

# **New Beginnings:**

## **A Strategic Plan for the Denville Free Public Library 2006-2010**

*Prepared by*

**Denville Free Public Library Planning Committee**  
with assistance from **Library Development Solutions**

**December 2005**

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## **Appendix 1 Space Analysis**

## **Message from the Board Presidents New Beginnings**

This Strategic Plan is the result of many hours of work on the part of the individuals – library staff, board members, and community representative volunteers-- who developed a shared vision of the Denville Library of the future. Our entire community owes them a debt of gratitude for the care and commitment they have demonstrated. We offer our personal thanks to them all.

Denville has grown in number of residents and their diversity over recent years. Our growth, along with demand for electronic technology, new formats such as DVD and CDs and other non-traditional library services, has served as key drivers for the new directions recommended in this plan.

First, we envision the evolution of the Library as an adjunct to the town center of Denville. In the tradition of a town center, the Library will serve as the place for residents of all ages to meet, share ideas, be entertained, educated and informed. It will be the place for people to congregate; a crossroads in the lives of those in our community.

We are not starting from the beginning, however. We have a public library that provides much for all residents. The public programs and the collections of traditional and electronic information resources are already performing important information functions.

This plan provides a blueprint for building upon and enhancing those resources so that we can fully realize the potential value of the Library to our community. We would like to invite you, the Denville community, to join together in the years to come as we meet in the Denville Free Public Library.

*Frank Mann  
President, Board of Trustees,  
2005*

*Al Atkinson  
President, Board of Trustees,  
2006*

## **The Planning Process**

Library trustees, members of the planning committee, library staff and many Denville residents contributed time and energy to this planning process and the development of the “*New Beginnings Strategic Plan 2006-2010.*” They were assisted by Library Development Solutions, a Princeton, New Jersey-based library consulting firm.

In order to begin this planning effort, library planners determined that a successful plan needed to reflect the needs and interests of the community served by the Denville Free Public Library (the Library). Through the use of focus groups, a town meeting, a formal survey and a community-based Planning Committee, the planning process included many individuals in the Denville community and elicited ideas and suggestions for making the Library a more vital part of their daily lives. Library planners listened carefully to community input, identified the most frequently requested suggestions, and worked together to devise a plan to improve library services. In all, 100 people, including Library staff, were involved in the development of this plan.

The planning process included:

### **Data Analysis**

The Director and staff gathered a variety of data that was analyzed and shared with the Consultants and Planning Committee to obtain insights about trends relating to library use, programs and services. Demographic trends were considered primarily using data from the 2000 U.S. Census and the North New Jersey Transportation Planning Authority.

### **Focus Groups and Survey**

One hundred Library staff, trustees and community residents met in a series of focus group sessions and a town meeting. During these sessions participants discussed their ideas for improving library service, shared what they liked best about the Library, and identified areas needing improvement.

### **Staff Interviews and Meetings**

The consultants met with Library staff to learn more about the current service programs and how the departments work together to deliver these services. The staff also had an opportunity to discuss their ideas and vision for the Denville Free Public Library.

### **Space Analysis**

The consultants conducted a space analysis of the current Library building using a formula that determines the ideal size for a public library given demographic and other community information. As a result of this

analysis it was determined that 9,554 square feet of space will need to be added to the existing 9,900 square feet within the next 15 years to meet ideal modern library standards for a community of Denville's size<sup>1</sup>. The full space analysis is attached to this report and should be read in full to understand the analysis.

### **Meetings with the Planning Committee**

A planning committee composed of staff members, trustees and community members met periodically to review the outcomes of the focus groups, town meeting, survey and space analysis to develop a vision and mission to guide the Library, determine strategic directions, and finalize recommendations for future Library directions.

The Planning Committee:

- Identified social, technological, educational, demographic and other trends likely to have an impact on the delivery of library service and assessed the Library's ability to accommodate those trends.
- Assessed the Library's strengths and capacity to deliver quality service including the capabilities of the current facility.
- Developed a vision to guide the Library's future and created a mission statement that incorporates the library's primary purpose associated with delivering library service to the community.
- Considered strategic roles for the Library to shape the way that library service will be delivered.
- Discussed and agreed upon priorities, goals, and objectives to guide the Library's development for the next five years.

## **The Denville Free Public Library**

The Denville Memorial Library was built on Diamond Spring Road in 1952 to meet the needs of 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.

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.

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<sup>1</sup> See Community Connections Report and Denville Free Public Library Space Analysis

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Presently, the population of Denville is 15,824. 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. Expansion and additions to the current space can probably be achieved on the current campus that is shared with the community gardens, historical facility and park area.

## **Achievements**

The Denville Free Public Library has celebrated important achievements in the past few years. The Library's commitment to providing responsive library service to the Denville community has helped it focus on improvement in services, collections and programs. Library staff and trustees continue to pursue ideas that will increase Library use and support. Among the many accomplishments that deserve mention are:

- The continued development of children's programs and collections and the addition of energetic Young Adult staff.
- The establishment of a Library web site.
- The delivery of Interlibrary Loan and involvement with MAIN (Morris Area Information Network).
- The increases in Library use and the number of items borrowed, especially by children.
- The establishment of the public access catalog, free Internet access and the automation of Library functions.
- Greater attention and emphasis on customer service.
- Improved ability to attract and retain staff that is friendly and accommodating.
- Increased community support for the Library.
- Local authors invited to speak in the Library.
- The Trustees who support the Library and understand the importance of their role as library advocates.

## **Library Use**

Use of the Denville Free Public Library continues to grow each year, though inconsistently. Despite the fear that the Internet would make libraries obsolete, it has created the opposite situation. Many new users are coming to the Library to use high-speed connections that allow them to access web-based information more quickly; for others the library may be their only source of Internet access. And to the surprise of many, people still continue to read and use libraries to explore new avenues for learning.

