated knowledge in our collections and of our staff.

# Growing, Building, Evolving
## to Promote Community Partnerships:
## A Strategic Plan for West Milford Township Library

### Strategic Plan Goals and Objectives

The goals selected for emphasis in the plan respond to issues raised during the town meetings and to findings from the survey and reinforce the West Milford Township Library's primary roles and mission. The goals state a long-term desirable future, to be achieved over the next few years. The objectives define each goal that will help move the library closer to both adherence to the mission and accomplishment of the library's vision. The recommended strategies under each objective suggest specific actions that will help achieve the plan's goals.

The West Milford Township Library will address the following three goals over the next few years.

**Goal One:** **The West Milford Township Library's facilities, collections, programs, and staff will be renewed and rebuilt to help focus on building community and bringing people together.**

**Goal Two:** **West Milford residents will become more aware of the library and will consider it to be a vital community resource center.**

**Goal Three:** **The West Milford Township Library will develop new support and advocacy strategies and cultivate new partnerships and alliances in West Milford to benefit more residents.**

## Goal One: The West Milford Township Library's facilities, collections, programs, and staff will be renewed and rebuilt to help focus on building community and bringing people together.

## Objectives

**1.1 Continue developing and implementing the process of building a new WMTL facility**

Action steps

1.1.1 Establish a relationship between the Town Council and Library Board

1.1.2 Include Town Council/Library Board subcommittee in setting up project details in Microsoft Project Plan software

1.1.3 Develop a timeline for the construction of a new facility

1.1.4 Develop a plan for adequate and sustainable funding for the library construction and subsequent operation

1.1.5 Open new library facility by 2016

**1.2 Create the project plan**

Action steps

1.2.1 Work with Anthony Iovino establishing project details in Microsoft Project Plan

1.2.2 Implement the bidding process for construction firms

1.2.3 Select a project manager or construction manager

**1.3 Execute the project plan**

Action steps

1.3.1 Continue to work with the Town Council/Library Board subcommittee on all phases of the project

1.3.2 Collaborate with architect on the project details and phases

**1.4 Plan the transition**

Action steps

1.4.1 Establish the process for moving the library's materials and services to a new facility

1.4.2 Continue to model the collection, services, and programs for the new library in the existing facility

1.4.3 Reevaluate the popular collections and update with current materials

1.4.4 Add music cd's and video games to increase circulation, visits, and library card registrations

1.4.5 Keep current new displays for bestsellers and popular materials, modeling their use for the new facility

1.4.6 Determine collection size and needs for a new, opening-day collection

**1.5 Review the library technology plan and update services for the community**

Action steps

1.5.1 Add a touch-pad device, like an ipad, for library customers to discover uses or use for hands on library instruction- like demonstrating how to use Zinio

1.5.2 Continue social networking sites currently established (Facebook and Pinterest)

1.5.3 Research new social networking sites like Twitter and Aurora as a presence for the library

1.5.4 Initiate wireless printing throughout the library

**1.6 Provide opportunities for staff to learn new skills and continue to provide outstanding service**

Action steps

1.6.1 Review staff development budget for adequate use during transition, and schedule accordingly to increase hard and soft skills

1.6.2 Consider conducting quarterly staff training sessions for all staff

1.6.3 Develop an annual staff development plan with a staff development committee to address both technology and customer-service training needs

# Goal Two: West Milford residents will become more aware of the library and will consider it to be a vital community resource center.

## Objectives

**2.1 Develop new marketing and communication formats to keep residents and library users aware of library activities**
Action steps
2.1.1 Continue to use the e-newsletter as the major source of communication to the public
2.1.2 Find events and methods of adding e-mail addresses each month, with the goal of increasing the number of addresses each year of the plan
2.1.3 Post a Web cam on the construction site to share the progress of the new facility
2.1.4 Develop a new logo, design new icons, choose new colors, and add other elements of an identity campaign to communicate with residents about the library's programs, activities, and future
2.1.7 Market a single message for the library and for facility construction, to be communicated to all stakeholders--"the time is now"
2.1.8 Consider hiring a community relations professional to implement the communication plan

## Goal Three: The West Milford Township Library will develop new support and advocacy strategies and cultivate new partnerships and alliances in West Milford to benefit more residents.

