

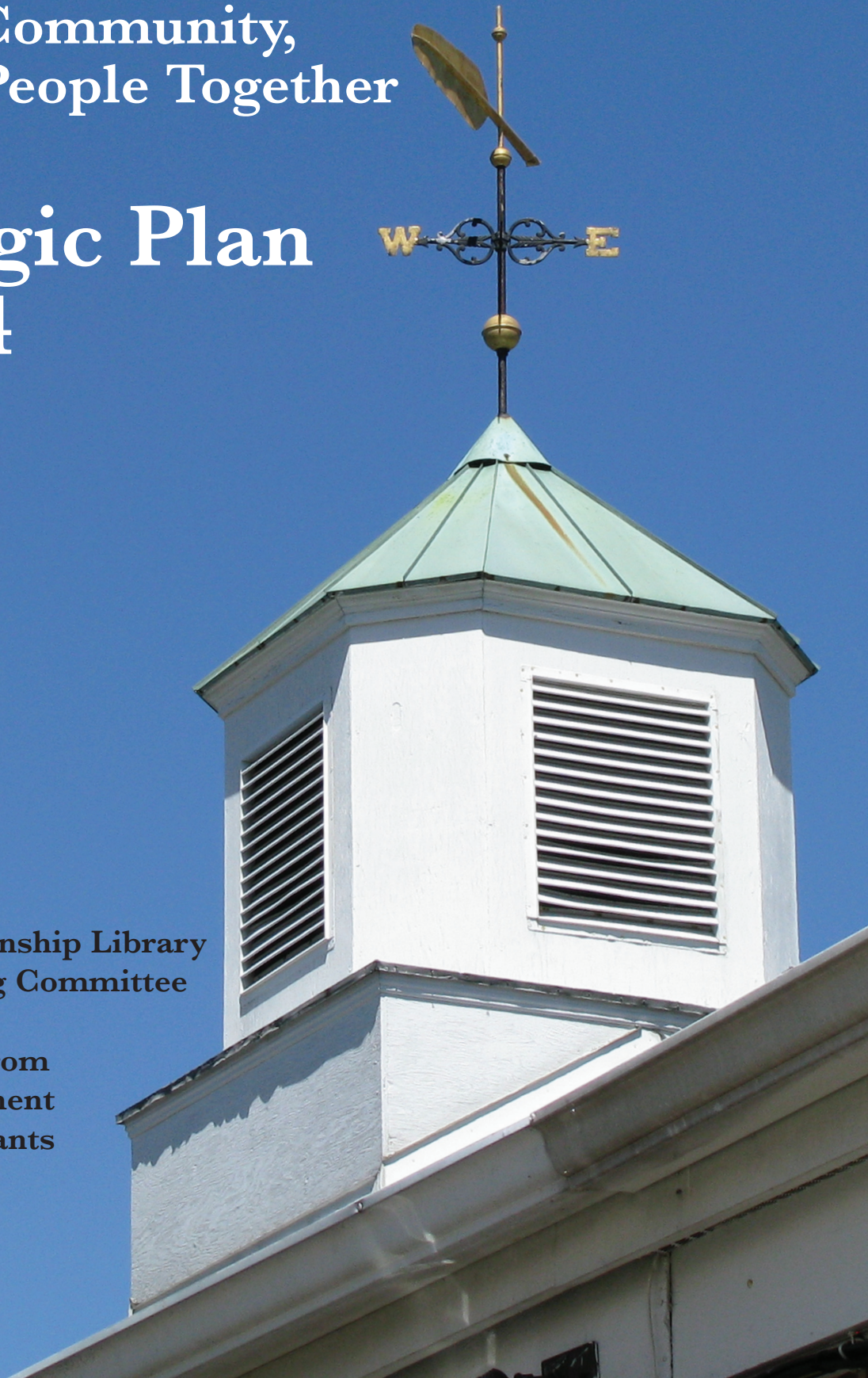
West Milford Township Library

Building Community,
Bringing People Together

Strategic Plan 2010-14

Prepared by the
West Milford Township Library
Strategic Planning Committee

With assistance from
Library Development
Solutions consultants
Alan Burger
Leslie Burger
John Blyberg



