



THE DENVILLE PUBLIC LIBRARY

Denville, New Jersey

Strategic Plan

2017 - 2019

Developed in cooperation with

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Library Consultants**

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A MESSAGE FROM THE DENVILLE PUBLIC LIBRARY BOARD OF TRUSTEES

The Denville Public Library Strategic Plan is the result of many hours of collaboration including input from the library staff, the Board of Trustees, the Strategic Planning Committee, the community and its leaders. Together we forged a shared vision for the Denville Public Library for the future.

We already have a community library of which to be proud. The Denville Library provides enrichment – both educational and cultural – for our residents. The public education and discussion programs, the highly successful children’s programs and the collections of traditional and electronic information resources are already important resources.

Our library community has grown and changed in many ways over recent years. Increasing citizen demand for electronic technology, new media and other non-traditional library services drive this growth and is at the heart of this plan. This plan provides a roadmap for building upon and enhancing these resources so that we can fully realize the potential value of the library to our community. By accomplishing the goals and action steps detailed in this plan, the library will continue to meet the needs of its residents and be a place for all to share ideas, be entertained, educated and informed.

We invite the Denville community to join together in the years to come as we bring our goals to fruition. Thank you.

2017 Denville Public Library Board of Trustees

Sean Furlong - **President**
Janis Baggot - **Vice President**
Seth Johnson - **Treasurer**
Sandra Danforth - **Secretary**
Susan Dyer
Bruce Patterson - **Mayor’s Alternate**
Linda Breder - **Superintendent’s Alternate**
Stephanie Lyden - **Council Liaison**

ACKNOWLEDGEMENTS

Throughout this planning process, the Strategic Planning Committee met regularly with our consultants to review library and community data and consider the specifics of current and future library services with respect to the library's collections and facility, integration and impact of digital media and technology, and community outreach and partnerships. The committee then selected the library's key service priorities and approved action steps that are the core of a plan of service that is right for the residents of Denville.

Several groups and many individuals also contributed their experiences, opinions and insights into the development of this plan through participation in focus groups, by responding to the community survey and participating in one-on-one interviews with the Library Director. Library staff members were also involved throughout the process, providing valuable insight into the preferences and needs of library patrons, as well as ideas and suggestions for new or better ways to serve our residents.

Strategic Planning Committee

Sean Furlong, President-Library Board of Trustees
Sandra Danforth, Library Board of Trustees
Seth Johnson, Library Board of Trustees
Siobhan Koch, Library Director
Ilene Lefkowitz, Adult Services Supervisor
Maryellen Liddy, Children's Services Supervisor
Lynn Struebel, Circulation Services Supervisor
Jeanette Botti, Friends of the Library
Lenny Lefebvre, Community Representative
Marian Lezgus, Librarian at Valleyview Middle School

Planning Consultants

James M. Hecht
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EXECUTIVE SUMMARY

As public libraries throughout the United States continue to transform lives by providing critical services and new ways to access information, people turn to their local libraries for Internet access, technology training, assistance with job seeking, cultural enrichment, and resources to teach their children early learning skills. The Library Board of Trustees faces the challenge of financial constraints combined with rapidly changing technology and residents' requests for 21st century library services. To identify priorities for the future and use its resources most effectively, the Denville Public Library embarked upon a planning process to review all aspects of current library operations. This Strategic Plan spells out how the Library will enhance the community by providing a local gathering place that will promote a continuum of education and entertainment starting with an early literacy program and continuing to expand horizons through offering lifelong learning for others. The Library will continue to pursue and develop partnerships with community organizations, reach out to potential Library patrons, strive to adapt the current facility to the needs of the 21st century, and help to prepare Denville residents for a bright future.

In creating the 2017-2019 Strategic Plan for the Denville Public Library, the Planning Committee reflected on the Library's current operations, its strengths and opportunities for change and growth. The Committee began its important work by gathering information from a variety of sources that included a written and online survey, Library Board and staff visioning exercises, five community focus groups and conversations with community leaders. The Committee also explored current trends in library services and reviewed the Library's current services and programs.

The first task in preparing this Strategic Plan was to take the information collected from meetings with the staff, trustees and the strategic planning committee plus responses from the community through the surveys and focus groups, in addition to public library trends, to develop fresh new mission and vision statements plus core values for staff and trustees. Key Service Priorities emerged from our dialog with the public, resulting in a plan that reflects concrete solutions to the current library needs of the residents of our community. The Library Board of Trustees and the Library staff will concentrate on these priorities that include objectives developed by the planning committee to help achieve each service priority. Staff will develop specific action steps for each year of the plan that are tailored to helping to create robust library services that meet the needs of all residents and broadening partnerships with community organizations.

MISSION, VISION AND CORE VALUES

The Denville Public Library aspires to be the center of information and discovery in our community. Our **mission statement** reflects the commitment we are making to the community through relevant collections, up-to-date technology and interesting and informative programming.

Our mission is to inspire, enlighten, and engage our community.

Our **vision statement** articulates what success will look like in the future.

The vision of the Denville Public Library is to be a safe and welcoming community hub that provides both traditional and visionary library services in an attractive and accessible setting. By adapting to the changing roles of libraries, the staff will support and encourage diverse audiences to pursue their interests, expand their imagination, learn new skills, and interact with other members of the community.

Our **core values** give us the foundation upon which we perform our work and interact with each other and community residents.

Exceptional Library Service – We are committed to providing prompt, objective, courteous, and knowledgeable service to our community.

Teamwork – The trustees and staff of the library collaborate to support the library’s mission and vision and work together to create a culture where mutual respect is honored and valued.

Intellectual Freedom – We are committed to freedom of speech and expression, and the need for diversity in library services, programs, and collections in order to present different points of view and ideas in our community.

Access for All – We are committed to providing library programs and collections that are accessible and convenient to our community and to serving everyone fairly and equitably.

Partnerships – We develop cooperative relationships with our residents, community agencies and organizations, and other libraries to make the most effective use of the taxpayers’ resources.

Accountability – We take responsibility for the management and control of our assets and the services we provide.

OUR SELECTED SERVICE PRIORITIES

To meet our commitment to provide the best possible library for our community and strive for continued excellence in customer service, the Denville Public Library will focus on the following five service priorities. These service priorities were selected by the Strategic Planning Committee based on a review of the results of a survey that was completed by 554 people, most of whom live in Denville Township, comments that were made to the consultants in response to probing questions with participants in five focus groups, discussions with the Library Board, staff and planning committee, and interviews with 12 community leaders conducted by the Library Director.

I. Access to Resources and Information Literacy

Through the guidance of knowledgeable library staff, an up-to-date collection of professionally selected research materials in many formats, and access to high speed Internet access, residents will be empowered to locate, evaluate and use information. Trained staff will help users develop skills to use information and technology to meet their needs, including instructional programs, one-on-one reference services, and user-friendly technology.

II. Making Informed Decisions and Getting Facts Fast: Health, Wealth and Other Life Choices

Residents will have someone to answer their questions on a wide array of topics of interest as well as the resources they need to identify and analyze risks, benefits, and alternatives before making decisions that affect their lives.

The educational level of the residents of Denville is relatively high. Of the 12,047 residents over the age of 25, 29.4% have achieved a bachelor's degree and 21% have attained a graduate degree as compared to the state average of only 14%. Responses to questions about the Library's collections on the surveys and in the focus groups indicate that there is a high expectation for the library to provide a wide variety of accurate resources in many different formats.

The importance of keeping up with the latest technologies was a recurring theme in both the survey results and the focus group comments. While many respondents indicated that they would like to see expanded collections of professionally selected books, DVDs, and CDs, an equal number were interested in a wider availability of ebooks and downloadable audiobooks. Focus group attendees also felt that the databases available on the library's website could be useful, although several stated they were difficult to use, while others were not aware of their availability.

Residents still seem to be reliant on the Library's reference services, as nearly a third of the survey respondents felt that reference assistance and reader's advisory from a librarian was an important service. Many residents have long commutes to and from

work (over 31 minutes), so visits to the Library are often difficult to fit into busy schedules. Several people in both the focus groups and on the surveys indicated an interest in having the Library open on Sundays. It is important that the Library provide responses to reference queries quickly and accurately. In addition, for those who are not able to visit the Library as often as they would like, it is important to provide easy access to online tools and resources via the Library's website. Over half of survey respondents indicated that the Library's website was an important service and over 70% would prefer to get information about the Library through the Library's website. Focus group attendees said that they use the website for a variety of reasons including finding information about programs and as a portal to the online catalog.

With respect to Internet services, wireless access was important to nearly a third of those who responded to the surveys as well as having high speed access with printing capability on library computers. There were 58 adults interested in technology/computer training classes and adult focus group attendees felt that training, particularly on the use of the Library databases would be helpful. Also, several stakeholders interviewed said that it was important that the Library play a significant role in providing training and guidance with respect to current and new technologies.

III. Create Young Readers: Literacy from Birth to Age 18

Children and Young Adults will have materials, services, and programs designed for their age group that stimulate their imagination, encourage learning, and engage them in the world of reading, starting as infants and continuing through high school to help them succeed in school and become lifelong readers.