## Objectives

**3.1 Develop new formats for advocacy and support for the library**

Action steps

3.1.1 Launch a One Card, One Student campaign to get a WMTL card into the hands of every West Milford student; partner with the schools to accomplish that

3.1.2 Continue to help grow Friends of the Library

3.1.3 Create a grassroots fundraising and give gifting campaign

**3.2 Implement new efforts to collaborate with other organizations in West Milford**

Action steps

3.2.1 Research joint programs with environmental groups and commissions, lake associations, school green groups, and others, and make WMTL the go-to place for environmental information and education

3.2.2 Review the library's relationships with the Chamber of Commerce to determine a more collaborative fit on projects

**3.3 Review needs for private funding as part of library construction and/or an opening-day collection or other needs**

Action steps

3.3.1 Promote giving through online donations on the library's Web site by using Pay Pal

3.3.2 Develop an approach to planned giving in order to cultivate donors for the library

3.3.3 Continue to search for grants to increase funding

3.3.4 Plan a New Library Ball Event fundraiser to raise money and awareness for a new building

# Metrics: Measuring Success

Monthly throughout the duration of the strategic plan, library staff and Trustees will assess their progress in meeting the plan's goals and objectives. Goals and objectives will be modified, added, or eliminated depending on changing needs and circumstances during the planning cycle. The results of an annual assessment will be communicated to all library stakeholders.

In evaluating its success, WMTL will:

**Measure levels of community satisfaction, 2015-2020**

- Analyze data collected by the 2014 survey of the community

- Responding to community input received through the website and the Suggestion Box

- Promoting ongoing conversations with staff and patrons

**Monitor and measure levels of support, 2015-2020**

- Record and report levels of public and private support
- Encourage and help guide growth in numbers and activity levels of members of Friends of the Library
- Report to the Board of Trustees on progress toward meeting new funding goals, such as an annual appeal and other fundraising methods

**Measure and analyze patron use, 2015-2020**

- Record, report, and compare circulation statistics

- Monitor collection turnover

- Record and report numbers of reference questions

- Monitor and record program attendance

- Monitor percentage of the population using the library, and set goals for new-card registrations in each year of the plan

- Develop baseline data about current library use, and measure changes in use following the advent of operations in a new library facility

- Develop baseline data about specific collections and report levels of use

**Increase levels of awareness, 2015-2020**

- Measure the number of new partnerships with organizations and area businesses each year of the plan

- Measure the number of presentations to community groups

- Record and report numbers of participants at all existing and new programs

# Attachment 1
## Technology Review and Recommendations

## West Milford Township Library
## Technology Notes

Update on West Milford Township Library Technology Notes that were
 prepared for Library Development Solutions by John Blyberg

## Initial Impressions and Current Status

West Milford Township Library (WMTL) is well positioned to take on some additional
technology initiatives.  WMTL's constituents are typically well-educated, tech-savvy
users who are familiar with many of the emerging trends and are already comfortable
with computers and mobile devices.  Additionally, WMTL has actively marketed
downloadable audio books from Overdrive to its users, making the availability of audio
books a very popular service among the sizable group of patrons who commute to work.
We also offer eBooks and Zinio downloadable magazines.

There is some feeling, however, that the library could be offering more technology
resources to its users.

WMTL seems to have a healthy relationship with the PALS Plus consortium with regard
to technology implementation and support.  PALS Plus has provided WMTL with a good
level of support and the appropriate help desk escalation procedures to address any
potential issues.  Additionally, PALS Plus provides stable and consistent internet access
via an ATM (asynchronous transfer mode) T1 line that it supports and maintains.  PALS
Plus also provides the integrated library system for WMTL.  It is currently in the process
of upgrading from SirsiDynix's Symphony to Enterprise.  Also, we now have Trackit
which is an online system of logging and tracking work orders.

It was reported in the technology review that, "despite being well supported by PALS
Plus, WMTL is beginning to run into access issues regarding both amount of bandwidth
and number of workstations available to the public.  The existing T1 connection is not
sufficient for current shared staff and patron use and will not be adequate if the library is
going to add additional PCs for public use".  This remains unchanged in that the
bandwidth has not been expanded.  WMTL remains unchanged with six Internet stations

and four online public access catalog stations, which are frequently in use, and there is demand for additional access.

The report indicated that "WMTL's Web site is attractive, but it is beginning to show its age and is limited in its ability to support an online digital strategy. Staff is not able to update content directly, and the Web site itself was designed and developed in Flash, which is not a very accessable platform", however, we now use Drupal for Web site management.