West Milford Township Library Board of Trustees

Douglas Ott, President
Eugene Valenta, Vice President
Dr. Joan Oberer, Treasurer and Superintendent's Representative
Nancy Gridley, Secretary
Bettina Bieri, Mayor
Andrew Gargano
Gillian Hemstead

Strategic Planning Committee Members

Douglas Ott, President
Eugene Valenta, Vice President
Dr. Joan Oberer, Treasurer and Superintendent's Representative
Nancy Gridley, Secretary
Bettina Bieri, Mayor
Andrew Gargano
Gillian Hemstead
Marty Tappan, President of Friends of the Library
Deborah Maynard, Library Director
Gina Bencivenne, Administrative Clerk
Liz Frey, Circulation Supervisor
Joanne Grady, Supervising Librarian
Theresa McArthur, Children's Librarian

Consultants

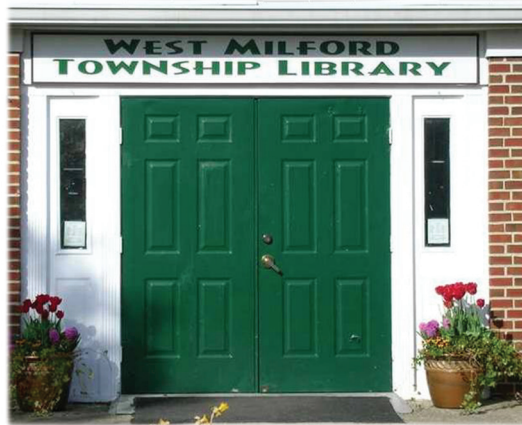
Library Development Solutions:
Alan Burger
Leslie Burger
John Blyberg

Table of Contents

Introduction	2
Creating the Plan	3
Emerging Trends	4
Roles	6
Vision, Mission, and Shared Values	7
Building Community, Bringing People Together: A Strategic Plan for West Milford Township Library	9
Strategic Plan Goals and Objectives	9
Metrics: Measuring Success	14

Attachment 1 – Technology Review and Recommendations

Attachment 2 – Planning Background



Welcome to an outline of the West Milford Township Library's strategic plan: Building Community, Bringing People Together. The library staff, board members, and the community spent many hours refining the shared vision of the West Milford Township Library of the future. That vision includes public programs and collections of traditional and electronic resources already fulfilling important information functions. This plan provides a blueprint for building upon and enhancing those resources so that we can fully realize the potential value of the library to our community.

Working with the professional team of Alan and Leslie Burger and John Blyberg, we have collected, reviewed, analyzed, and organized our thoughts into a coherent plan for the future of the library. And we take this opportunity to thank the many people who supported that tremendous effort. We could not have done it without them.

As the library staff and Board of Trustees accomplish the goals outlined in this plan, we will continue to focus on lifelong learning for members of the community. We invite you to participate in our journey toward building community and bringing people together.

Douglas Ott
President, Board of Trustees

Deborah Maynard
Library Director

Introduction

A series of three Community Conversations (town meetings) were held in October 2009 in the town hall adjacent to the library. The sessions were attended by approximately 60 people. All attendees were invited to make statements about their use of the library. They were also asked a few open-ended questions by the facilitators. The questions were designed to stimulate discussion about the West Milford Township Library (WMTL), its future, and its importance to the community's quality of life.¹

In addition to the Community Conversations, an online library user survey was conducted and was completed by 226 respondents. The information from the survey about library use and needs will be helpful to library planners. There were many similarities with regard to library usage among groups. The consultants spoke with many of the library's frequent users as well as with infrequent users. Participation in the conversations and the survey was open to all residents of West Milford. Participants in the conversations responded to the following types of notices:

- Ads and notices in the local press
- Information in the library and on the library Web site
- Requests from library board members, library staff, and Friends of the Library

The information from the Community Conversations will serve as a valuable tool for the library director and members of the Library Board as they consider the future library needs of West Milford residents and other library users.