Many studies have illustrated the importance for young children to have early literacy skills. Without these skills, they are much more likely to struggle in school not only through the early years, but throughout all of their educational pursuits. In developing a leadership role within the community to support this service initiative, it is also important that the Library offers a wide range of services and programs to parents, caregivers, and organizations serving the needs of children.

In Denville Township, nearly a third of the households have children under the age of 18 and one in four of the survey respondents indicated that programs for children are an important service and nearly that same number felt that children's books are important to them. In 2016, the Library held 514 programs for children with a total attendance of 11,484, a very high number considering the size of the community and the personnel resources dedicated to services to children.

Several focus group participants mentioned the benefits of having a robust program for children and parents and the Library was complimented on the quality of programs being offered. Notably, many survey respondents agreed that providing a good children's collection and promoting reading should be high priorities for the Library. It was also noted that it was essential for the Library to remain relevant by constantly changing and

keeping up with trends in technology and other library services for youth. Children's programs and the staff's provision of service in this area is a strength the Library should continue to develop and enhance.

Teens who were participants in focus groups had many positive comments to make about the Library, both with respect to their current and past use of the library. However, few have attended any programs in the last two years. Some felt that space for the collections was limited. Also, most felt that library hours were not convenient for them because of other commitments during the week and they would prefer that the library was open on Sundays.

IV. Satisfy Curiosity and Stimulate Imagination: Providing Library Materials and Programs for Entertainment and Lifelong Learning

Residents who want to enhance their leisure time, to explore topics of personal interest and to continue learning throughout their lives will find the resources and programs they want in a wide range of traditional and emerging formats.

Denville is a vibrant community with many activities for residents to choose from when deciding how to spend their leisure time. Many respondents to the surveys and participants in the focus groups stressed the importance of the Denville Public Library as a community hub – a place to meet friends and neighbors, attend programs, have group meetings, etc. As one adult focus group participant who recently moved back to Denville stated: “It was the perfect way to get to know people.” Another stated that “it was a place to find new things of interest.”

The 2010 U.S. census showed a 34% increase in residents between the ages of 55 and 74. This age group of residents totaling over 4,000 often represents “empty nesters” and early retirees, residents with more discretionary time who are seeking new hobbies, interests and experiences that they can start exploring at the public library.

Residents in this age group were heavy library users, especially those over the age of 65 where 86% of those responding to the survey use the Library once a week or more often. The collections that were important to them were adult fiction, non-fiction and new books, DVD movies, books on CD, and magazines and newspapers. Collections that they would like to see the Library improve include more downloadable ebooks and audio books, and better collections of popular books, DVDs and CDs. Additionally, the ability to borrow books from other libraries was an important service to 318 of all survey respondents.

Programs too are highly regarded. Comments during the focus group session with older adults were extremely supportive of more diverse programming, including author readings or talks about their published works, movies, concerts, and theater productions. Many attend programs at other libraries in Morris County and there was a strong

indication that similar programs if offered at the Denville Library would be well attended. However, the lack of sufficient meeting room space was mentioned as a major drawback.

A community leader who was interviewed by the Library Director stated: “The Library is a place that can point people toward things that will broaden horizons.” Another said that “The Library offers people a place to socialize and provides residents with programs and books that they possibly can’t afford.”

V. Visit a Comfortable Place: Physical and Virtual Spaces

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

Denville residents are proud of their library and strongly support it as one of the best values for their tax dollars. Library staff gets extremely high marks for helpfulness and customer service, and while many survey respondents and focus group attendees feel that the library facility needs very little improvement, there were some comments made by various groups requesting changes that would improve their library experience.

Some adults feel that parking is a problem, particularly when there are programs at the Library and at the museum while others stated the difficulty in getting to the Library from areas of the township south of Rt. 10, particularly during rush hours. Others indicated that there needs to be a larger space for meetings that would accommodate both library and community group use. Other building related items that survey respondents would like to see the Library tackle were areas or rooms for quiet study, more comfortable seating, and space for a self-checkout terminal and for a 3-D printer.

Several teens at a focus group said that while they use the library often, they would like to have a larger, more inviting space that includes comfortable lounge type seating. They would also like more tables for group studying with, as one focus group participant said, “a study hall” atmosphere.

SUMMARY

These five service responses will provide the guide for providing new and exciting services and programs over the next several years. Not all of the services that the Library provides are included explicitly in our selected priorities. This does not mean that the Library will discontinue them. Rather it will continue to provide a wide variety of services and develop a diverse collection of library materials that is reflective of the needs and interests of the community.

Denville residents were most willing to share their thoughts about the Library and tell us what was most important to them. We heard many positive comments from satisfied patrons about existing library services. The staff consistently received praise for high-quality customer service. We heard comments that our staff was knowledgeable, friendly and always willing to assist in any facet of the Library. The goal of the strategic planning process, however, is not only to retain loyal customers but also to reach out to those residents who use the Library less frequently or not at all and develop services that will attract them to the Library.

We received many good ideas from interviews, focus groups and surveys, and several needs emerged as important themes as we heard them often repeated. Among them were:

- Reciprocal borrowing privileges from other libraries through the Morris Automated Information Network (M.A.I.N.) is highly valued
- Library sponsored programs for all ages are important but the meeting room space is too small
- The availability of downloadable media such as ebooks and audio books needs to be increased
- Collections, programs and space for teens need to be expanded
- Patrons would make use of Sunday openings
- The library should use a variety of means to better publicize library programs and services and increase community awareness about the library
- Increase technology training, advice and instruction

STRATEGIC OBJECTIVES AND YEAR 1 ACTION STEPS

The Denville Public Library will spend a majority of its resources on collections, technology, staff and facilities in support of the following selected service priorities and strive to achieve the stated objectives by following the action steps in Year 1 of our plan. Action steps for years 2 and 3 will be developed by staff in partnership with the Library Board of Trustees.

I. Access to Resources and Information Literacy

Through the guidance of knowledgeable library staff, an up-to-date collection of professionally selected research materials in many formats, and access to high speed Internet access, residents will be empowered to locate, evaluate and use information. Trained staff will help users develop skills to use information and technology to meet their needs, including instructional programs, one-on-one reference services, and user-friendly technology.

Objective 1

Meet the technology needs of library visitors by providing robust wireless service throughout the building.

Action Steps:

1. Continue to provide and maintain free wireless access within the Library's physical building.
2. Follow recommendations by M.A.I.N. regarding updates to the wireless network.
3. Provide adequate training for reference staff and director to maintain and troubleshoot the wireless network.
4. Provide a mobile device charging station for patrons.
5. Continuously evaluate whether download and upload speeds are meeting the needs of our patrons.

Objective 2

Provide a sufficient number of well-maintained public computers, software and printers that are accessible to all.

Action Steps:

1. Follow M.A.I.N.'s guidelines for replacing PCs and its recommendations for updating software, hardware and printers.
2. Follow M.A.I.N.'s recommendations for improvements to our technology infrastructure to increase speed and reliability.
3. Change to a more user friendly print/time management system.
4. Investigate a new public copier.
5. The Information Services Librarian will perform updates that are not regularly scheduled and deep cleaning on all PCs at least every four months and in accordance with any recommendations from M.A.I.N.
6. Purchase 12 new laptops for program and class use.

Objective 3

Anticipate patron demand for new technology, information resources, and the latest trends in the delivery of library service.

Action Steps:

1. Staff should stay abreast of new technologies by reading journals and participating in technology classes/lectures sponsored by M.A.I.N., LibraryLinkNJ, the NJ State Library and other organizations as they pertain to the Library.
2. Continue to integrate technology into children's programs, including preschool storytimes, art, tech, and science classes for children, tweens, and teens, and programs for children with special needs.
3. Ensure free and easy access to adult, teen and children's ebooks and downloadable audiobooks and databases by providing links on the website and access and instruction within the library building.
4. Provide technology for both entertainment and educational purposes within the children's room using iPads, the Apple TV, laptops, a coding robot and Snap Circuits in programming.
5. Denville will have a representative on the Circulation, Digital Services, MAYS (youth services), Technical Services and Technology Committees of M.A.I.N.
6. The Library will act as an early adopter for new technologies when appropriate for our community – taking into consideration patron recommendations, spacing needs, staffing needs and budgetary restrictions.

Objective 4

Offer training classes and programs for residents on current and emerging technologies and software to meet their informational and recreational needs.

Action Steps:

1. Continue to provide iPad Users Group and Gadget Nights monthly.
2. Continue to provide one-on-one technology assistance to patrons.
3. The Library will continue to offer at least one to two training classes per month on current and emerging technologies/software that are open to the community.
4. Provide evaluation sheets at the end of classes and use suggestions from attendees to plan future classes.
5. Classes and programs will be marketed through print and online resources, as well as placing materials at Cooks Pond, St. Francis, Town Hall and the Senior Center and through presentations to community groups.

Objective 5

Ensure that the Library's website is current and easy to navigate and provide patrons with regular and ongoing opportunities to learn to use the online catalog, proprietary databases and web-based applications to meet their informational needs.