The Denville Free Public Library is becoming a busy library. For the year ending 2004, Denville residents:

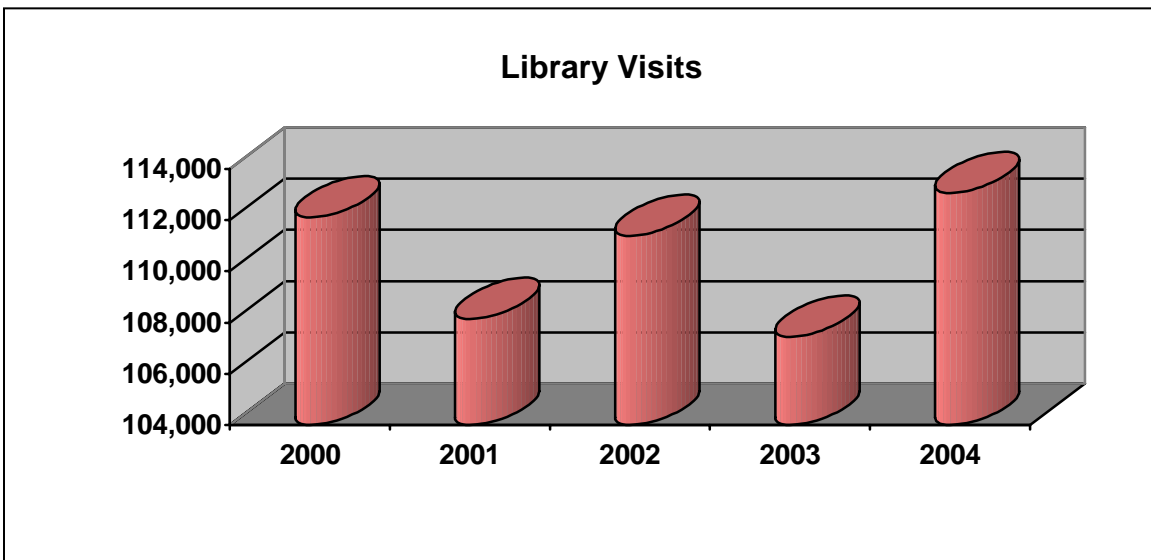
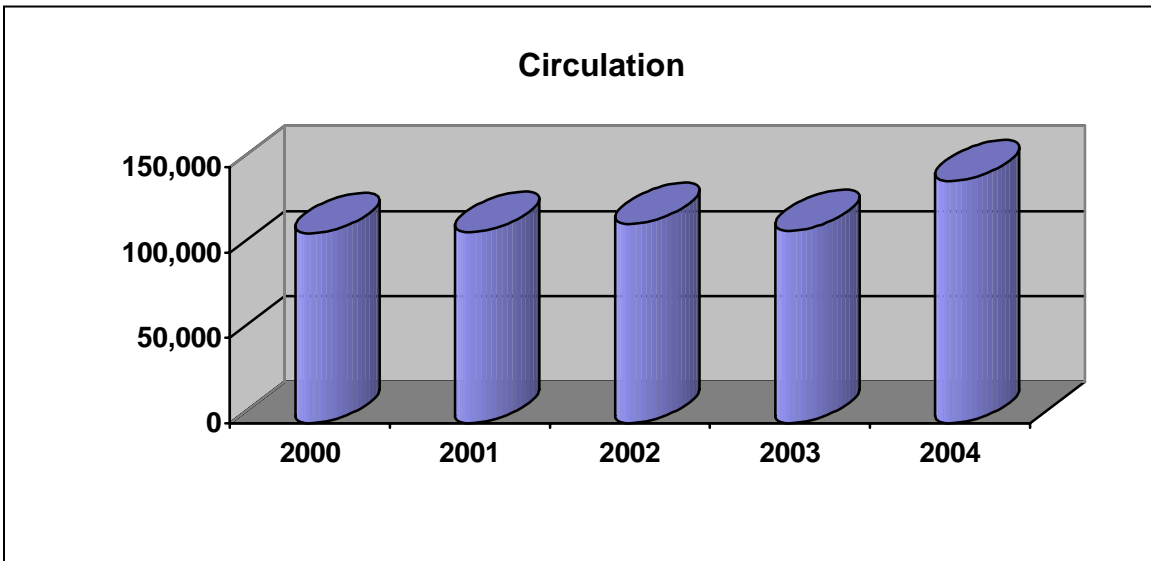
- Borrowed 141,600 items