¹The West Milford Township Library Board of Trustees hired Library Development Solutions, a library-consulting firm based in Princeton, New Jersey, to conduct a series of Community Conversations (town meetings) as well as a survey with community residents that would elicit suggestions for improved current and future library services and facilities. The purpose of the conversations was to hear community concerns about the library, to provide participants with an opportunity to offer to the library board their ideas about the community's library needs, and to discuss options for supporting changed or improved library services and facilities. The library board believes that information from the Community Conversations and the survey will assist in the director and board's abilities to make important decisions about library resources and in developing the library's new strategic plan and a new facility.

Creating the Plan

Planning Assumptions

Planners engaged in an early discussion about certain assumptions they would follow during the planning exercise. The assumptions were tested for usefulness and guidance during the planning process. Some of the assumptions are that:

- The collection would continue to grow and change in its print, audiovisual, and digital resources.
- Everything the library does is open for discussion.
- Decisions are made based on good information.
- West Milford residents have seen and visited new libraries in many of the neighboring communities, and they can envision similar progress in West Milford.



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 external opportunities and threats and discussed the roles the library should play in West Milford in the future. The planners believe that the primary roles the library should assume in the future are as follows.

- 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 each other's ideas and talents



- 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, the town meetings, and the survey and 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: Building Community, Bringing People Together

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.

Building Community, Bringing People Together:

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 Select an architect to provide concept plans and costing
- 1.1.2 Determine the bidding process for construction firms
- 1.1.3 Select a project manager or construction manager
- 1.1.4 Develop a timeline for the construction of a new facility
- 1.1.5 Develop a plan for adequate and sustainable funding for the library construction and subsequent operation
- 1.1.6 Open new library facility by 2014

1.2 Prepare a transition plan for the library

Action steps

- 1.2.1 Determine the library's storage and operating needs for the duration of the construction
- 1.2.2 Model the collection, services, and programs for the new library in the existing facility
- 1.2.3 Enhance the popular collections with more current and popular materials
- 1.2.4 Add feature films, TV programs, audio CDs, and video games to increase circulation, visits, and registrations
- 1.2.5 Remove or store unused or marginal collections and materials
- 1.2.6 Add new displays for best sellers and popular materials, modeling their use for the new facility
- 1.2.7 Determine collection size and needs for a new, opening-day collection
- 1.2.8 Investigate contracts with vendors for shelf-ready collections

1.3 Consider new programs and services to model activities in the new facility

Action steps

- 1.3.1 Review online book clubs

-
- 1.3.2 Create an annual WMTL green environmental activity for the whole community, such as film showings, authors' appearances, and contests
 - 1.3.3 Create a new, signature West Milford Speaker Series to highlight authors, artists, and others-using local college and other resources-for in the form of three or four speaker evenings a year
 - 1.3.4 Heavily promote and add to summertime outdoor music events
 - 1.3.5 Consider e-readers (such as Kindles and Nooks) for in-library use and for loan
 - 1.3.6 Consider a pod coffee machine to offer library users a café experience
 - 1.3.7 Review all policies to remove barriers to increased and convenient library use, including hours of operation

1.4 Review the library technology plan and offer activities and resources when possible

Action steps

- 1.4.1 Add at least six netbook or notebook computers for Wi-Fi use in the library
- 1.4.2 Add a touch-pad device (such as an iPad) for library customers to discover uses
- 1.4.3 Design and initiate social networking sites (such as Facebook and Twitter) as a presence for the library
- 1.4.4 Investigate and hire a Web site design group to redesign the library's Web site
- 1.4.5 Enable and begin wireless printing throughout the library
- 1.4.6 Review and initiate attachment 1 of this plan: Technology Review and Recommendations