Action Steps:

1. Continue to provide a website that is user friendly, visually appealing, and viewable on mobile devices. Update in a timely fashion in response to current trends and website design standards.
2. Provide access to programming, registration, and services through Library website and e-newsletters.
3. The Information Services Librarian will perform regular maintenance and updates to make sure all features of the website are working correctly and will update weblinks and databases in a timely fashion.
4. Change the website to utilize encryption to provide a more secure site.
5. Provide classes and workshops that teach Library users how to negotiate the online catalog, proprietary databases and web-based applications available through the Library, holding at least one per quarter.
6. Create handouts and self-directed tutorials that explain how to use the online catalog, proprietary databases and web-based applications.

Objective 6

Provide in-house continuing education opportunities for staff in order to advance their technical skills and meet established technology competency standards.

Action Steps:

1. Training at least once a year for Polaris, the databases offered and the website.
2. Encourage staff to attend at least one training/classes/lectures/webinars provided by M.A.I.N., LibraryLinkNJ, NJ State Library and other resources that are applicable to the Library and its patrons.
3. Take advantage of any training opportunities offered by M.A.I.N. in the Denville Library.
4. Provide all staff with training on new technologies or products.

Access to Resources and Information Fluency
Success Measures for Year 1

- Library staff and/or volunteers will offer a minimum of three training classes per month including weekend and evening hours on social media, computer software, online databases and other downloadable media.
- At least one staff member on duty will be capable of addressing wireless network problems and assisting patrons with downloading media on their mobile devices.
- The use of online databases such as MyHeritage and Ebsco will increase by 10%.
- The use of downloaded content such as 3M Cloud Library and Zinio will increase by 10%.
- Each staff member will complete two hours of technology training per year.

II. Create Young Readers: Literacy from Birth to Age 18

Children and Young Adults will have materials, services, and programs designed for their age group that stimulate their imagination, encourage learning, and engage them in the world of reading, starting as infants and continuing through high school to help them succeed in school and become lifelong readers.

Objective 1

Establish the Denville Public Library as the community center for early literacy programs designed for young children, their families and caregivers that encourage a love of reading and engage their imagination.

Action Steps:

1. Provide storytime and craft activities for preschoolers of all ages, including baby lapsit, toddler movement, and preschool storytimes. There will be seven sessions of at least five weeks in length held five times a year.
2. Support the natural curiosity of young children by engaging them in creative “stepping stone” programming, including music, movement, dance, art, as well as programs in science, technology, engineering and mathematics (STEM).

3. Use traditional and non-traditional storytelling mediums (digital, print, flannel boards, puppets, etc.) to share books, stories, songs, rhymes, and fingerplays with children and build early literacy skills.
4. Provide entertainment programming to stimulate creativity, including live theatre, concerts, animal programs (including Read to a Dog), and pop culture activities (including themed storytimes like Star Wars and Disney princesses).
5. Schedule programming on different days and times, including Saturdays and weekday evenings, to better accommodate the schedules of working caregivers.
6. Continue to focus on the value of programming for our youngest patrons to ensure that the Denville Public Library remains a vital community center for years to come.
7. Encourage collaborative play to develop creativity, the sharing of new ideas, the development of relationships, and personal growth and self-esteem.
8. Provide appropriate storytime activities and programs for children with special needs, including sensory processing issues. A session will be held monthly within the Library along with classroom visits to the library as requested.

Objective 2

Continue to develop the collections in a variety of formats to support the educational and recreational needs of the children and teens of Denville.

Action Steps:

1. Integrate emerging technology and digital formats into circulating library collections.
2. Ensure that non-fiction, both recreational and educational, remains a central component of collections. Utilize publisher representative visits, preview boxes, and library journals to select quality non-fiction materials.
3. Attend publishing preview events and webinars; read library-oriented and pop culture journals and magazines; and utilize bestseller lists to enhance collection development methods.
4. Cull collections to maintain timely information and updated materials, using standard techniques and practices.
5. Ensure that non-fiction collections include browsable, engaging materials to expose children to new ideas, including books on subjects like magic, sports, world records, pop culture, etc.
6. Maintain collections that contain diverse books, allowing for children and teens from different backgrounds and life experiences to see themselves represented and valued in collection materials.

Objective 3

Offer programs to school-aged children that strengthen their reading skills and stimulate their creativity and imagination.

Action Steps:

1. Provide science, technology, engineering and mathematics (STEM) programs including science, tech, robotics, and math. Programs can have a practical or entertainment focus -- tinkering, LEGOs, MinecraftEDU, paper circuits, the science of bubbles -- and still allow for learning.
2. Foster collaboration, teamwork, group skills, problem solving, and open communication among program participants and between participants and library staff in a safe and non-judgmental environment. Create a lasting relationship between young patrons and the library.
3. Provide art, writing, and music programs that allow for free expression and freedom of choice. Maintain a focus on process-oriented outcomes as opposed to fixed result outcomes.
4. Continue to allow for non-traditional, “out of the box” programming and be open to trying new techniques and approaches to foster informal learning (for example, birdwatching).
5. Provide programs that are solely for entertainment (for example, bubble shows) using both paid performers and original programs created by Library staff.
6. Focus on family programming, including crafts, theatre, concerts, live animals, and astronomy night, in which multiple generations can participate together.
7. Create programs that encourage children to become engaged and responsible members of their community, including service projects and recycling/gardening programs.
8. Allow programming for children to explore the world beyond Denville, including learning about other cultures through art, music, and language.
9. Maintain a continuing commitment to providing free, quality programming for young patrons.
10. Circulation staff will support all activities planned by the children’s department in an informative and welcoming manner.

Objective 4

Expand partnerships with local schools, preschools and organizations that provide services to children and teens and increase the number of young library card holders.

Action Steps:

1. Maintain relationships with local public and private schools, attend school fairs and activities, and participate in Read Across America day.
2. Reach out to schools and ask to participate in Back to School night activities.
3. Provide access to resources and programming for homeschooled students.
4. Conduct outreach to local preschools and create traveling, fine-free library collections.
5. Share flyers, e-news, and library information with local public and private schools.
6. Maintain Summer Reading Program with raffle prizes and rewards to ensure that children continue to read over summer breaks from school.

7. Provide an adequate number of copies, both in print and digital formats, of required school summer reading books.
8. Allow for children's room interns with special needs.

Objective 5

Implement library programs and events that will attract and engage teens to ensure their continued use of the library through middle school and high school.

Action Steps:

1. Continue to focus on STEM programs, including coding, science, gaming, tinkering, basic engineering, codebreaking, and robotics, using both in-house skills and paid performers. STEM programs can be low cost activities, such as paper circuits, book engineering, and kite making.
2. Conduct summer teen volunteer program for Denville residents in grades 7 and higher and limited school year volunteering, as needed.
3. Provide programs that foster creativity and independent thought, including art programs, music, poetry, writing, team building, and theatre. Ensure that programs are process oriented to encourage free expression.
4. Develop book clubs and book-related activities.
5. Offer a wide variety of programs to expose tweens and teens to new subjects and ideas that they may not be able to explore in their school environments.
6. Evaluate the current staffing needs and what will be required to implement more programs for this age group.
7. Circulation staff will support all activities planned by the children's department in an informative and welcoming manner.

Create Young Readers: Literacy from Birth Through the Age of 18 ***Success Measures for Year 1***

- There will be at least six new children's programs added for the year.
- There will be at least one Tween/Teen Program offered each month.
- The library will obtain at least 90% of the New York Times Bestsellers Lists for Picture Books, Series, and Children's Fiction and Teens.
- Provide at least 12 programs per year for children with special needs.

III. Making Informed Decisions and Getting Facts Fast: Health, Wealth and Other Life Choices

Residents will have someone to answer their questions on a wide array of topics of interest as well as the resources they need to identify and analyze risks, benefits, and alternatives before making decisions that affect their lives.

Objective 1

Provide a broad collection of library resources in different formats to meet the needs of patrons seeking information on a variety of topics.

Action Steps:

1. Attend publishing preview events and webinars; read library-oriented and pop culture journals and magazines; and utilize bestseller lists to enhance collection development methods.
2. Circulation staff will inform reference and children's staff if they locate areas with outdated information or a lack of resources available on a particular topic.
3. Continue to offer a balanced collection of print materials to answer patron's informational questions about a wide variety of topics.
4. Continue to purchase downloadable ebooks and audiobooks to meet the needs of the community.
5. Monitor the collection for usage, currency and appeal using traditional library practices.
6. Promote the Library's digital resources through social media, the Library's website, outreach, one-on-one training and formal Library workshops.

Objective 2

Ensure all patrons have the opportunity to find print resources quickly and easily and the means to get accurate and reliable answers to their questions from highly trained reference providers.

Action Step:

1. Encourage staff to attend at least one workshop, webinar or program to further enhance their Reference skills.

Objective 3

Provide programs that will educate patrons about making successful life choices on topics such as health, education, finance and careers.