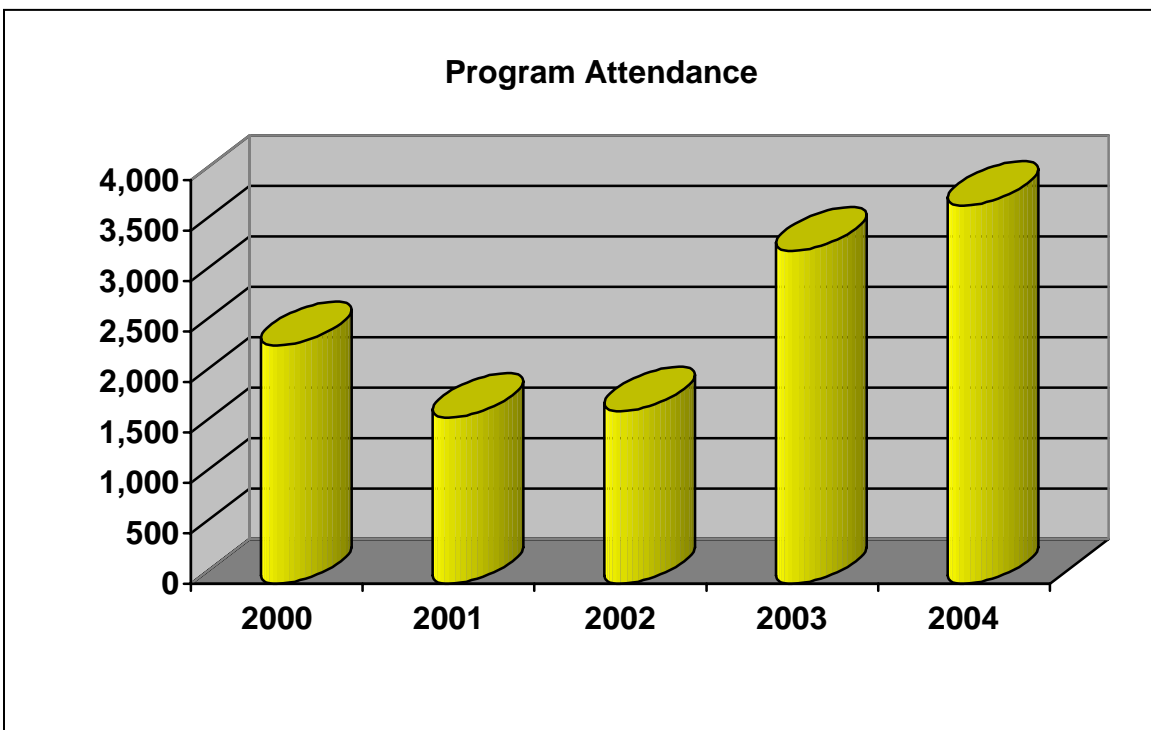
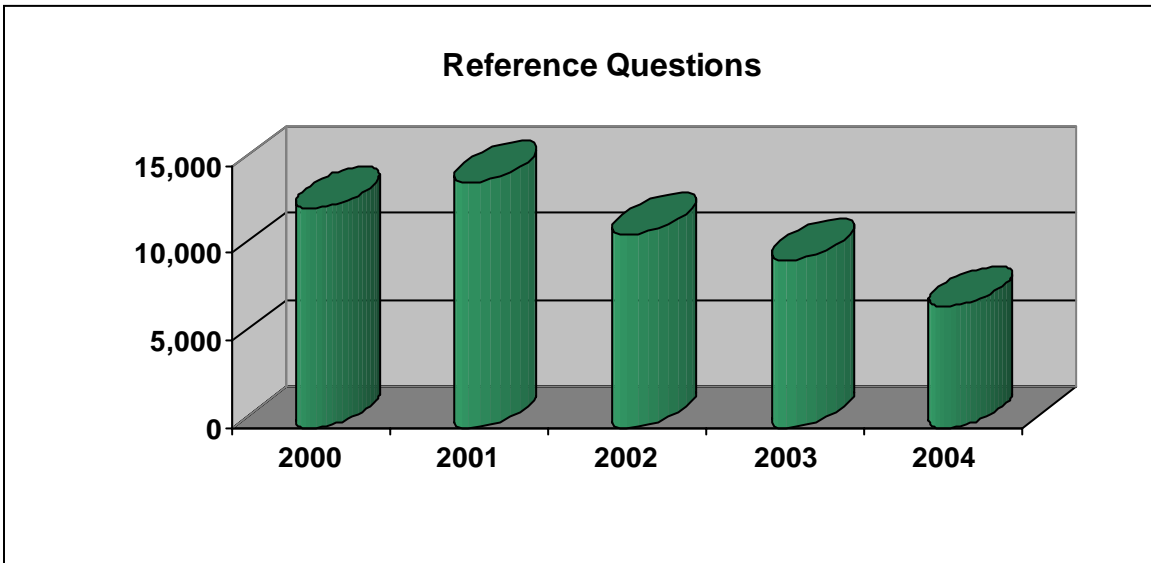
- Visited the library 113,952 times
- Asked 6,940 reference questions

But those numbers only tell part of the library story for 2004:

- More than 3,700 people attended one of 174 library programs.
- Almost 50% of Denville’s residents have library cards

The following charts indicate the increase/changes in library use over the last 5 years. Usage indicators illustrate that the Library is increasingly used by the Denville Community, though at times inconsistently. Of special note are the increases in circulation and decreases in reference transactions.





## Creating the Plan

The Planning Committee considered a number of factors in developing the plan. Demographic trends and projections, emerging trends affecting the community's overall development, the outcomes from the community focus groups and the

survey, and input from the staff all helped the Planning Committee make informed decisions about the Library's future.

### **Planning Assumptions**

A number of key assumptions helped lay the groundwork for this plan. Planners agreed that:

- The population will continue to increase slowly for the next 15 years resulting in an increasing demand on the town's infrastructure and its ability to meet the expectations for public service. There is a need to "catch up" with the changes and growth of recent years with municipal facilities and service improvements.
- The population will continue to reflect more young families and increasing numbers of older adults.
- Denville's population will continue to exceed the statewide average for educational attainment and median income.
- Senior citizens will choose to remain in Denville, and the community will attract increasing numbers of older adults due to retirement communities, medical facilities and other amenities.
- The need to collaborate will increase as the community demands greater coordination among its public institutions.
- The Library budget will see modest though steady increases as the Library is identified as part of Denville's town center since it is only a few blocks from the main center of town.

### **Denville's Demographics**

Denville's population has grown in the last 50 years. In 1940 Denville had only 3,117 residents, and by 2005 that number had increased to more than 15,824 people. Specifically,

- The town population is expected to reach about 16,360 by 2020<sup>2</sup>.
- According to the 2000 US Census, 20% of the town's population is under the age of 16 and 41% of the population is 45 or older.
- The median age for a Denville resident is 39.5 years, slightly older than the statewide median age of 37.1 years.
- Denville residents are well educated with 44% of those over the age of 25 holding a bachelor's or advanced college degree.

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<sup>2</sup> North New Jersey Transportation Authority

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- Denville residents are relatively affluent with a median family income of \$76,778 as compared to the New Jersey average \$55,146 and the national average of \$41,994.