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

Action steps

- 1.5.1 Review staff development budget for adequate use during transition, and schedule accordingly to increase hard and soft skills
- 1.5.2 Commit to holding quarterly staff training sessions for all staff
- 1.5.3 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 Use the e-newsletter as the major source of communication to the public
- 2.1.2 Increase and measure the new database of e-mail addresses each month of the plan, with the goal of increasing the number of addresses each year of the plan
- 2.1.3 Develop an annual marketing plan for each year of the transition to the new facility
- 2.1.4 Post a Web cam on the construction site to share the progress of the new facility
- 2.1.5 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
- 2.1.6 Review all methods of communication and determine which work and which don't
- 2.1.7 Create a single message for the library and for facility construction, to be communicated to all stakeholders
- 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 Develop a new Teen Advisory Board to assist in attracting teens to the library and deciding on programs and services for teens
- 3.1.2 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
- 3.1.3 Continue to help grow Friends of the Library
- 3.1.4 Schedule coffees and other formats with neighborhood associations and other groups—including the Newcomers Club—to discuss the library and plans for the new facility and services

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 neighborhood associations, lake associations, and business organizations in West Milford to determine a more collaborative fit on specific topics for both

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 Consider online donations through the library's Web site by using secure credit card information
- 3.3.2 Develop an approach to planned giving in order to cultivate donors for the library

Metrics: Measuring Success

Each year, library staff and trustees will conduct a planning session or retreat to 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, 2010-14

- Develop and administer smaller, targeted community needs via online surveys based on the results of the 2010 satisfaction/opinion survey

Monitor and measure levels of support, 2010-14

- 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 fund-raising methods

Measure and analyze customer use, 2010-14

- Record, report, and compare circulation statistics
- Monitor collection turnover
- Record and report numbers of reference questions
- Monitor and record program attendance
- Record frequency of computer use
- Monitor and record frequency of use of library Web site visits and page uses
- 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
- Install an electronic people-counting system to monitor library visits
- Develop baseline data about specific collections, and report levels of use

Increase levels of awareness, 2010-14

- Measure the number of new partnerships with organizations and area businesses each year of the plan
- Measure the number of presentations to community groups

Monitor success of Community Forum series, 2010-14

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



Attachment 1

Technology Review and Recommendations

West Milford Township Library Technology Notes

Prepared for Library Development Solutions
by John Blyberg

Initial Impressions

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 tech trends and are already comfortable with computers and mobile devices. Additionally, WMTL has actively marketed downloadable audiobooks from Overdrive to its users, making the availability of audiobooks a very popular service among the sizable group of patrons who commute to work. 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 running SirsiDynix's Unicorn and plans to migrate to SirsiDynix's Symphony later this year.

Despite being well supported by PALS Plus, however, 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. WMTL currently has six Internet stations and four online public-access catalog stations, which are frequently in use, and there is demand for additional access.

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 accessible platform; it cannot be crawled by search engines and is generally not recommended for library Web sites.

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 Windows operating system, the Microsoft Office suite, Web-based applications such as Google Apps, and social networking sites such as Facebook, Flickr, and Twitter.

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.

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 are recommended.

1. 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.

-
2. 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.
 3. 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.

Public Technology

1. 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.
2. The library should consider extending wireless Internet coverage throughout the entire building as well as outside.
3. The library should consider purchasing and loaning demonstration technology such as Kindles, iPads, 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.

Online Digital Strategy

1. 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.
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.
3. 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.
4. 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.

Attachment 2

Planning Background

The Needs Assessment Process

Community Conversations are, basically, group interviews in which people are asked to provide their suggestions, comments, and experiences with the library in order to obtain information about their perceptions and attitudes about the library. In West Milford we also explored satisfaction and dissatisfaction with current library services, as well as the participants' visions of what their ideal West Milford library might be like. The data from these groups is helpful in obtaining a snapshot of where the community may be in terms of its attitudes about libraries in general and the West Milford Township Library in particular.