The report indicated that WMTL should also make staff development a priority. The staff would benefit from both practical technology training on new software as well as exposure to some of the ideas currently being presented at the national level at various library technology conferences such as Computers in Libraries and Internet Librarian. Practical hands-on training could include a refresher on the Windown operating system, the Microsoft Office suite, Web-based applications such as Google Apps, and social networking sites such as Facebook, Flickr, and Twitter.

Presently, governed by scheduling, we are doing all we can to accommodate requests for training. Webinars training sessions have been implemented successfully.

It was reported that "overall, WMTL's technology is well managed and maintained, but it is not fully meeting the needs of the community in either the amount of technology provided or the selection. WMTL is in a good position to expand its offerings by increasing its number of PCs, supplementing current bandwidth, and developing a long-term technology plan that encompasses online digital strategy and in-person access.

This is a work in progress, a goal that we are determined to achieve.

## Network Infrastructure

As mentioned earlier, WMTL's current technology configuration is in good shape and is well supported. To accommodate growth, however, and to ensure the ongoing health of WMTL's technology implementation, several changes and modifications were recommended.

1. It was recommended that the library should provide a dedicated EnvisionWare PC to manage public access sessions. Currently, sessions reside on a shared staff PC. This puts the software at higher risk for potential virus infection and malware.

   Presently we have a secondary computer at the adult reference desk which does have the EnvisionWare PC.

2. It was recommended that the library should install a second server as a backup domain controller and secondary Active Directory global catalog server.

a. Replication of file shares can be configured between the two so that even though tape backups are currently being performed, in the event of a server failure an additional online backup of data would exist for staff to use while the failed server is being repaired or replaced.

Presently we do not have a second server.  We have a newer server, but not a second one.

3. The report indicated that the library should investigate the possibility of purchasing additional or secondary internet connectivity - such as cable modem or a digital subscriber line - from a commercial vendor.

a. Because PALS Plus will not support secondary internet access, the network configuration would need to be changed to accommodate the second line.
b. The secondary line could be used for public access only, which would keep it separate from the staff side of the network and satisfy PALS Plus's security concerns.
c.  If PALS Plus will no longer support the public PCs in this configuration, the library may wish to purchase local support for only those PCs on the secondary Internet connection.

To date we have not implemented any of the above.

## Public Technology

1. Recommendation:  The library needs to increase the number of PCs available to the public.
   a. The aforementioned bandwidth issues should be addressed either before or concurrently with this measure.

Presently we have laptops in addition to PCs.

2. Recommendation: The library should consider extending wireless Internet coverage throughout the entire building as well as outside.

Presently we have three wireless networks, and as of this year we also have wireless printing.

3. Recommendation: The library should consider purchasing and loaning demonstration technology such as Kindles, iPod touches, digital cameras, netbooks, and GPS units.
   a. Demonstration technology can help position the library as a technology leader in the community while providing programming opportunities that involve the devices.

Presently the children's room does have an iPad for the children's librarian's use only. We have the Nooks, eReaders, and the Samsung tablet for staff use.

## Online Digital Strategy

1. Recommendation: The library should consider the use of a content management system, (CMS) to replace the current Web site.
   a. A content management system such as Drupal, Joomla! or WordPress will give the library the flexibility and tools to post content quickly and often.
   b. The current procedure for updating content is cumbersome and will not help support a long-term digital strategy that includes participation by staff and patrons.
   c. The library should move away from both Flash and Adobe PDF as electronic publishing formats. Both formats are proprietary, and neither is Web friendly.
   d. While all staff members should be encouraged to post content on the site, one staff member should be given primary oversight responsibility for the Web site in order to maintain the Web site's comprehensive vision and direction.

   Presently the library Director has primary oversight responsibility for the Web site.

2. Interest in LibraryThing for Libraries was expressed. By integrating LibraryThing for Libraries into the catalog, findability is improved and new methods of discovering content are provided. Working with PALS Plus to make this happen is recommended.

   We are now using LibraryThing for Libraries on the Web site.

3. Recommendation: The library should consider becoming involved in social networking sites such as Facebook and Twitter. Twitter, especially, has emerged as a clearinghouse of hyperlocal news and events and can help the library become more closely connected to the community.

   We currently use Facebook and Pinterest, but not Twitter.