### **Emerging Trends**

The Planning Committee and staff identified community, state and national trends that need to be considered in planning for future Library services. A number of major trends are driving the design and delivery of Library services:

- ***Demand for ease of use and convenience as a factor that people consider when they visit a public or private facility.***

Customers, who lead increasingly busy lives, expect efficient and friendly service and comfortable surroundings. Organizations that provide knowledgeable and friendly service with readily available resources are rewarded by customers with increased use. Time-starved families, especially those with young children, look forward to services and resources that respect their available time.

- ***The physical environment of community space is becoming very important for Library customers.***

The popularity of chain bookstores and coffee houses where customers can relax, read, attend a program or browse for hours indicates a need for pleasant community gathering spaces. Residents expect the Library to adapt to the varied ways in which people use the Library. The Library is expected to have differentiated spaces for quiet study and reading, space for computer use, space for collections of print and non-print materials and space to accommodate informal community gatherings, conversations, discussions and programming.

- ***People are rediscovering reading and learning and are not as patient about waiting for Library material.***

People all over the country are rediscovering the pleasures of reading. Early literacy and pre-literacy programs in nursery schools and day care centers are helping children get ready to learn. Reading and family literacy are emphasized in the schools as educators understand more about the connection between reading and educational success. Busy adults are finding that reading can be an enjoyable, stress-relieving pastime and a way to share experiences with others in their communities. People are less willing to wait to read popular books or listen to CDs or audiobooks, especially best sellers. They want to come to the Library with a reasonable expectation that there is a good supply of recently published material available for them to borrow.

- ***People expect the Library to be involved with the community. “Be Part of the Community.”***

Residents expect the Library to collaborate with other community institutions, especially the schools and historical organizations, to deliver added services and avoid redundancies. They expect the Library to increase advocacy for its services through increased partnerships in the community.

- ***The use of technology has changed the way that we seek information at home, at work, at school and at the Library.***

The expectation that the Library serve as the community’s guide for electronic as well as print information has expanded the Library’s traditional role. The Denville Free Public Library is increasingly called on to provide skilled searching to locate resources in the online world of information. The Library’s online catalog, reference databases and its web-site indicate the community’s growing need for electronic guidance and resources and remote access through the web site. People also expect an increased level of instruction in how to use the computer, various databases and electronic resources.

## **Community Connections<sup>3</sup>**

Library Development Solutions conducted a series of focus group discussions in which they spoke with 100 residents about their ideas for the future of the library. The discussions were helpful in reaffirming many of the issues that the Board and staff have discussed, especially the sense of many participants that the Library can become a central public place in the community. At the same time, Library planners received many new ideas and suggestions to think about for the future of the Library.

Focus group participants generated the following ideas:

- The Library is viewed as a social, recreational, cultural and technological center of community activity. Residents say they want to “*get connected*” at the Library, to each other and to new sources of information.
- The community values the Library and expects more from the Library to help enhance their quality of life.

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<sup>3</sup> See Community Connection Report

- People want convenient access to Library resources and programs to meet their needs. Earlier opening hours, year round Sunday hours and later closing times were among the ways the community thought the Library could respond to changing needs.
- Many residents of Denville are still unaware of the Library's offerings. The Denville Free Public Library needs to continue to improve its communication and awareness to all residents.
- The Library is viewed as a destination of choice to use a computer to access the Internet. The Library is expected to be current with computer technology and training and to offer the same or better hardware and software than the schools.
- Residents expect a library environment and experience that is welcoming, convenient, comfortable and satisfying.
- Residents of all ages expect to find multiple copies of new bestsellers and Library shelves stocked with recent fiction and non-fiction titles.
- Residents also expect to see recent DVDs and new CDs and audio books.

## **New Beginnings: A Strategic Plan for the Denville Free Public Library**

The vision, mission and values set the stage for what the Library hopes to achieve during this five year planning cycle. The goals and objectives provide a roadmap of the specific strategies that the Library Board and staff will employ to achieve the vision.

The Denville Free Public Library is fortunate to have a community that values importance of the Library and the centrality of the Library in the overall social and economic health of Denville. It's now up to the Library Board and staff to create *New Beginnings* to attract more people to the Library and to increase use and support for all that the Library has to offer.

### **Vision**

***The Denville Free Public Library will be the most interesting place in Denville to attract the whole community.***

As the Denville Free Public Library seeks to fulfill this vision, Library users will experience the following as they use the Library and its services.

The Library will:

- attract people of all ages from all of Denville
- bring people together with a sense of community
- offer a welcoming, convenient and relaxed environment in a redesigned, easy-to-use layout that accommodates a variety of activities at the same time
- be available and open when people need it most
- provide a virtual library with digital resources and a quality web site available 24/7
- provide current and up-to-date services, collections and programs that go far beyond those of a traditional library
- work in partnership with other community organizations
- make Denville an even better place to live

## **Mission**

***The Denville Free Public Library provides a contemporary and relevant center for residents to connect as a community for learning and fulfilling intellectual and leisure interests.***

## **Goals and Objectives to Help Achieve the Vision of the Library**

During the next five years the Denville Free Public Library, the Library Board of Trustees and staff will focus on 5 key goals to help achieve the vision.

- 1. Creating an interesting, contemporary library experience while establishing the Library as the crossroads for intergenerational community activity.*
- 2. Developing an exciting, relevant library collection in all formats.*
- 3. Building an information-literate community.*
- 4. Supporting lifelong learning for all ages.*

- 5. Increasing public and private Library funding to meet community demands and expectations, and building Library advocacy and infrastructure that assists in achieving the vision and goals.*

### **Goal One: The Library Experience**

**Denville Library users will encounter a welcoming, interesting and contemporary library space and customer-focused staff that supports the Library's service program and meets community needs in a facility that serves as the crossroads of the community.**

#### **Objectives:**

##### **1.1 Ensure that every person using the Library has a positive library experience**

###### **Action Steps:**

- Develop standards to guide the delivery of a great library experience (2007)
- Provide public service training so each staff member understands how he/she contribute to a great library experience (2007)