Following are the topics and subjects that were discussed with the three groups.

- Changes that have taken place in the community in the past few years
- Role of the library in terms of quality of life
- Satisfaction with the library's services, collections, programs, and access, as well as with the library facility
- Suggested areas of improvement for library services, collections, programs, and facilities
- Discussion of other libraries the groups may use and their expectations of a new West Milford library

The conversations lasted approximately 1.5 hours each. Similar discussions were held by all three groups. Comments from each session were recorded and transcribed to create a record of the meeting.²

Each of the Community Conversations encouraged debate about the future of library service in West Milford. Group members were excited to be asked for their input, appreciated the opportunity to engage in a dialogue about the library with other residents, and offered many helpful suggestions and ideas.

²A full transcript of the Community Conversation comments and survey comments are available in the report "We Hear You," available at the West Milford Township Library.

Community Conversations

- Saturday, October 17, 2009, 10 a.m. 16 participants
- Tuesday, October 20, 2009, 7 p.m. 20 participants
- Thursday, October 29, 2009, 7 p.m. 20 participants

User Survey Participants

Survey participants described their use of the library, gave suggestions for improvements, and made comments about the library's role in the community. Their experiences in the library are highly favorable, as they offered comments about improvements in adult and children's programs, about improvements to the library's collections and meeting space, and about the need for more parking. All respondents and participants recognized that the library's limited space is a major constraint on all library activities. The survey responses are helpful in supporting the findings of the conversation groups. The survey relied on satisfaction and dissatisfaction measurements and found, as already mentioned, that library users (1) are very pleased with the library's effort to respond to their needs and (2) are interested and excited about the prospects for a new library.

The Planning Process

Library trustees, members of the planning committee, library staff, and many West Milford residents contributed their time and energy to this planning process and to the development of this strategic plan.

Library planners listened carefully to the community input, identified the most frequently requested suggestions, and worked together to devise plans for improving library services and for continuing to make long-term decisions about the existing library facility and a new library building. In all, over 300 residents and library staff were involved in the development of this strategic plan.

The planning process included the following.

Data Analysis

Library staff and the consultants gathered a variety of data that were analyzed and shared with the planning committee to obtain insights about trends related to library use, programs, and services. Demographic trends were considered using data from the 2000 U.S. Census, the North Jersey Transportation Authority, and statistics accumulated by the West Milford Township Library.

Town Meetings and Survey

Over 60 library staff, trustees, and community residents met in a series of town meeting sessions. During the sessions, participants discussed their ideas for improving library service, described what they liked best about the library, and identified areas needing improvement. And through the library's Web site, 226 residents accessed and completed a survey.

Technology Meeting

Library Director Deborah Maynard, several staff members, and one board member met with consultant John Blyberg to discuss the library's technology infrastructure, network, and public services. They also reviewed options for the future of technology assistance to all aspects of the library. Appendix 1 is attached to this strategic plan, with a brief technology plan for the near future.

Staff Discussions and Meetings

The consultants met with library staff to learn more about the library's current service program and how departments work together to deliver service. The staff also discussed ideas about their vision and ideas for the future of the library.

