



Wyckoff, New Jersey

Our Next Chapter

STRATEGIC PLAN
2017-2019

2017 Wyckoff Free Public Library Board of Trustees

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A Message From the Board of Trustees

Our Next Chapter continues to unfold. The Wyckoff Public Library patrons, staff, and trustees are a community of learners--- ever growing, learning, and evolving. We envision the library as a community focal point-- an environment that encourages community members to connect, discover, and create. We will accomplish this by offering current services and programs, as well as access to cutting edge technology, striving always to adapt to our township's ever-changing needs.

In 2016 we reviewed and updated our strategic plan and created a goal setting framework. Our planning efforts embraced a study into traditional library services and how they are impacted by modern technologies. This plan exemplifies a commitment to our community whereby we will continue to evolve and pursue opportunities that permit the library to embrace a philosophy of lifelong learning.

ACKNOWLEDGEMENTS

The Board of Trustees of the Wyckoff Free Public Library wishes to acknowledge the members of the Strategic Planning Committee for their enthusiasm for the strategic planning process and their ability to envision the future of public libraries. We applaud their work in developing this plan to help guide the library through the next three years, providing a road map to implement programs and services that will maximize our first-class facility.

We also wish to thank the members of the community who contributed to the process by completing surveys, participating in the focus groups and the town hall meeting, and speaking one-on-one with the library director.

The initiatives identified and detailed in this Strategic Plan 2017-2019 will form the backbone of the annual work plans to be developed and implemented by the trustees and staff.

Strategic Planning Committee

Laura Leonard, Library Director

Margaret Chagares, Secretary of the Board of Trustees

Grace White, (Superintendent of Schools Representative)

Marilyn Force, Adult Services Librarian

Denise Marchetti, Children's Librarian

Veronica Potenza, Technology Librarian

Joellen Tierney, Circulation Supervisor

additional input provided by the staff of the Wyckoff Public Library

OUR NEXT CHAPTER

Strategic Plan 2017-2019

CREATING OUR PLAN: THE STRATEGIC PLANNING PROCESS

In the spring of 2016 the Wyckoff Free Public Library’s Board of Trustees sought to provide a strategic plan developed through community research and a thorough analysis of the municipality. The current economic climate has impacted public library funding throughout New Jersey and the rest of the country. That combined with rapidly evolving technology and significant changes in how people access information and recreational materials led the Board of Trustees to recognize that the strategic planning process was of the utmost importance for the successful development of the library in its new home. In 2013, the Wyckoff Free Public Library Board of Trustees contracted with PRO LiBRA Associates, Inc. to create a strategic plan. As this plan now comes to an end, the Board of Trustees agreed to form a subcommittee to provide a strategic plan for 2017-2019. The committee sought input from the community, the Wyckoff Public Library staff, and trustees. The Wyckoff Free Public Library Board of Trustees believed this was the crucial time to provide a solid framework for the library to efficiently utilize its funding in support of collections, programs and activities that best serve the Wyckoff community and take full advantage of the facility.

The process followed guidelines developed by the Public Library Association and the New Jersey State Library. During the first phase of the project, the committee developed a survey which was distributed to the community at large. The Board of Trustees reviewed the library’s strengths, weaknesses, opportunities and threats in the current environment, based upon survey results. Library output measures were also benchmarked by comparing the Wyckoff Free Public Library with other BCCLS libraries that serve communities of 14,500 to 19,000 people and have annual budgets of \$1,000,000 to \$1,799,999. (The benchmarking chart can be found in the supporting documents binder.)

This process involved identifying and prioritizing “service responses,” or typical library services that may be provided to meet a community’s needs and expectations. The committee carefully weighed the critical resources required for the successful provision of each response against the Wyckoff Free Public Library’s current and anticipated financial resources, and the state of its technology, collection and staff expertise. After much deliberation, the committee selected eight service responses that they believed would best match the organization’s goals for the next three years. With consideration for the size and scope of the library’s resources, the eight service responses were further refined into six service responses. Objectives were created

for each, and action steps for year 1 of the plan (2017) were identified. In order to measure the library's progress with the various action steps, success measurements were constructed.