##### **1.2 Provide easy and convenient access to technology to meet the information needs of library customers**

###### **Action Steps:**

- Increase the number of public access computers available in the Library by at least 6 to reduce waiting time (2006)
- Promote the ability to save data from the Library's computers onto disc or USB Flash drive (2006)
- Provide all-in-one use with Internet, e-mail, word processing and catalog on all computers (2006)
- Develop computer training in catalog, Internet, MS/Word and database use (2007)
- Install a wireless network (2006)

- Provide adaptive technology such as magnifier screens for persons with vision impairments(2007)
- Utilize current MAIN supported software to enhance services for customers and maximize efficiencies for staff (2006-2010)

### **1.3 Reorganize the library’s existing space to better support its service program and provide convenience**

#### **Action Steps:**

- Hire an architect/interior designer to develop options for a new layout and major space improvements, including the possibility of expansion (2006)
- Develop a furniture, lighting, carpet and lower shelving replacement plan (2006)
- Secure capital funding to support the replacement plan and other space improvements (2007-2010)
- Review traffic flow in the parking lot and consider making it one way (2007)
- Place a drive-through materials return drop in the parking lot (2007)
- Keep the book drop on the building open all the time (2006)
- Review placing a book drop or a kiosk in Ward 4 (2008)

### **1.4 Create an ongoing forum for the discussion of new ideas**

#### **Action Steps:**

- Establish a monthly staff meeting to discuss methods for creating a positive library experience (2007)
- Conduct annual user satisfaction survey (2008)
- Offer annual opportunities for the community to discuss services with library administrators (2008)
- Continue to use an online satisfaction survey (2007)

### **1.5 Create a new identity for the Denville Free Public Library**

#### **Action Steps:**

- Hire a graphic designer or conduct a community wide contest to design a new library logo (2007)

- Redesign the web page using professional designer (2006)

## **1.6 Increase library use by extending hours**

### **Action Steps:**

- Offer Sunday openings year round (2007)
- Provide the same Saturday hours year round (2007)
- Expand Library hours by opening earlier in the morning and staying open later in the evening (2006)
- Explore Friday evening openings with special library programs, such as unquiet Fridays or Family Fridays once a month (2008)

## **1.7 Develop opportunities for people to interact with others in the community**

### **Action Steps:**

- Offer a variety of book discussion groups (2009)
- Offer current event and issues forums (2009)
- Offer reading incentive programs (2009)
- Create informal gathering space in the Library through a change in layout (2009)
- Open a “Café” or a vending machine area with notebook power connections (2010)
- Work toward a 75% registration rate in Denville during the plan (2006-2010)

## **1.8 Offer a variety of “New Beginnings” services so the library can be a one-stop center for day-to-day activity**

### **Action Steps:**

- Provide a place to purchase supplies related to Library use such as paper, disks, and pens (2009)
- Develop a self service business center including a high quality copier, fax and a color printer (2009)
- Provide credit card payments for all library fees (2009)
- Provide notary and passport services (2009)

## **1.9 Develop partnerships with community agencies and Schools**

### **Action Steps:**

- Work with the school administration to promote Library services and help students and parents understand how the library can contribute to their academic success (2006-2010)
- Work with the schools to get one copy of all textbooks in the Library (2006-2010)
- Meet at least once annually with all school librarians (2008)
- Discuss Library services with all senior, medical and health facilities (2008)

## **1.10 Work with transportation providers to offer public transportation to the library**

### **Action Steps:**

- Work with the schools to arrange for after school bus drop off at the library (2007)
- Arrange for retirement community shuttle buses to add the Library as a stop (2008)

## ***Goal Two: An Exciting Relevant Library Collection***

**Denville library users will find an exciting and relevant contemporary collection of library materials and resources that anticipates their interests and meets demand**

### **Objectives:**

## **2.1 Increase the annual budget for library materials**

### **Action Steps:**

- Dedicate annual appeal funds to purchase new materials (2006-2010)
  - Create “giving opportunities” to expand the Library collection such as an “adopt a shelf program”, adopt a subscription, Amazon’s wish list and endowment funds to support specific areas of the collection (2006-2010)
  - Develop a gift book program (2006-2010)
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- Work with the Friends of the Library to identify annual fundraising goals to support the Library collection (2006-2010)
- Increase municipal support for the library materials budget (2006-2010)
- Investigate capitalizing or bonding the materials budget in the first year of the plan to bring the collection up-to-date quickly (2006-2010)

## **2.2 Increase the assortment of materials reflected in the Library's collection**

### **Action Steps:**

- Annually examine collection use to adjust spending on different formats (2006-2010)
- Continually assess new, popular information formats for inclusion in Library collection (2006-2010)
- Reinforce the large print collection with newer titles (2007)
- Develop a collection of appropriate video games for preteen and teens (2007)
- Continue to build the Manga and graphic novel collection to meet current demand (2006-2010)

## **2.3 Develop a cohesive and coordinated approach to collection development**

### **Action Steps:**

- Reexamine the Library's collection development policy and practices (2007)
- Appoint a collection development coordinator (2006)
- Develop a "rapid read" rental program for a no hold 7 day best sellers collection (2007)
- Review the need for a lease program of best sellers through Baker & Taylor (2007)
- Continue the major weeding program to reduce worn and obsolete books from the collection (2006-2010)

## **2.4 Develop procedures to ensure that new material gets out on the shelves quickly**

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**Action Steps:**

- Streamline the processes required to carry out technical services functions (2006-2010)
- Outsource the processing of materials when appropriate (2006)

**2.5 Establish a comprehensive reader's advisory service**

**Action Steps:**

- Merchandise and display Library materials more effectively (2007)
- Promote new Library acquisitions to the community (2006-2010)
- Use the Web page to highlight recent purchases (2006-2010)
- Write a newspaper column that focuses on books (2008)
- Develop an Email alert list to notify customers about new titles (2006)
- Provide a method for sharing reader generated reviews online (2008)
- Train staff to offer one-on-one readers advisory sessions (2008)
- Consider buying a subscription to a web-based readers' advisory such as bookletters.com (2007)