Action Steps:

1. Provide yoga, fitness, and movement programs for people of all ages.
2. Use existing programming, including storytime sessions, to develop life skills, including social skills, following directions, good manners, respect for self and others, developing friendships, working in groups, and raising self-esteem.
3. Provide hands-on cooking and nutrition programs.
4. Integrate safety training into existing programming, using resources from our local police and fire departments. Examples would be storytime with a police officer or supplementing storytime with teddy bear clinic.
5. Utilize resources, programming, and service projects to help young people of all ages become more responsible community members and more engaged global citizens.
6. Provide at least two programs per month for adults on topics such as health, education, finance and careers.
7. At the end of each adult program, do a short evaluation asking for additional areas of interest for possible programs.
8. There will be a representative from the Denville Library on the Programming Committee of M.A.I.N.
9. Encourage staff to attend professional development workshops/webinars on adult programming.

Objective 4

Emphasize library resources that will lead patrons to information about making informed life choices.

Action Steps:

1. Create bookmarks or brochures highlighting library databases and print resources to assist in leading patrons to information about making informed life choices.
2. Create and maintain monthly displays to highlight print resources to assist patrons in making informed life choices.
3. Utilizing standard collection development practices continue to select and deselect library resources to assist patrons in making informed life choices.
4. The Information Services Librarian will continue to curate and maintain the weblinks portion of the Library website to highlight internet resources for patrons to make informed life choices.

**Making Informed Decisions and Getting Facts Fast: Health,
Wealth and Other Life Choices**
Success Measures for Year 1

- At least six new adult programs will be held in the year.
- The average publication date of items in the Adult Non-fiction collection will not be more than 10 years old.
- At least 24 programs will be held on topics such as health, education, finance and careers.
- At least one new topic for weblinks will be curated on a quarterly basis.
- Items in the adult 600's collection will circulate an average of at least two times per year.

**IV. Satisfy Curiosity and Stimulate Imagination: Providing Library
Materials and Programs for Entertainment and Lifelong Learning**

Residents who want to enhance their leisure time, to explore topics of personal interest and to continue learning throughout their lives will find the resources and programs they want in a wide range of traditional and emerging formats.

Objective 1

Establish the Library as the center of cultural life in Denville Township by developing library programs and exhibits that will appeal to library users with a variety of interests and backgrounds and enable them to connect in conversations about books and culture.

Action Steps:

1. Maintain a commitment to providing free, quality programs.
2. Continue to focus on diversifying the interests and expanding the worldview of residents through art, music, reading, writing, and free expression to expose them to new cultures.
3. Provide dance and movement programs for all ages.
4. Provide music programs that allow for both listening to music and creating music and musical instruments.
5. Engage young people with art in different mediums, including painting, pottery, drawing, writing, movie making, and theatre. Allow for the presentation of student art works to the larger community, including using the Library website and social media.

6. Allow young children to expand their imaginations through regular storytime sessions and special appearances by costumed characters and princesses.
7. Focus on process-oriented activities that reward creativity and free expression instead of forcing children to create a project (art, writing, crafts, etc.) with a required specific outcome.
8. Coordinate at least six special events and celebrations for library-related holidays, national holidays and observances each year. (Examples include Blind Date with a Book for Valentine's Day and Presidential Trivia Night for President's Day.)
9. Where appropriate create a coordinating list of related library resources. Provide this list at the program and online via the Library website or other social media sites such as Pinterest.
10. At the end of each adult program do a short evaluation asking for additional areas of interest for possible programs.
11. Offer at least three library programs per year at off site locations when possible. (Book groups at local restaurants, senior residence, etc.)
12. Highlight popular culture and trends by offering programs that cater to these trends such as television or movie fan based programming, craft programs, etc.

Objective 2

Enhance the scope of library offerings by developing mutually beneficial programs in partnership with local clubs, organizations and retailers.

Action Steps:

1. The director or a designee will attend at least nine club/organization meetings a year.
2. Offer at least two lectures by a community group to be held within the library. (E.g. Sustainability Committee could come and speak on an environmental topic.)
3. Communicate with groups to find out what they would like to learn about and try to provide programming and resources to meet those needs.
4. Continue to provide assistance by selling tickets and/or providing a spot for collecting items for local organizations trying to better the community.
5. Publicize community events on Burbio, the community calendar linked on our website, and through our social media.
6. Partner with local agencies and support services in Denville Township and Morris County to provide programs of interest to adults.
7. Investigate and if possible begin laying the foundation for a library card discount program with local retailers.

Objective 3

Build collections in a variety of formats that fulfill the community's desire for popular culture and social trends, ensuring that patrons' recreational needs are met and enabling them to expand their imagination.

Action Steps:

1. Continue to have staff monitor standard collection development tools (journals, websites, etc.) to meet demands.
2. Continue to purchase downloadable ebooks and audiobooks through our digital services provider.
3. Research streaming music and video content suppliers and see whether these are items that can feasibly be added to our digital collections.
4. Increase the budget for DVD and audiobook purchases.
5. Maintain fiction collections that encourage children to take new adventures, including genre fiction, Sci-Fi, fantasy, mystery, etc.
6. Annually review and update collection development policy to reflect changes in publishing and customer preferences and adjust the budget to reflect those changes as an ongoing process.
7. Continue to evaluate collection using standard collection development tools to update and maintain the collection.
8. Evaluate the formats being provided using patron feedback and current industry standards for preferred format and adjust buying patterns.
9. Investigate the possibility of utilizing leased books for high demand titles.

Objective 4

Assist patrons in the selection of their next book, movie or music by promoting readers' advisory services and creating a browser-friendly environment.

Action Steps:

1. Study bookstore displays and information gained from Transforming the Stacks presentation to provide engaging displays.
2. Provide recommendations on books and resources as requested.
3. Market readers' advisory tools such as NoveList.
4. Encourage patrons to sign up for BookNews which lists new titles coming out in various subject areas.
5. Shelve new materials promptly as they are returned.
6. Create a personalized readers' advisory service (online or print) for patrons.
7. Provide readers' advisory training for all staff
8. Continue to create readers' advisory materials such as shelf talkers, booklists, etc. and publish on the Library's website, social media and in-house.
9. Create tutorial for patrons on how to use NoveList and other readers' advisory tools to find their next book, movie or music.
10. Curate and offer bundles of books, movies and music on particular subjects for easy access for patrons desiring materials on that subject.
11. Continue to create library displays on rotating topics highlighting the Library's resources and collections.

Objective 5

Effectively market library programs and services to increase library use by Denville adults.

Action Steps:

1. Advertise programs and services on the website, through e-newsletters, on social media, and in the print and online newspapers.
2. Attend meetings of local organizations to discuss library programs and services.
3. Participate in community activities.
4. Participate in the Library's email campaign to promote digital collections.
5. Consider and evaluate the possibility of creating a part-time position to market the library programs and services.
6. Develop a digital/social media policy for reaching current and new patrons via the website, social networking and newsletters.
7. Provide articles or other contributions to the local newspaper about library events and resources monthly.
8. Maintain a brochure about the Library for new residents and realtors.

Satisfy Curiosity and Stimulate Imagination: Providing Library Materials and Programs for Entertainment and Lifelong Learning *Success Measures for Year 1*

- Library subscribers will receive at least one electronic newsletter from the Library's adult and/or youth services departments each month with information about the Library's collections and programs.
- Staff will make presentations to local community groups on these topics at least nine times in a year.
- Program evaluations completed after each adult program will show a customer rating of Good or above by 75% of those who completed the survey.
- The Library will buy the print book for at least 90% of the New York Times Bestsellers Lists for Adult Fiction and Nonfiction.

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V. Visit a Comfortable Place: Physical and Virtual Spaces

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

Objective 1

Encourage frequent visits to the Library by reviewing the Library's hours and days open and continuing to provide superior customer service that is friendly, warm, knowledgeable, and inviting.

Action Steps:

1. Staff members will continue to provide friendly, knowledgeable service.
2. Patrons will be greeted upon entering the building and offered assistance as needed.
3. Patrons will be reminded at checkout of other services the library provides. (E.g. digital collections, backpacks and museum passes)
4. Work with the staff to create a standardized phone greeting.
5. Maintain open lines of communication with caregivers and children in person and through electronic means. Respond quickly to feedback, concerns, and questions. When possible, try to accommodate all children who wish to attend a program, within capacity limits.
6. Provide a suggestion box.
7. Learn the names of children, tweens, and teens who regularly attend programming or volunteer at the Library.
8. Foster supportive, non-judgmental relationships with young people.
9. Ensure that library policies and procedures are customer focused.
10. Conduct annual customer service training workshops for staff.
11. Investigate the viability of opening the Library on Sundays.

Objective 2

Explore ways to create additional meeting, program and quiet study space for residents of all ages.

Action Steps:

1. Contact architects to discuss plans for an addition.
2. Once a price is determined, evaluate whether fundraising efforts will be needed and what those will be.
3. Explore grant opportunities for construction projects.

Objective 3

Evaluate the existing space and floor plan for children and teens in order to create a welcoming environment that is conducive to learning, interacting and having fun.