Meetings with the Planning Committee

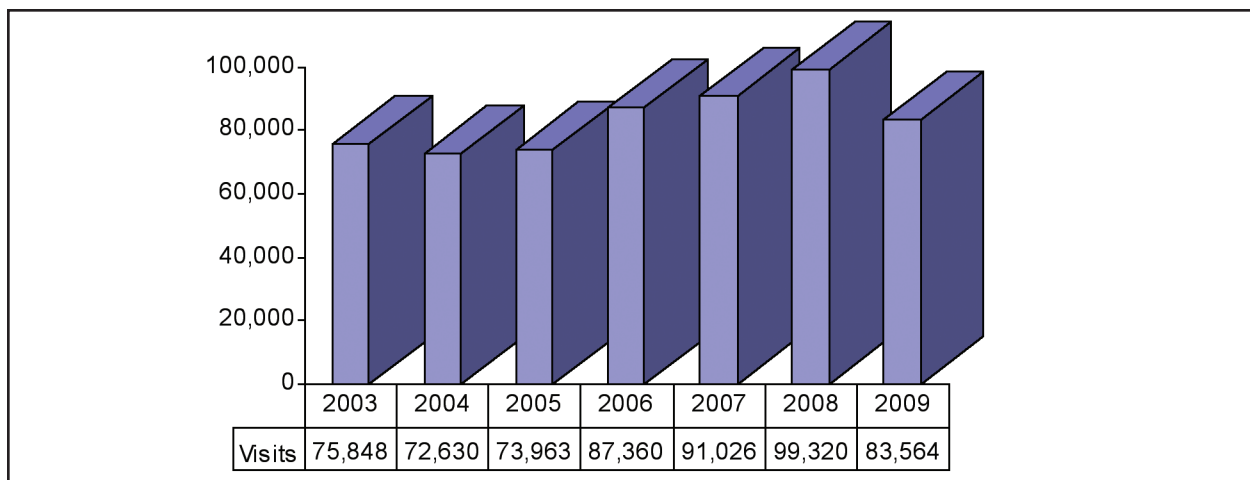
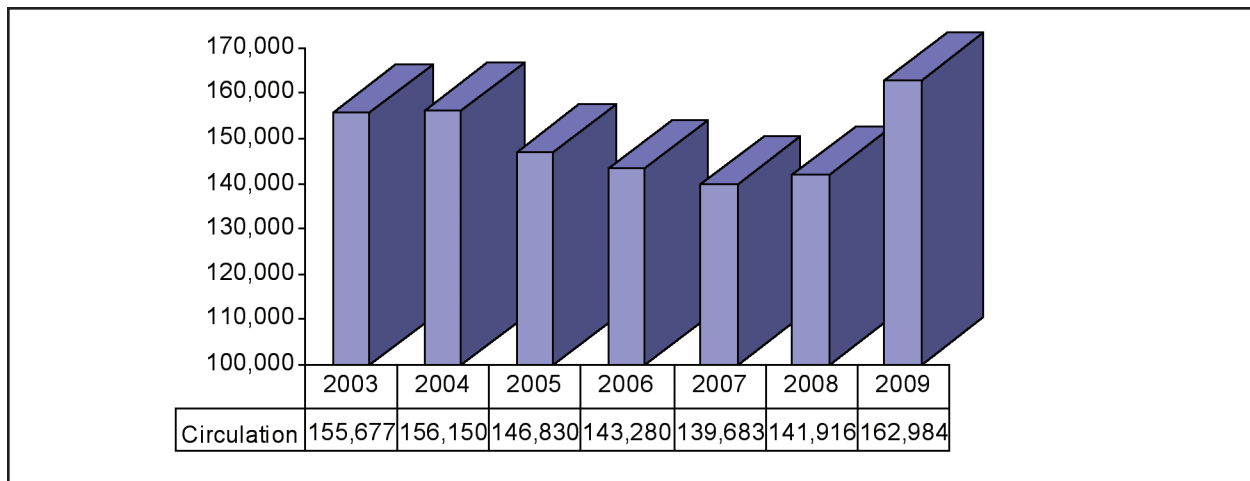
A planning committee made up of staff members, trustees, and community members met four times-including a half-day retreat-to review the findings of the survey and town meetings, develop a vision and new mission to guide the library, determine strategic direction, review staff recommendations for implementing the plan, and finalize recommendations for future library direction.