***Goal Three: Building an Information Literate Community***

**Denville Free Public Library users will find the assistance they need to effectively navigate the information world**

**Objectives:**

**3.1 Provide easy access to one-on-one information assistance to Library users in person, on the phone, or online**

**Action Steps:**

- Schedule "tech monitors" to be available to assist computer users at peak times (2009)

- Develop procedures or forms for follow-up to ensure reference information need was met (2008)

### **3.2 Provide a basic information toolkit for all Denville residents**

#### **Action Steps:**

- Provide convenient access to information resources through the Library's web-site (2006)
- Promote Interlibrary loan (2006)
- Promote QandANJ (2006)

### **3.3 Provide regular and ongoing training programs to assist Denville residents in developing their information skills.**

#### **Action Steps:**

- Provide an instruction program of hands-on information literacy training (2006-2010)
- Offer instruction on using online databases (2007)
- Use volunteers when needed for instructional assistance (2008)
- Increase all technology training opportunities in the Library (2006-2010)

### **3.4 Determine the assortment of online versus print reference resources**

#### **Action Steps:**

- Evaluate use of online and print resources (2008)
- Consider reducing redundant and unused print reference sources in the reference area to reclaim space for more active use (2006-2010)

## ***Goal Four: Support Lifelong Learning***

**Denville residents will use the library for programs and resources that help them explore new ideas and learn new skills**

#### **Objectives:**

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#### **4.1 Provide programming to promote a lifelong love of reading for children**

##### **Action Steps:**

- Offer additional children’s programming (2007)
- Provide additional staff to meet the increasing demand for children’s programming (2006)
- Continue to expand the summer reading for youth of all ages (2007)
- Develop a library card promotion campaign with visits to all elementary school classes (2007)

#### **4.2 Expand programming for teens and adults**

##### **Action Steps:**

- Offer more current interest programs (2007)
- Create Library space specifically designated for teens, including quiet and group study space (2007)
- Create a Teen Advisory Group to work with the Youth Services librarian to develop programs and activities of interest to teens (2006)
- Provide ongoing programs for teens such as book review postings, poetry, trivia contests, chess, college and SAT nights (2007)
- Develop late nights for midterm and final weeks for teens to group study in the Library with tutors from the schools (2006)
- Develop programs of interest and fun programs for older adults (2007)

#### **4.3 Establish the library as the community’s cultural center**

##### **Action Steps:**

- Establish a year-round cultural program series (2008)
- Promote the Library as a source of information on local cultural activities (2008)
- Add links to local cultural organizations from the Library website (2006)

#### **4.4 Develop procedures that make it easy for the community to avail themselves of Library programs**

##### **Action Steps:**

- Evaluate the need for program registration (2007)
- Establish online registration for programs that require registration (2007)

#### ***Goal Five: Secure Increased Funding and Advocacy***

**The Denville Free Public Library will develop stable and consistent sources of public and private funding and increased advocacy and public relations to meet the community's demands for library service**

##### **Objectives:**

#### **5.1 Increase the level of municipal support for the Library**

##### **Action Steps:**

- Create opportunities to present case for additional funding to the Township (2006-2010)
- Increase use of the Library, reaching 75% registration in five years (2006-2010)
- Create opportunities for the community to express its support for the Library (2006-2010)
- Create a new Library community advocacy group, such as a Library Futures Committee, to think about the Library's future (2006-2010)

#### **5.2 Continue support for the activities of the Friends of the Denville Free Public Library**

##### **Action Steps:**

- Explore ways to increase active membership in the Friends of the Library (2006)
- Continue to develop and expand the Book Sale (2006-2010)
- Hold an annual joint meeting between the Library Board and the Friends Board to discuss yearly goals (2006-2010)

### **5.3 Increase private and business contributions to support the Library**

#### **Action Steps:**

- Prepare a comprehensive case for support (2006-2010)
- Initiate a new annual community wide appeal to augment tax support (2007)
- Identify potential donors and approach them for Library support (2007)
- Identify programs that might attract corporate sponsorship on an annual basis (2008)

### **5.4 Establish a Library Foundation to oversee fundraising activities**

#### **Action Steps:**

- Work with an attorney to establish a 501(c)3 Library foundation (2008)
- Identify and appoint people who are advocates for increased Library support to serve on the Foundation Board (2008-2010)
- Develop a case statement to be used with potential donors (2009)
- Publicize donation options – memorials, birthday gifts, planned giving (2006-2010)
- Create a new Library Endowment Fund (2008)

### **5.5 Explore revenue generating enhanced services**

#### **Action Steps:**

- Assess current services to determine where revenue might be generated (2007-2010)
- Identify new fee-based services such as notary and passports and assess their feasibility (2007-2010)

### **5.6 Initiate new awareness and public relations campaigns**

#### **Action Steps:**

- Conduct a new logo campaign or contest with resident involvement; create excitement ( 2006-2007)
- Initiate an identity campaign using the new logo on all Library-related information (2006-2007)
- Redesign the library web-site using a professional designer (2006)
- Begin sending an email newsletter once a month to a growing email list of residents (2006)

## **Goal Six: Library Infrastructure**

**Build a Library infrastructure that helps achieve the vision for the future outlined in the plan.**

### **Objectives:**

#### **6.1 Identify the Library's staffing needs**

##### **Action Steps:**

- Develop new job descriptions and identify the specific skills required to meet the Library's new requirements (2007)
- Conduct a skills and training assessment (2007)
- Develop training programs or provide opportunities for staff to attend off-site programs that will increase their skills and expertise (2006-2010)
- Hire or outsource needed professional expertise to execute this plan (2006-2010)
- Hire needed Library staff to implement collection and programming needs, as needed (2006-2010)