4. Recommendation: SirsiDynix has begun to make a library iPhone application available to symphony users. The library should inquire about the use and distribution of this application as PALS Plus migrates from Unicorn to Symphony.

   Presently we do have an application on the Web site for android or iPhone. We also have PayPal on the Web site for online donations.

# Attachment 2
# Planning Background

**The Needs Assessment Process**

<u>User Survey Development</u>

The community was invited to participate in a survey of library services and comment on the future direction of the West Milford Library.  The survey was specifically  emailed to the patrons who have provided the necessary addresses for that option.  It was also physically placed in public view in the library and available for all to participate in on the West Milford Library website.

The document was designed by the Planning Committee  to collect data on several levels:

- Demographic data regarding the location of the users

- What participants felt was most important at this point in time in  a new library

- What in general was needed in the new library to satisfy the desires of the public at this point in time

- Specific information regarding the databases the library provides

- Information about new directions in technology

- Effective types of fundraising activities were questioned including the size of donations that could be forthcoming

Several meetings of the Planning Committee were held to create and analyze the survey data.  Overall, although the community participation was more limited than desired, the information was valuable.

<u>Staff Meetings</u>

The Board President and Vice President with the coordination of the Director, arranged to conduct meetings with the supervisory staff of the library and share plans and listen to recommendations they had.  Their input was specific and valuable.  Each perspective was unique and elaborated on their own visions and  visions of the committee with targeted details and functionality.  The President and Vice President in turn shared the results with the Planning Committee to incorporate the plausible suggestions into the process.

Sub-Committee Development

The entire West Milford Library Board felt compelled to develop a strong and communicative relationship with the Township of West Milford Council to enter into possible shared services arrangements in the near future centered around the development of the new building as a community center.   The Board President made a presentation to the entirety of the two groups and the public, a Sub-Committee was formed, and even now continues, to meet monthly to share current and pertinent information. This has proven to be in the best interest of both groups.  This has been and will hopefully continue to be a positive and valuable relationship.