The planning committee:

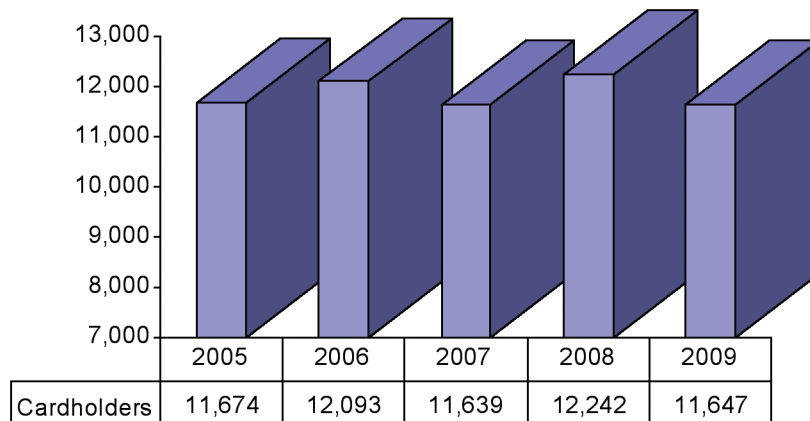
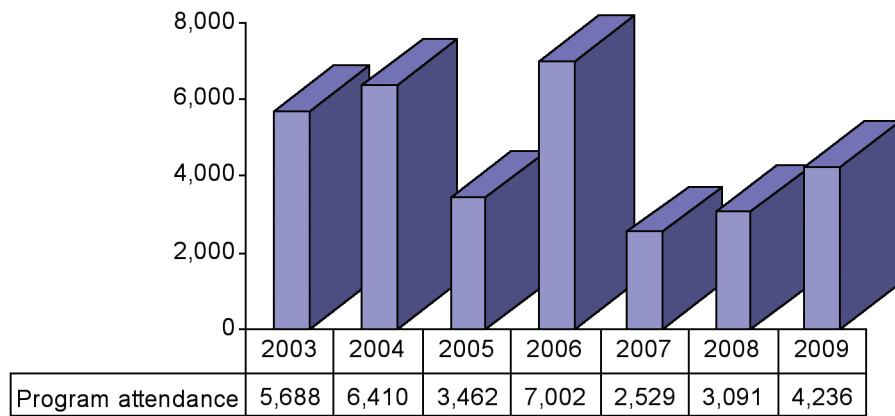
- Identified societal, technological, educational, demographic, and other trends likely to affect the delivery of library service and assessed the library's ability to accommodate those trends.
- Assessed the library's strengths, its capacity to deliver quality service, and the limitations of the current facility.
- Developed a vision to guide the library's future and created a new mission statement that incorporates the library's primary purpose and the values associated with delivering library service to the community.
- Considered strategic roles for the library to shape the ways library service will be delivered.
- Discussed and agreed upon priorities, goals, and objectives for guiding the library's development over the next few years.

West Milford Township Library

The following graphs show recent trends in usage and circulation of materials at the West Milford Township Library.³



³Standardized policies and fees have been agreed upon through the reciprocal borrowing agreement of PALS Plus libraries. The stricter fees and loan periods may have contributed to a decrease in audiovisual circulation. Also, the number of items borrowed by WMTL from other PALS Plus libraries has increased due to lack of space, shelving, and selection of materials. At the same time there has been a significant increase in the number of cardholders and library visits as users come to the library for various purposes, including computer use, job seeking, tutoring, meetings, programs, and just to meet friends. Recent trends at WMTL point to increased use in all parts of the library's collections and resources, including computer usage.



Accomplishments

While creating and developing this plan, participants discussed the work that the library has performed over the past several years and the various successes that the staff, the board, and the director have achieved. Some of the accomplishments that were discussed were:

- Establishment of Wi-Fi access in the library
- Development of a useful Web site that won an award from the New Jersey Library Association
- Expansion of the summer reading program
- Outstanding service by staff
- Proficient stewardship of the budget and the facility by the director and board
- Excellent care of the collection to provide clean, popular materials
- Production of *The Fine Print* newsletter