#### **6.2 Increase the effectiveness of the Board of Trustees**

##### **Action Steps:**

- Ensure that the Board represents all segments of the community (2006-2010)
- Provide regular orientation sessions for new and prospective trustees (2006-2010)
- Explore the potential for technology to improve board communications (2006-2010)

- Establish one annual meeting outside the regular calendar of board business for the purpose of planning, training, and board development activities (2006)

### **6.3 Improve Library efficiency and effectiveness**

#### **Action Steps:**

- Explore methods to reduce the costs of delivering Library service by using technology, streamlining routines and outsourcing, especially in materials processing (2009)
- Continue to work with MAIN and member libraries to create opportunities for group purchases and discounts (2006-2010)

### Space Analysis

Library buildings are typically planned with a time frame of 25-30 years. The existing building is undersized to meet the demands of a modern library service program for the population of Denville. Denville has adapted their space to meet changing needs for service with the addition of technology, changes in collections and desired programming, but the library, without renovation and possible expansion of useable public space will find it difficult to meet demands for a modern library space.

Until the 1970's libraries were considered to serve two primary purposes: a place to obtain current reading material and a place to obtain research material. Since then the role of libraries has shifted considerably. Today's libraries continue to offer reading and reference material but they are much more. Public libraries are community gathering spaces, sources of continuous learning, a place for programs for all ages and perhaps most significantly, an access point to the Internet. This is true in Denville where some students go to the library after school to work on school projects and seniors and others seek computer use.

No one could have predicted the technological changes that have occurred. Most communities, including Denville, have adapted their libraries to incorporate technological changes and reflect the changes in services delivery. However, in every building's life cycle there comes a time when library planners – trustees, staff, community leaders – need to step back and assess the building's capacity to support service for the next 20 years.

Public libraries and public library use have changed in the past fifteen years. Fifteen years ago, the Internet was reserved for researchers and scientists, today the Internet and the World Wide Web are ubiquitous and readily available to people in their homes, work places, schools, and libraries. Fifteen years ago most librarians relied primarily on printed information to answer reference questions, today many of those same printed reference books are no longer available in paper and are accessible only via the World Wide Web or on a database. Fifteen years ago, there were card catalogs and people could find their way around a library using skills they learned in fourth grade, today's library users need to learn how to use an online catalog and understand fairly sophisticated search skills to locate information. Fifteen years ago, libraries were beginning to experiment with offering non-print material like videos. Today's library users not only expect video but have come to expect DVDs, audio books, MP3's, e-books and journals.

The last few years have resulted in even more dramatic changes in terms of community expectations for library space. Certainly the growth of the Internet and the increasing demand for high-speed access to Internet resources make libraries a desirable place for Internet access. The majority of the population is still accessing the Internet using dial up modems. Many have learned that

libraries are a source of free high speed Internet access and use libraries as an alternative to home access when they have something to download or a graphic-rich search. Today's libraries need to provide many more Internet ready computers if demand is to be satisfied. Many people come to the library seeking computer assistance and are looking for instruction in how to use and establish an email account, transfer files, and communicate using the web. Still others in the community rely totally on the public access computers at the library as their primary means of access to the Internet.

The emergence of the large bookstores such as Barnes and Noble and Borders has created a demand for similar types of space in libraries. Library users come to libraries expecting comfortable seating, convenient hours, and a café style atmosphere. Library users expect materials to be readily available in quantities that will reduce their waiting time and expect materials of all types to be attractively merchandised and displayed. They are looking for programs of interest to children and adults as well as space that serves as the community's living room where people of all ages can gather in a social environment.

The relationship of library users with library staff has also changed in the last five years. Today's library user expects to be able to find his or her own way around the library but also expects personal assistance from a staff member when they need it. They are looking for recommendations about good books, help in using an information database, or assistance in using a search engine to find information on the Internet. The nature of the staff interaction has changed from being more of an expert providing information to collaboration between user and staff where staff is finding information, and at the same time collaborating with the user to teach the skills needed to locate the desired facts.

All of these changes have immediate implications on the design of library space.

Here are some examples of space modifications needed to accommodate changing library use:

- *Space for reference books will be given over to space to accommodate more computers needed to provide convenient access to information databases and the Internet.*
- *Dense stack cores with high shelving designed to house growing collections of books will be given over to lower, less dense shelving that includes space to display popular titles and specialized collections.*
- *Library collections will be even more relevant, with more current materials and emphasis on constantly changing and refreshing the collection.*
- *Service desks will be redesigned to accommodate a staff member and library user in a manner that facilitates personal interaction and instruction.*

*Staff will find themselves working less at a designated service desk as they roam the service area offering assistance to users.*

- *Workstations will be increased in size to accommodate collaborative learning so two or more people can use a station at one time.*
- *Utilitarian seating designed to last for many years will be replaced with soft, comfortable chairs that encourage someone to cuddle up with a book and magazine and spend some time in the library.*
- *Hard-wired networks will be supplemented with wireless networks, which allow greater flexibility in placing computers throughout library space and allow users with laptops and wireless cards the ability to log onto the library network.*
- *With schools and workplaces assigning more group projects, libraries now require space to support quiet study, small group conferences, and tutoring sessions*
- *The café phenomenon is clearly upon us. Library users expect to find coffee and other soft drinks and refreshments in the library for a study break or even as a social place to meet friends.*

### **The Library of the Future**

The public library of the future will place a greater emphasis than before on space to accommodate a variety of simultaneous library uses. Carefully thought out flexible floor plans and interior design will allow for a variety of simultaneous uses -- quiet study, casual seating areas to facilitate quiet conversation, programming for adults and children, technology instruction, and opportunities to work one-on-one with a staff member.

- The library of the future will harness the power of technology to deal with routine tasks and free staff from repetitive routines in order to provide more one-on-one assistance to users.
- Library staff will be aware of retail and other societal trends and will adjust library service programs on a continuous basis to adapt to changing expectations and life styles.
- Libraries will collaborate with other agencies to develop joint programs and services to address specific community needs.
- Community library collections will change dramatically with a greater emphasis on popular collections and high turnover. There will be less

emphasis on warehousing collections and more emphasis on providing material in quantities that meet demand.