Data Analysis

The survey information was analyzed by the Planning Committee and shared with the New Building Committee so the directions both groups should be moving in were clear and inclusive of community input.  Demographic trends were noted and their implication incorporated to the overall process.  The areas in need of improvement were noted, discussed and shared with the appropriate committees of the Board.
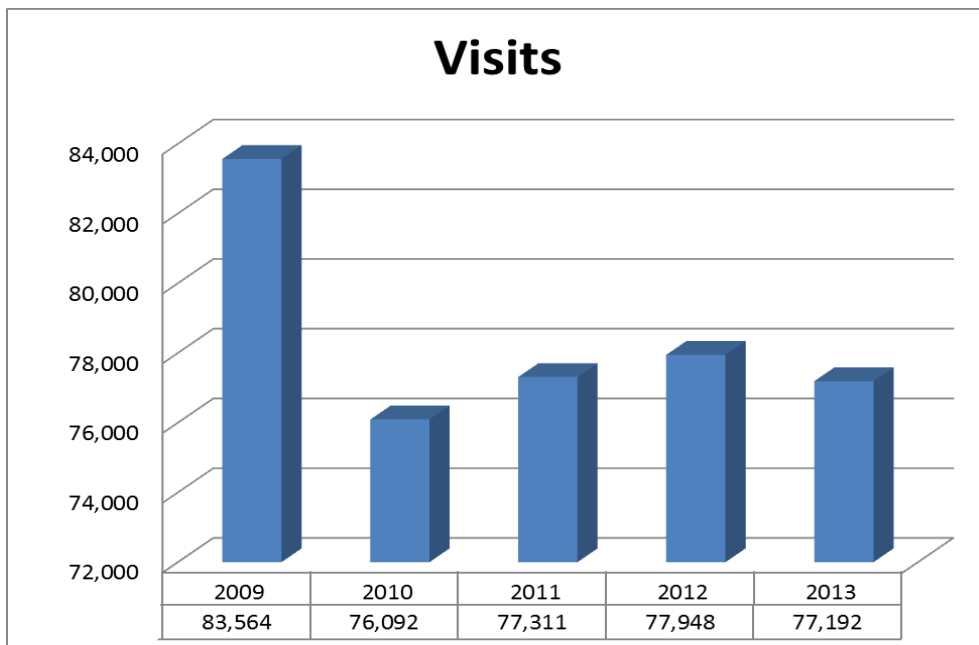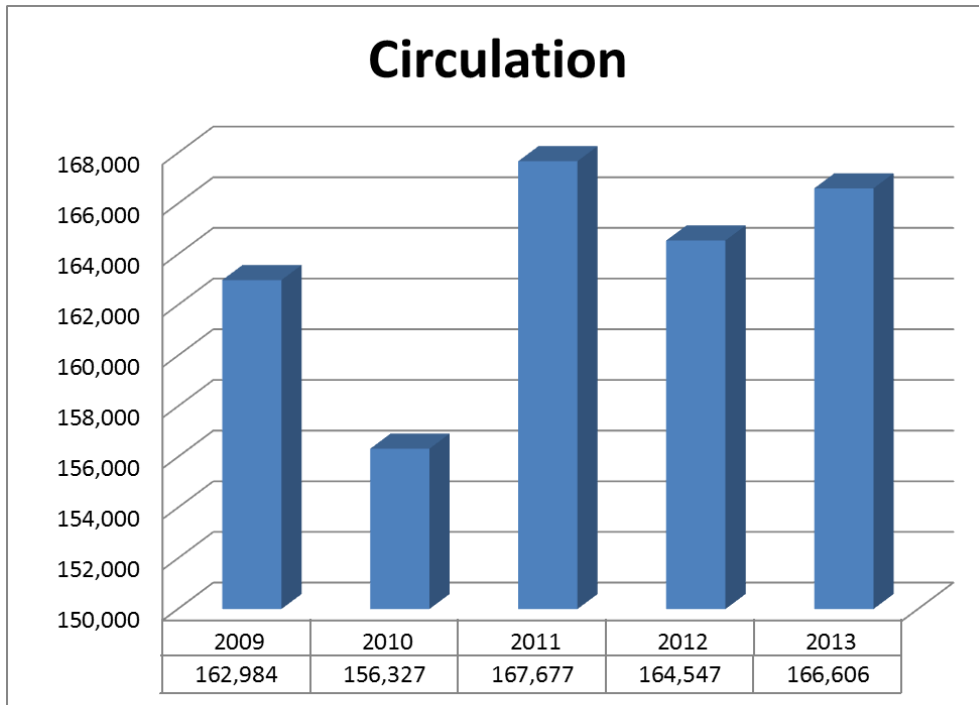
Technology Meeting

Library Board Trustee Eugene Valenta met with the supervising librarian to review the observations and recommendations made by consultant John Blyberg, and update the status of APPENDIX 1 accordingly.
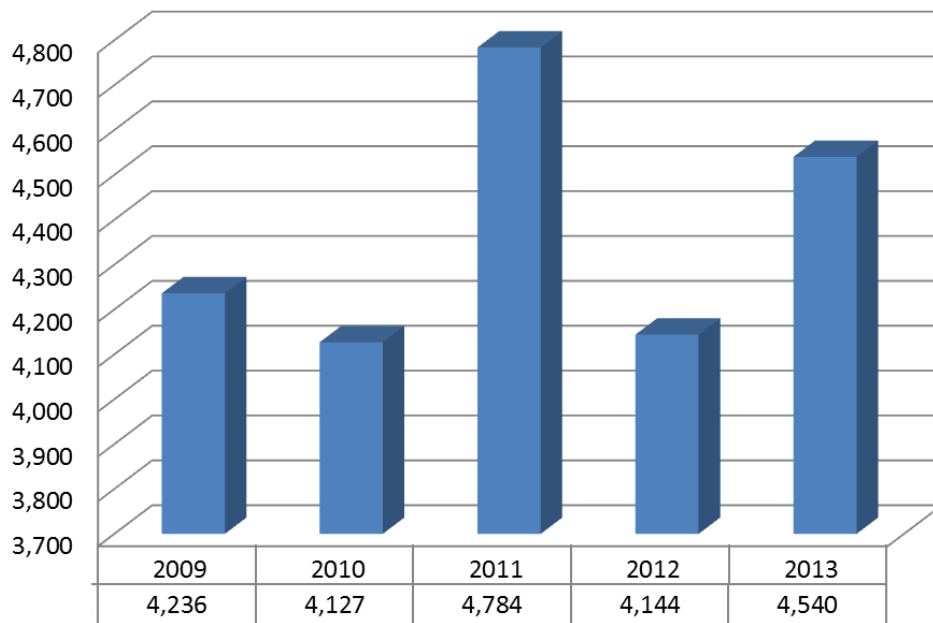
The Planning Committee completed the following:

- Identified trends likely to be expected in the  delivery of library services in the future.