Action Steps:

1. Create more open floor space in the children's room to allow for expanded movement, play, and family bonding.
2. Investigate more study areas in the children's room so that children and their peers and/or caregivers can work collaboratively. Increased tables will also allow for passive programming, "make and take" projects, etc.
3. Continue to provide technology in the children's room and teen area for both educational and recreational purposes.
4. Create spaces that better physically and emotionally accommodate children and teens with special needs, including sensory processing issues.
5. Provide safe, inclusive spaces for LGBT+ children and teens.
6. Investigate purchasing furniture in the children's room that provides greater comfort for older caregivers and caregivers with physical impairments or disabilities.
7. Investigate providing more shelving in the teen area so that the collection is easier to see and use.
8. Contact space planners to discuss reorganizing the children and teen spaces.

Objective 4

Consider ways to provide easier access to library services to patrons living south of Route 10.

Action Steps:

1. Explore facilities willing to allow library programming that are closer to Route 10.
2. Provide programming closer to Route 10.

Objective 5

Investigate options to providing additional parking space and/or improving the safety of the current parking lot to reduce accidents.

Action Steps:

1. Reevaluate layout of the parking lot with town officials and experts.

Visit a Comfortable Space: Physical and Virtual Spaces
Success Measures for Year 1

- By the end of year 1 the Library will have contracted with an architect to develop preliminary plans for an addition.
- By the end of year 1 the Library will have met with a library space planner to discuss reorganization of the Children and Teen spaces.
- The Library will provide at least two programs per year at a community location that is closer to residents that live near Route 10.
- Each staff member will complete two hours of customer service training per year.
- Library public service policies will be reviewed and updated where necessary to ensure that they are customer focused and provide a welcoming environment.

LIBRARY RESOURCES NEEDED TO IMPLEMENT OUR PLAN

Funding

The challenge for 2017-2019 is to create a meaningful plan of service reflecting Denville's community values and its desires for excellence in library service while recognizing the need for financial constraint to moderate local taxes. More than 97% of the library's annual budget comes from the municipality and is derived from a New Jersey library funding formula based on community property values. Funding for the Library based on this formula will decrease in 2017 due to a township-wide reassessment that was conducted in 2016. It is essential that the Library identifies as key service priorities not just what they can do efficiently, but to be most effective it needs to align the allocation of resources with what is truly desired by the community and deemed the highest priorities in community feedback and analysis.

The annual budget covers personnel, building operation and maintenance, computer hardware and maintenance, membership in M.A.I.N. (library automation consortium), library materials in all formats, public programming, supplies and staff training. Over 87% of the library's annual expenses involve personnel costs and building operation and maintenance – the two most expensive line items in the budget.

Membership in a multi-library consortium like M.A.I.N., with 38 public library members plus the Morris County Library, benefits the library by providing shared resources, technical support, and online resources for patrons to borrow, and automation costs based on the buying power of a library consortium. Denville's annual membership cost for the county automation system will increase by over \$12,000 from 2016 to 2017 due to that funding formula putting additional stress on an already reduced annual budget. For a small municipal library to deliver the best possible 21st century library service, it is crucial to have access to shared resources to meet the varied needs of its residents in the most cost effective manner and to help ensure that the automation system and other library technology remains advanced and progressive.

The new plan encourages building partnerships with local schools, other township departments, social and cultural organizations. This would help the Library extend its reach to new members plus further develop the utilization of shared resources and allow each organization to focus on what it can do best and most economically.

The desire to carry on a tradition of superior service in an attractive and well maintained facility that takes into consideration funding requests for up-to-date and expanding collections, cutting edge technology, increased programming and technology training for the public, improved marketing and public relations, additional library service hours, and continued training and improvement of staff skills certainly puts stress on the limitations of the annual municipal budget.

In addition to the programs and services covered by the annual budget, the strategic plan recognizes library patrons' appeal for an expansion of the existing facility to provide more meeting and programming space, quiet study areas and an enhanced teen space. These needs will require library funding for initial plans and drawings to be developed by skilled

professionals during the next three years and for the library and township to begin planning for future capital improvements.

Staff

The Library is open 61 hours each week including four weeknights and Saturdays. The total number of employees is 13.9 full time equivalents with 4.7 full time equivalent librarians. The survey revealed that 90% of the respondents rated the customer service they received either Excellent or Very Good.

Library improvements desired by residents indicate a need for more one-on-one and small group training in technology and the use of online resources. The lack of knowledge and use of the databases that the Library subscribes to or has access to through the New Jersey State Library indicates a critical need for more publicity and training for the public regarding these resources. A positive step in this direction was the hiring of a new Information Services Librarian in 2016, who has primary responsibility for routine maintenance of the Library's computers and website. It is essential to provide staff at all levels with ongoing training to improve their technology expertise to ensure that there is capable staff available for assistance whenever the Library is open. There is also a demand for more children's programming and additional offerings of programs and workshops for adults and teens. While the Library offers robust programming for toddler/preschool age children, very rarely are these programs offered on the weekend. In households where both parents work the opportunity for these children to participate in these story times is limited. Implementing these initiatives in addition to maintaining adequate staffing levels during the hours the library is open each week suggests the library would require additional staff hours at both the paraprofessional and professional level.

There is a demonstrated need for improved marketing of the Library to better inform residents about library services as indicated in responses from focus group participants, community stakeholders and survey respondents. Library patrons expressed a desire to receive frequent newsletters via email plus information about library programs and services through Twitter and social media sites depending on their age group. Keeping up with the level of communication expected by the public in today's instant access to information society requires the consistent allocation of staff time away from direct public service. Staff will need to be responsible for frequent updating of the library website, Facebook page and other social media. The survey showed that 70% of the respondents wished to get their information about the Library from the Library website. Information received through interviews, focus groups and the survey indicate a desire for more outreach in the local schools, senior centers and senior residences, as well as community organizations. As libraries evolve in the 21st century, the focus on outreach and public relations is of vital importance, yet it is another labor intensive task.

There is a geographical divide in the township as many housing developments are located on the south side of Route 10 near Randolph Township, making access to the Library difficult and time consuming especially during peak traffic times. In both the focus groups and the survey, the public would like to establish a library presence in other parts of the township. The extent of this service was not explored during this planning cycle, but even a kiosk to pick up

materials and/or a return drop-off would require staff to visit the site and maintain it on a daily basis.

The Library needs to review its current staffing patterns and develop a revised staffing plan to meet changing priorities and to provide residents with expected services in addition to newly requested services. Even with the rise of technology in libraries, 34% of survey respondents view readers' advisory service for all ages as a library service that is important to them. This will include re-evaluating which staff members can provide certain tasks such as providing readers' advisory service, technology training and assistance and initiating new marketing and public relations programs. In addition, the Library should explore ways in which volunteers and interns from local colleges and universities may be able to provide help with routine tasks and assistance with special projects.

Finally, in order to ensure that all Library employees recognize how their jobs and expected contributions fit within the bigger picture of the Library's plan of service, a performance evaluation system should be established. Supervisors should be trained to effectively perform annual and semi-annual evaluations to ensure that reporting staff members are clear about the requirements of their jobs and the role each plays in the success of the strategic plan.

Facilities

Focus groups and community surveys both revealed a desire for more library sponsored programs for all ages, especially technology classes and instruction. The current library meeting room is undersized to support the current demand for programming and the average registration size for children's programming especially for toddlers and preschoolers. Programs that may generate a large audience cannot be held at the Library due to space restrictions. The priority in scheduling the meeting room is library sponsored programs and therefore the Library falls short in being able to provide meeting space for local organizations. There is also a need, though not as great, for small conference room space to accommodate group study, quiet study, small group meetings, and tutoring sessions. In its current floor plan, the Library does not have the ability to concurrently accommodate a variety of activities.

Public libraries are changing their focus from individuals to the community, especially in suburban areas where residents can feel isolated and want to engage with others that have similar interests. On the other hand, there still exists the need to satisfy an individual's desire to use library resources in privacy and comfort with minimal distractions. These two conflicting requirements place a strain on a building of just under 10,000 square feet that is being utilized to its current capacity.

Following a current trend for public libraries, the Denville Public Library may wish to evaluate the current floor plan of the Library to identify an area where makerspace classes can be held and equipment can either be temporarily set-up or more permanently installed.

Usage of the Library is not anticipated to decrease but rather grow. The senior population has blossomed in recent years showing an increase of 66% in the 60-64 year age

group in the 2010 census and the Library endeavors to meet the varied needs of an older population with increased leisure time. The age groups of 55-59 years and 65-74 years also showed substantial growth between 2000 and 2010. This is the age group that is already heavy users of the Library, many visiting the Library once a week or more often.

There were two focus groups that interviewed tweens and teens since this is a segment of the population that the Library traditionally loses once they enter their tween years. Both groups expressed a desire for more space in the Teen Area to make it more appealing and to provide more study/homework space.