- Programming and instruction will become an increasingly integral part of community library service. Libraries are great places for families and offer a no cost alternative to the mall.

In September 2005, the consultants conducted a space analysis of the Denville Free Public Library. Factors taken into consideration include:

- Existing square footage
- Current population and estimated 2020 population
- Collection size to meet population needs
- Number of computers to meet population needs

## A Look at Denville and Its Library

### Population Changes

Denville's population grew to 15,824 people in 2000, with a current 2005 population of almost 16,000 people. An analysis of demographic changes in Denville leads to projecting a 2020 population of approximately 16,360<sup>1</sup>.

### Ethnicity and Language

Denville may be becoming slightly more ethnically diverse. According to recent statistics and studies, residents of Asian background make up 4.6% and of Hispanic background 2.6%. Spanish and Asian languages are spoken by slightly more residents of Denville today than in the past.

### Educational Attainment

In Denville, educational attainment is high; of the population age 25 and older, 11,319 people, 44% or 4,981 have a bachelor's degree or higher.

### Library Use

Library use has been steadily increasing in most usage areas in the last three years according to statistics provided by the Denville Free Public Library.

### Circulation

An objective to rapidly increase circulation is dependent on a number of factors that will be challenging to achieve in the next several years.

It is important to have a continuously changing book stock with a significant number of new materials that can be attractively displayed in order to encourage use. There may be adequate space to display new material, though existing

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<sup>1</sup> North New Jersey Transportation Planning Authority

material will need to be continuously weeded to encourage browsing and interest.

It is also important to feature high interest materials in displays that may remove an item from its normal shelf location based on the Dewey classification system in order to increase interest and turnover in these materials. This too requires different space use and display.

### **Reference**

The number of reference questions asked and answered has decreased. Increases in this statistic may be hard to achieve if perceptions are that the library can not provide information. Key to increases is the ability of students to feel welcome in the library after school to work on projects. Additionally, the Internet is bringing new users to the library; who also ask for assistance in finding information both online and offline. The library needs to reinforce the idea that the library staff can be helpful in finding material on the Internet and can save people hours of search time and endless frustration if they use the staff's expertise in navigating the web and print reference material to find needed information. The number of available computers is an important part of this perception.

The library is limited in the number of adult and children's programs it can offer. This is a popular aspect of library services but the limited size of the library, staffing limitations and the barriers to use the space make it difficult to greatly expand programming, though limited expansion can be accomplished.

### **Library Challenges**

Library Development Solutions identified the following challenges associated with the current library building.

#### **Location**

The Denville Free Public Library is located only a few blocks away from the town center. It is part of an overall campus including the local historical museum, the community gardens and a small park area. While this creates a "neighborhood" location for people who walk to the library from nearby neighborhoods, it presents a challenge for many residents who must drive to the library and park. There are a limited number of parking spaces in the lot and fill up when there is a popular program.

#### **Challenges**

A significant challenge associated with the library is the constraint of its current space. Significant future expansion of the library may become desirable if it can expand onto adjacent space on the same property or elsewhere on the existing campus. Minimal expansion of the library may be possible by using adjacent space in the parking lot, the rear of the building, or the north wall, if possible, but that creates other challenges with regard to parking, which is already limited.

**Estimated Ideal Library**

The following information provides an estimate of the service components and square footage for an ideal library in Denville based on the current population of 15,824 and an estimated library service population of 16,360 for 2020. The estimated square footage and service components are based on the Connecticut State Library's *Library Space Planning Worksheet* and the Illinois State Library's *Avenues to Excellence for Public Library Service*. In 1964 the American Library Association created a standard of .7 square feet of library space per capita. The significant changes that have occurred in communities and libraries in the past 40 years have required a higher standard. The Denville Free Public Library does not meet current standards for its current population.

The following table describes the gap between the current Library and standards to meet today's population of 15,824 and 2020's population of 16,360. All figures are based on delivering "Growing" minimum services as opposed to a "Core" or basic collection. A gap of 9,594 square feet exists today. The following chart identifies areas that need additional space to meet modern community library needs.

<b>Functional Area</b>	<b>Current<sup>2</sup></b>	<b>2020</b>
<b>Population+ non resident usage</b>	15,824	16,360
<b>Books</b>	62,000	67,720
Non print materials	4,790	6,772
Subscriptions	153	316
PAC's	0	3
Internet/WP Computers	4	12
# of seats (excluding meeting room seating)	68	82
<b>All Space in square '</b>		
<b>Collection Space</b>		
Books	4,860	6,772
Non Print	380	677
Periodicals	102	211
Periodical Storage		
Totals	5,342	7,660
<b>Meeting Room Space</b>		
General Meeting Space	612	1,000
Conference Room Space	0	300
Children's Programming	0	350
Children's Crafts Space	0	875
<b>Sub-Total</b>	<b>612</b>	<b>2,525</b>
<b>Special Use Space</b>		
Bulletin Boards, Copier, Newspaper and Paperback racks, staff	494	1,235

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<sup>2</sup> Estimated

## Appendix 1 - Space Analysis

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lockers, staff lounge, study rooms, display cases, etc...		
Computer Lab	0	100
History Room	0	110
<b>Sub-Total</b>	494	1,445
<b>Non-Assignable Space</b>		
Bathrooms, hallways, vestibule, storage, etc...	1,421	3,899
<b>Totals</b>		
Collection Space	5,342	7,660
Public Electronic Workstations	100	665
User Seating Space	680	2,100
Staff Work Space	1,341	1,200
Meeting Room Space	612	2,525
Special Use Space	494	1,445
Non-assignable Space	1,331	3,899
<b>Gross area:</b>	<b>9,900 sq.'</b>	<b>19,494 sq.'</b>