- Assessed the library's strengths and ways to expand those attributes in the new building.

- Considered the ways technological changes will impact the style and format of the delivery of library services in the new building.

- Set goals and objectives for the Library Board and Library Staff to become a true centerpiece of the community.

- Strengthened the relationship and the oneness of the mission to serve the people of West Milford by uniting with the Town Council.

# West Milford Township Library
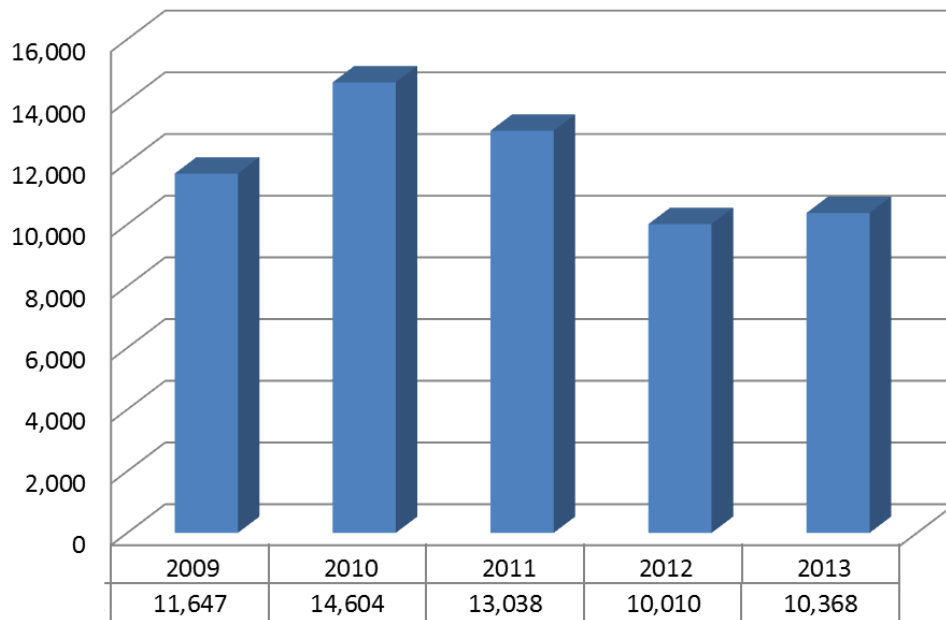
The following graphs show recent trends in usage and circulation of materials at the West Milford Township Library.

## Circulation

| | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|
| | 162,984 | 156,327 | 167,677 | 164,547 | 166,606 |

## Visits

| | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|
| | 83,564 | 76,092 | 77,311 | 77,948 | 77,192 |

## Program Attendance

| | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|
| | 4,236 | 4,127 | 4,784 | 4,144 | 4,540 |

## Cardholders

| | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|
| | 11,647 | 14,604 | 13,038 | 10,010 | 10,368 |

Accomplishments:

While creating this Plan the Committee considered the work that the library has performed over the past several years and the various successes of the staff, the Board, and the Director have achieved.  Some of those include:

1. Secured property conveniently located adjacent to the current municipal complex on which to build a brand new facility.

2. Completed all of the official processes, applications and requirements of the State of NJ as needed and  required to prepare for construction of the new facility in the heart of the highlands.  It obtained approvals from the NJ State Highlands Commission, Department of Environmental Protection and local and county offices as well.

3. Interviewed and eventually hired an architect to begin the design process of the project.

4. Had the septic portion of the new construction process put out for bid and was  awarded to the lowest bidder.  The septic project was successfully completed and approved.

5. Collected and developed an email list to utilize for better communication with the patrons of the library.

6. Continued the excellent maintenance and enhancement of the collection noting technological trends and improving the collection by adding new features such as e-readers and wireless printing.

7. Accepted the donation of the Friends of the Library of a drive-up Book-Drop.

8. Continued proficient oversight of the budget and finances by the Board and Director.

9. Developed a strong and on-going relationship with the Township Council through the creation of a Memorandum of Agreement and a Sub-Committee consisting of three members of the Library Board of Trustees and three Township Council m*embers.*