The circulation of print books still remains strong and when queried, focus group participants of all ages still prefer a printed book to an ebook except when they are traveling or want reading material that is portable on a hand-held device. It is unlikely that the new books, regular fiction, and non-fiction sections will call for a decrease in size over the next three years. Surprisingly, younger readers who came of age immersed in technology seem to prefer paper to pixels.

On the whole, the public seems very pleased with the Library facility. They enjoy the newly renovated building and believe that the improvements have been very effective for the most part. There were no concerns regarding barriers and people felt that it was comfortable and clean. Improving signage throughout the Library would improve the experience of visitors and make it more welcoming by providing better directional guidance and easier access to materials and services. Other areas mentioned that need improvement include more table space for studying and a larger community room that can be used for additional library programs and community sponsored programs. Also during busy times, the parking lot can become congested and without much space to maneuver, accidents could occur.

Collections

During our survey period, we discovered that the Library's collection of books and non-print materials still ranks high in importance to library patrons along with the ability to reserve items and request items from other libraries. Even today, with all the available technologies, interest in reading the printed book is still high among all age groups. This is highlighted by the fact that 57% of the survey respondents answered that they think adult fiction books are important to them and 41% responded that they think adult non-fiction books are important to them. The other collection that ranked high in importance was DVDs at 54%. During the focus group sessions, participants expressed satisfaction with the adult book collections and mentioned their frequent use of the M.A.I.N. request system. Survey respondents indicated that the ability to reserve items (55%) and borrow items from other libraries (65%) were important to them, emphasizing the importance of M.A.I.N. membership to augment the Library's collection. The highest ranking collections and services that survey respondents indicated that they would like to see the Library improve and expand are its collection of books, DVDs, and selections of downloadable ebooks. Library patrons have expressed an interest in streaming video and expanding this service should be further explored to save floor space and decrease the amount of staff time needed to circulate and maintain these materials considering the high level of movie

circulation. Only 7% of survey respondents replied that they believed the print reference collection was important to them. Audio books on CD are still popular, especially for commuters and those taking long auto trips.

The amount of discretionary spending available for library materials becomes more limited each year as costs rise in all sections of the budget. Expenditures for library materials are approximately 7% of the overall budget. Continuing to satisfy the demand for expanded collections, especially for new and popular items is a challenge as the Library's budget remains constrained and the population continues to grow. This challenge is compounded by the need to provide residents with multiple formats for a single title such as a hardcover book, large print book, audio book and e-book. Denville spends less on library materials than other New Jersey libraries with a similar population size and total budget.

Technology

The Library currently has 18 computers for public use, 16 with Internet access and printing capability. This number appears to satisfy patron demand and there is rarely a wait for the public computers. A product (Envisionware) to monitor computer time sessions and provide print management will be purchased and installed in 2017 by the library consortium. The Library will benefit from a group discount rate and consortium staff will provide software assistance support to library staff.

In 2016, 14,185 computer sessions were logged for use by the public. Survey respondents indicated that 34% of them view having computers with Internet access and printing as important to them, and 36% think that wireless service in the Library is important. The wireless service in the Library is robust. An ongoing computer replacement schedule for both public and staff computers needs to be followed to ensure that they have sufficient memory and speed to meet customer and staff needs.

The proliferation of hand-held devices such as e-readers, tablets and smart phones has resulted in a need to offer technology assistance, in addition to regular computer training classes offered by Library staff. It is also important to ensure that the Library's website can be easily viewed on mobile devices. Staff members who are knowledgeable in basic computer maintenance, troubleshooting, and routine functions are needed to instruct and assist the public. The rise of social media online and the abundance of "apps" on mobile devices create new opportunities for staff to educate the public and improve residents' information fluency.

As the Library moves away from print reference and replaces it with online sources, information fluency is needed by all ages -- both students in the Denville school system through the senior population, as revealed in the questioning of various ages in our focus group sessions. This involves not only training in small group classes but also creating pathfinders on different topics that can be posted on the Library's website and distributed in the Library. Staff should begin to ensure that Library computers are configured to allow patrons to download licensed digital content to their personal devices or flash drives.

Many residents are not able to visit the Library due to long working hours, other time constraints, and the difficulty of getting to the Library from south of Rt. 10. This indicates that the Library should strive to maintain a website that is easy to navigate, up-to-date, and contains links to a variety of free and reliable information so that the website can function as a virtual library for those who are unable to visit in person. The user survey reported that 30% of respondents think it is important for the Library's website to provide easy access to information, programming, services, hours, and more. The website and Facebook page along with other social media tools are becoming increasingly necessary to keep residents informed and engaged about library activities and services.

To succeed as a 21st century public library, staff expertise needs to transfer from traditional reference service to increased technology support not just in maintaining the hardware and troubleshooting when problems arise, but as educators and guides in the Internet world to help create an informed and information fluent population.

CREATING OUR PLAN: THE STRATEGIC PLANNING PROCESS

In the summer of 2016 the Denville Public Library Board of Trustees contracted with library consultants, James Hecht and Anne Roman, to provide a strategic plan developed through community research and a thorough analysis of the municipality. The last recession has continued to impact public library funding throughout New Jersey and the rest of the country even as our economy continues to improve. The town has a modern new library building that was fully renovated in 2009 and now needs a roadmap to help guide the Library as it continues to develop its services and refine the facility to best meet the community's needs. We live in a world of rapidly changing technology and public libraries must be able to readily adapt to the significant changes in how people access both information and recreational materials. These factors led the Board of Trustees to recognize that the development of a strategic plan was of the utmost importance. The recent arrival of a new Library Director, Ms. Siobhan Koch, created an ideal opportunity to embark upon a strategic planning process.

The planning process followed guidelines developed by the Public Library Association and the New Jersey State Library and began in August 2016. The Strategic Planning Committee met monthly and all meetings were facilitated by the consultants. During the first phase of the project, Library staff and participating members of the Library Board of Trustees reviewed the Library's strengths, weaknesses, opportunities and threats in the current environment. The community profile was reviewed by studying 2010 census information and 2014 demographic updates, the Library's expenditures and revenues for the year ending in December 2015, and library usage statistics for the last three years. Library output measures were benchmarked by comparing the Denville Public Library to other New Jersey libraries that serve communities with an annual expenditures of \$950,000 to \$1,200,000.

Under the direction of the Library Director, trustees and staff identified various community leaders to be interviewed by the Director, organized five focus group sessions conducted by the consultants and surveyed library users via the Library website and visitors within the Library.

The Library Director also met one-on-one with twelve community leaders from Denville to explore their opinions of the Library and to assess what was most important to each of them and the organization that they represent. The consultants conducted five focus groups with residents. These groups included Parents of Pre-School Children through Grade 5, Tweens and Teens at the Library, Students at Valleyview Middle School, Adult Library Users, and Seniors. In addition, a survey of library users was conducted during September and October of 2016. In all, 554 responses to the survey in both electronic and paper format were received and tabulated.

Upon the completion of all the community research, the strategic planning committee reviewed a dozen Library Service Priorities prepared by the consultants. This process involved identifying key service priorities that could be provided in response to a community's needs and expectations. The committee carefully evaluated the critical resources required for the successful provision of each Library Service Priority against the Denville Public Library's

current and anticipated financial resources, building facilities, technology, existing collection and staff expertise. After serious deliberation, the committee selected the five service priorities that would become the organization's focus for the next three years. Objectives were created for each of these five key service priorities and action steps for year 1 of the plan (2017) were identified. In order to determine the success and effectiveness of the various action steps, success measurements were constructed to measure the progress of the plan.

Finally, the committee created new Mission and Vision statements plus Core Values based on interviews with the full Library staff, the Board of Trustees, and the Strategic Planning Committee.

***PLANNING DOCUMENTS USED IN
THE DEVELOPMENT OF OUR PLAN***

WHAT WE HEARD FROM OUR COMMUNITY

Focus Groups

A series of small group sessions known as focus groups were held in order to obtain information about the Library from members of the community. In each session, we explored people's perceptions and attitudes about the Denville Public Library, focusing on the satisfaction and dissatisfaction with the services from their library. The information gleaned from these personal discussions with residents gave us a snapshot of the Library and a vision of what the public thinks would make an ideal library. The following is a list of the topics that were discussed with the various groups:

- The importance of having a good public library in the community
- The changes that have taken place both nationally and in Denville that might impact on library services
- Specific usage and satisfaction with the services we provide
- Other area libraries people may use and why
- Satisfaction with library services, collections, programs, access, and the library facility
- Suggested areas of improvement for library services, collections, programs, hours of service and the facility
- Community awareness and publicizing library services
- Reasons for library non-use and any barriers people may have to use the library

The sessions lasted approximately 1.5 hours each. Comments from each session were recorded and transcribed to create a record of the meeting and each of the focus group discussions encouraged debate about the future of library service in Denville. Group members welcomed the opportunity to engage in a dialogue about their library with other residents, and offered many helpful suggestions and ideas.

Findings

The consultants interviewed the following groups of residents:

- Parents of Pre-School Children and Grades K-5
- Tweens and Teens (held at the Library)
- Tweens (held at the Valleyview Middle School)
- Adults 18 years of age and older
- Seniors

A total of 35 residents participated in the various focus groups. On a whole, those who participated were very positive about their experiences at the Denville Public Library. The topics identified as needing improvement in every session the consultants conducted were:

- A larger meeting room. While participants were complimentary about the recently renovated facility, a larger meeting room would benefit the Library's programming

efforts and provide space for community groups to meet which in turn would promote more interaction and communication among residents.

- Improvement in the Library's marketing and public relations efforts. Most people would like to receive weekly or monthly emails from the Library with news about programs and library services.
- Reinstatement of Sunday hours. Residents from middle school students through seniors have very busy schedules and not enough time to visit the Library especially on weekdays.
- The geographical divide in the township. With many housing developments located on the south side of Route 10 near Randolph Township, access to the Library is difficult particularly during peak traffic times. The need for a library presence in the form of a branch library, kiosk or bookmobile was expressed by several residents.
- Databases accessed from the Library website are not being utilized due to lack of knowledge about them and/or difficulty using them.
- More programming is desired for all ages.

Key Comments by Category

The questions posed to focus group participants enabled us to delve deeply into various aspects of the Library's overall program of service. Although comments were overwhelmingly positive and residents are generally satisfied with the programs and services offered at the Library, they also discussed improvements to the Library that would meet the community's changing needs.

Collections

- All age groups prefer reading a printed book over an ebook, although ebooks are popular when traveling
- A majority are satisfied with the adult print collection
- The DVD collection could be larger and include newer titles and older items kept in better condition
- Audio books are still popular and participants would try streaming video if available
- While the collections are well organized, subject signage in the stacks or on the end panels of each row would be helpful when browsing the collections
- There is frequent use of the M.A.I.N. request system and participants value the Library's participation in M.A.I.N.
- There is not much use of Zinio (e-magazines) yet – but those who use it like it
- Teens would like to see a larger teen book collection

Website

- It is used mainly to search for and register for library programs and to download ebooks
- Some use the website to search the M.A.I.N. catalog – others go directly to the M.A.I.N. website to search for and reserve materials
- Library databases are rarely used – most people are not aware of them and when they are accessed, people find them difficult to use

- Tweens/Teens rarely use the Library's website

Publicity/Marketing of the library

- The Library's PR efforts need improvement
- More library outreach and promotion needed in the schools
- Most would like to receive a library newsletter and updates via email
- Tweens and teens think the Library should utilize social media more

Library staff/customer service

- Staff is the Library's best asset and provides outstanding service
- Overwhelmingly all focus group participants felt that library employees are welcoming, friendly, helpful and knowledgeable
- Library visitors would like the staff to wear name tags (at least their first name) so they can refer to staff with whom they interact regularly by name
- Participants like to come to Denville and rarely visit other local libraries except for the Morris County Library

Programming

- Despite already offering a wide variety of programs, more programs were requested for all ages including more training on databases the Library subscribes to and technology classes in general
- Not enough space in the meeting room to hold people for programs
- Would like more programming during the day – feel meeting room is not utilized enough during the day
- Residents see the library as a community center – a place to engage with other members of the community

Library facility & parking

- Residents are proud of their library and feel that the renovation was very effective
- Participants, including teens, feel that more table space needed for studying
- Meeting room needs to be enlarged and some would like to see it utilized by local organizations
- When the meeting room is not being used, some would like to see it used for a variety of things such as a sewing/knitting circle, game playing such as Mah Jongg, and as a study hall for tweens/teens. The requirement for groups to provide an insurance certificate has created negative reactions.
- During busy times the parking lot can be a problem - not much room to maneuver

Surveys

A survey of library users was conducted during the fall of 2016. In all, 554 responses were received; 108 in print and 446 online. A little over 40% of those responding to the user survey were in the 25-54 age bracket and nearly 25% were over the age of 65. Notably, there were 82 responses from children under the age of 13. People were able to complete the survey

online on their own computers or on a designated computer terminal at the Library or in print on surveys available at the Library and distributed in various locations around town. And while the survey was not limited to Denville residents, 84% of those who responded lived in Denville.

Findings

We were very pleased with the number of responses that we were able to gather, leading us to feel assured that we were capturing the sentiments of a majority of residents representing various age groups. Generally speaking, library users take advantage of library programs and services once or twice a month and do not favor one particular day of the week or time of the day.

The following is a summation of the survey results by age groupings.

Under the age of 13:

- A high percentage seldom or never use the Library (21%)
- Those who do use the Library prefer Saturday although many said they would use the Library if it was open on Sunday
- Important collections include teen fiction, new teen books, adult fiction, DVDs movies, video games and teen graphic novels
- Important services include wireless, library website, computers in the library, teen programs and reference service
- Collections/services that many would like the Library to offer or to improve include 3-D printers, better collection of books, self-checkout, streaming music, comfortable seating and quiet study rooms
- Programs of interest to this age group were movies, concerts and art programs
- Some things seen at other libraries include a café and competition programs
- This age group had a higher percentage than others of good, fair and poor ratings for customer service
- Most prefer to get information about the Library on the Library's website, the town's website or Friday Folders at the school
- Several would like to see a larger teen and children's area

Ages 14-18

- Most use the Library in the afternoon or evening
- Important collections include teen and adult fiction and movies
- Important services include computers in the library, wireless service, teen programs, reserving items from other libraries, photocopiers/scanners, and reference assistance
- Mentioned as things that the Library should add or improve were better collections of books, DVDs and videogames, 3-D printer, teen programs, comfortable seating
- Programs of interest include movies, concerts and art programs

- Customer service rated mostly excellent and very good
- Prefer to get information about the Library from Library website, e-mail blasts and Twitter

Ages 19-24

- Most use the Library during the week rather than Saturday
- Important collections include adult and teen fiction, children's picture books, DVDs movies and Blu-rays
- Important services stated were reserving items through the online catalog, borrowing items from other libraries, wireless service at the Library, and the Library's website
- They would like the Library to offer/expand: online programs, in-house technology classes, multi-session information programs, a 3-D printer, expanded hours of service, quiet study areas, and electronic borrower cards
- Programs of interest include author programs, movies and theater productions
- A majority rated customer service as excellent
- Most prefer to get information about the Library on the Library's website or Library e-newsletter

Ages 25-54

- Heaviest library users (50% use the Library once a week or more often)
- Important collections include movies, adult and children's fiction, children's non-fiction
- Important services mentioned were the Library's website, borrowing items from another library, reserving items on the online catalog, the ability to monitor their account online, and children's programs
- Library improve/add: more downloadable ebooks, programs for school age children
- Programs of interest to many were all types of programs for adults, author programs and theater productions for children k-8, and family programs
- 95% rate customer service excellent or very good
- Prefer to get library information on Library website, e-mail blasts, Library e-newsletter and Facebook

Ages 55-64

- Also heavy users – 52% use the Library once a week or more often
- Important collections include adult fiction and non-fiction and DVD movies
- Important services: borrowing items not owned by the Library, reserving items on the online catalog, Library website, and ability to monitor account online
- Library improve/add: more downloadable ebooks and audio books, better collections of books, DVDs and CDs, and programs and workshops for adults

- Programs of interest include lectures and discussions, author programs, concerts and movies
- 94% rate customer service excellent or very good
- Prefer to get information about the Library from the Library website, Library e-newsletter and e-mail blasts from the Library

Ages 65+

- 86% use the Library once a week or more often
- Fewer users in the evening hours (19%)
- Important collections include adult fiction, non-fiction and new books, DVD movies, books on CDs and magazines and newspapers
- Important services: borrowing items not owned by Library, reserving items on the online catalog, Library website, reference assistance and adult programs
- Library improve/add: programs and workshops for adults, better collection of books, DVDs and CDs, and more downloadable ebooks
- Interested in all types of library programs
- 98% rate customer service excellent or very good
- Prefer to get information about the Library from the Library website, Library e-newsletter, e-mail blasts from the Library and newspapers

Many of the written comments about the Library and its services were very positive:

“The Library is a gem.”
“The Library is a great resource for students.”
“The staff of the Library is extremely helpful and friendly.”

Interviews With Community Leaders

The Library Director conducted interviews with twelve community leaders. Everyone interviewed agreed that a good public library enhances the quality of life in a community and that public perception of the Denville Library is extremely positive. One person commented that it is a great resource for students and another said, “The Library is a gem that many residents don’t know about.” Another said, “We want well rounded people in our community and the Library is essential to that.”

Common themes and comments that emerged from the interviewees included:

- The Library is a cost saving service that acts as a conduit to information about the community, the county and the state
- Despite the increase in technology, the Library enhances the quality of life and will remain vital to the community
- The staff is helpful and the environment is very pleasing

- The Library needs to be on the cutting edge of technology and adapt to changes in technology
- Better publicity of programs and services is needed, particularly for those who don't use the library, perhaps through social media outlets
- Services offered through M.A.I.N. are greatly appreciated

Most of those interviewed felt that there will always be a need for libraries but they must change in order to remain viable. One person thought that technology will not replace the library and that there will always be a need for reading and research materials and that print books will remain in demand. Another thought that ebooks could be a threat and libraries have to embrace technology or "be left behind."

When asked what the Library's priorities should be for the next three years, the responses included:

- Promote an interest in reading, particularly with the children
- Build a larger meeting room for library and community programs
- Provide services to residents living on the south side of the township – suggestions included:
 - Use donated space in businesses along Rt. 10
 - Use space in the Lakeview Elementary School
- Use a variety of media outlets as well as a marketing campaign to make the community aware of the programs and services offered at the Library
- Keep the library facility "top of the line"
- Make the Library the place to go to find out what's going on in town
- Continue to survey the community to assess the Library's future priorities

As one interviewee stated, the Library "needs to find something that gives the Library a cool factor."

OUR TOWN – A PROFILE OF DENVILLE TOWNSHIP

Known as the "hub" of Morris County because of its central geographic location and spot along major transportation routes, Denville Township is home to one of the most traditional town centers in the county. The area that has come to be known as Denville originated as a travelling route and camping grounds for local Lenape Native Americans. As early as 1664, however, Dutch and English settlers began arriving on the shores of the Eastern Coast of the United States. Daniel Denton, a wealthy landowner, is believed to have led an expedition into the interior of Northern New Jersey, specifically the region of Morris County. His discoveries and descriptions of the area, along with its bountiful land and resources led people to populate the area as early as 1690. It is believed that Daniel Denton's influence on the area gave Denville its name.

Denville's earliest settlers contained a diverse group of individuals stemming from many different surrounding areas and cultures. These groups of people included the original Dutch and English settlers from Long Island, and Quakers from Philadelphia, and Germans who had recently arrived from Europe. Many businesses began to emerge over the next half a century as the population of the area began to grow.

Between 1730 and 1760, many forges, mills, and ice-harvesting businesses had formed along the Rockaway River, making the town an economic focal point. Soon, neighboring communities such as Ninkey and Franklin, which had already established schools and businesses, were incorporated into the growing settlement.

Through the establishment of the Morris Canal and the railroad systems in the 19th Century, Denville was able to create the well-known commercial core intersection of Main Street, Broadway, and Diamond Spring Road that has come to be the hub of the town. Yet, the area has not lost its historical charm through the years and continues to represent the vibrant history of Denville.

With its popularity through the centuries, Denville has attracted the presence of four Presidents. This includes George Washington, Grover Cleveland, who stayed as a guest at the Wayside Inn, Warren G. Harding, and George Bush Sr. in 1994, who visited St. Clare's Hospital.

Additionally, in the early 20th Century, Denville became a tourism destination for those looking to relax and unwind. Most tourists came to the extremely popular lakes such as Indian Lake, Lake Arrowhead, and Cedar Lake or places like the St. Francis Health Resort and the Diamond Spring Inn. Based on its ever-growing popularity, Denville was formed as an official township by an Act of the New Jersey Legislature on April 14, 1913.

Today, Denville boasts a population of over 16,800 people and geographically covers a 12.641 square mile area. It is governed by a mayor and a seven-member Township Council, all elected to four-year terms of office. According to the 2010 census, the racial makeup of the township was 89.49% (14,887) White, 1.42% (236) Black or African American, 0.12% (20) Native American, 6.52% (1,084) Asian, 0.01% (1) Pacific Islander, 0.78% (129) from other races, and 1.67% (278) from two or more races. Hispanics or Latinos of any race were 5.31% (883) of the population. Significantly, the population of residents between the ages of 10 and 24

increased by 25.6% while children under the age of 10 decreased by nearly 11%. And the population of older adults over the age of 60 increased by 22.3%.

The median household income in 2015 (the latest available) was \$104,815 compared to \$72,093 in New Jersey and the estimated per capita income was \$50,804, compared to \$36,359 statewide. The cost of living index for Denville is well above the national average at 144.3 with 100 being the national average and 127 the average in New Jersey.

The educational achievement level of the township is relatively high, with 50% of the residents having a bachelor's degree or higher.

The township has a successful business district that is within walking distance to the library. Its school system is comprised of 2 elementary schools and one middle school. High school students attend Morris Knolls High School that is part of the Morris Hills Regional District. The district ranks among the top 20% of districts in the New York City metropolitan area.

Sources:

HONORING THE CENTENNIAL OF THE TOWNSHIP OF DENVILLE - HON. RODNEY P. FRELINGHUYSEN of New Jersey in the House of Representatives Friday, April 12, 2013 Congressional Record, Volume 159, Number 49

AMERICAN FACT FINDER, U.S. Census Bureau (2000 Census; 2010 Census; 2015 Estimates)

OUR LIBRARY PROFILE

The Denville Memorial Library was built on Diamond Spring Road in 1952 to meet the needs of the 6,055 residents and was a member of the Morris County Free Public Library System. The Library was administered by a Board of Trustees of the Library Association until 1967, when the Library became a municipal library funded by local and state support. The Library is a member The Morris Automated Information Network (M.A.I.N.), a consortium of 38 public libraries located in Morris, Somerset and Warren Counties.

As Denville continued to grow, plans were made to build a new library. In 1985, the dedication of the new facility of 9,900 square feet took place. The population of the Township had grown to 14,380 residents by this time. In 2009, the Library underwent a renovation that created a warm and welcoming space while maximizing the physical resources.

Presently, the estimated population of Denville is approximately 16,800. Thanks to the planning of the Town Council and the Library Board of Trustees, the existing building offers great potential to continue to grow with the community.

In addition, the Denville Friends of the Library continues to effectively promote the Library as a vital township asset and supplements the Library budget by raising funds for special services and collections.

Organizational Profile

- One stand-alone library of 9,960 sq. ft. that was constructed in 1985 and renovated in 2009.
- Total hours open to the public per week – 61 (includes 4 weeknights and Saturday). The library is closed on Sundays.
- Total number of employees – 13.9 full-time equivalents
- Number of Librarians – 4.7 full-time equivalents
- Service population – 16,635 (2010 Census); 16,818 (2014 Estimated)

Financial Data 2016

- Total Revenues (all sources) - \$1,219,048
- Operating Expenditures - \$1,118,664

Service Statistics 2016

- Total Circulation – 158,748 (*includes reciprocal Borrowing – 37,411*)
 - Adult Circulation – 88,907
 - Children’s Circulation – 58,767
 - Ebooks and e-audio – 11,074
- Loans provided to other libraries – 18,759

- Loans received from other libraries – 25,428
- Circulation of non-print collections – 28%
- Circulation of electronic collections – 7.0%
- Reference Transactions – 13,409
- Patron visits – 107,396
- Number of registered borrowers – 8,241 (including 98 non-resident)
- Number of Internet computer users – 14,185 (annually)

Materials and Resources Owned (as of December 2016)

- 44,156 print books
- 5,089 ebooks
- 1,345 audio (spoken)
- 2,576 audio (music)
- 2,070 audio (downloadable)
- 2,819 video
- 111 print serial subscriptions
- 87 electronic serial subscriptions
- 4 databases
- Total Volumes – 58,289

Programming 2016

- Number of library sponsored adult programs – 157
- Attendance at adult programs – 1,958
- Number of library sponsored programs for young adults (ages 12-18) – 10
- Attendance at young adult programs – 80
- Number of library sponsored programs for children (under age 11) – 514
- Attendance at children’s programs – 11,484
- Total number of community sponsored programs (all ages) – 53
- Attendance at community sponsored programs – 2,506

Technology

The Library belongs to the 38 member Morris Automated Information Network (M.A.I.N.) and offers a wide variety of technology to its library patrons. The consortium-shared ILS is hosted by Polaris. Through the Library’s website www.denvillelibrary.org library patrons can:

- Access the searchable online catalog, view their account as well as renew titles and place holds.
- Access downloadable audio and e-book titles, through a shared database.

- Access research databases from the Library or from home, on topics as diverse as history, genealogy, literature, full-text newspaper/magazine indexes and career and job assistance.
- Access information about programs for adults, young adults and children that includes an online events calendar and reservation for programs.
- Find links to local information.

The Library currently has:

- 18 public PCs for public use (14,158 annual public computer sessions)
- 16 computers with Internet access
- Wireless access

OUR LEVEL OF USE – A 4 YEAR PERSPECTIVE

The average usage of the Denville Library over the last 4 years has remained relatively stable with the exception of the increase in attendance in library programs that increased significantly in 2014 and reference transactions that have grown steadily in the 4 year span.

Function	2013	2014	2015	2016
Circulation	163,150	167,067	158,866	158,748
Reciprocal Borrowing	39,871	41,345	40,412	37,411
Items Borrowed from Other Libraries	25,983	26,599	26,717	25,428
Items Lent to Other Libraries	21,399	21,040	20,170	18,759
Public Computer Sessions	19,185	16,939	15,391	14,185
Reference Transactions	8,112	9,692	11,246	13,409
Program Attendance (Adult, YA, and Children) **	5,127	8,800	9,284	13,522
Library Visitors	120,775	112,539	105,726	107,396
Registered Cardholders	8,166	8,390	8,649	8,241

** Library sponsored programs