OUR TOWN – A PROFILE OF WYCKOFF TOWNSHIP

Located in northwest Bergen County, midway between the Saddle River and the Ramapo Valley, the Township of Wyckoff was originally inhabited by the Lenape Indians. In 1720, the first white settlers were recorded as John and William Van Voor Haze. There is reason to believe that the name Wyckoff is a derivation of the Indian word “wickoff” meaning high ground, or “wickok” meaning water.

What is Wyckoff today was originally part of Saddle River Township, which included all of Bergen County west of the Saddle River. In 1771, the municipalities of Wyckoff, Ridgewood, Ramsey, Ho-Ho-Kus, Franklin Lakes, Oakland and Midland Park were incorporated as Franklin Township. During the ensuing 150 years, various sections of Franklin Township split off. In 1926, four years after the creation of Franklin Lakes Borough, the Chamber of Commerce initiated a name change from Franklin Township to Wyckoff.

The *2010 US Census of Population* indicates that the population of Wyckoff Township is 16,696, a modest increase of 1.01% over 2000. The New Jersey Transportation Planning Authority forecasts the population to increase about 4.8% in the next 25 years. Over the last decade, the racial makeup of Wyckoff has changed very little. While predominantly Caucasian, there has been a slight influx of Asians, who make up 4.2% of the population. Hispanics or Latinos comprise slightly more (4.4%). Females slightly outnumber men 52% to 48%. The median age is 44.3, which is a significant increase over 2000 (40.9). Adults over the age of 18 represent 72.4% of the population. Significantly, the population of children 9 years old and younger has decreased 17%, with children under the age of 5 decreasing 30.1%. Conversely, adults 62 or older make up just over 20% of the population.

In 2010, there were 5,541 total households in Wyckoff and of that number, 2,250 had children under the age of 18 living with them, 4,056 were married couples living together, 377 were households headed by a single female parent, and 986 were households that consisted of unrelated occupants. Other household census data indicates that 892 were made up of individuals, and 571 had someone living alone who was 65 or older. Over half of the residents (56.6%) have bachelor's degree or higher (a graduate or professional degree).

Wyckoff is governed by a Township Committee that consists of five members elected at-large. At an annual reorganization meeting, the Township Committee elects a chairperson from among its members who serves as mayor, and another who serves as deputy mayor. Both are for one-year terms. The Township Committee serves as both the legislative and executive bodies of government in the township.

Towns with libraries bordering Wyckoff that are frequented by Wyckoff residents include Franklin Lakes, Hawthorne, Mahwah, Midland Park, Ramsey and Ridgewood.

OUR LIBRARY PROFILE

In February 1921, a volunteer organization called the Women’s Work Committee passed a resolution to create a Public Library Association in Wyckoff. In just three months there were 228 members who each paid \$1 to support the library. The first home of the library was a building not much bigger than a barbershop at Railroad Avenue (later renamed Main Street), and it opened to the public on May 14, 1921, with 1,050 volumes.

In November 1941, the library board rented a storefront on Franklin Avenue to achieve a long-overdue increase in space, tripling its square footage. The first municipal contribution to the library budget came in 1942, 21 years after its founding, and was \$300 annually (the total municipal budget at the time was about \$75,000).

The library remained in the storefront until the construction of a new facility on Morse Avenue in 1959. It was built with both municipal and private funding. But the need for a larger, more modern facility resurfaced and on November 7, 1967, Wyckoff voters approved a public question to establish a free municipal public library with adequate annual funding for library operations and to construct a new building. The new site was dedicated on October 25, 1970 and was 13,480 square feet. Wyckoff joined the North Bergen Federation of Public Libraries, an interlibrary loan network that was a smaller precursor to the Bergen County Cooperative Library System (BCCLS, usually pronounced “Buckles”). The Friends of the Wyckoff Library was founded by the library board in 1971.

The library received a facelift in 1992, improving the entryway and replacing the carpeting. Then in May 2012, after operating from a rented facility for 14 months, the library reopened following an extensive renovation and expansion that doubled its square footage to nearly 28,000. To fund the expansion, the Board of Trustees saved the amount needed from its operating budget over a 20-year period. The facility features a separate children’s wing, named for former patrons Helen and Evelyn Rizzo, who left a \$1.5 million bequest to the library. The Friends of the Wyckoff Library donated \$105,000 for service desks and technology. The expansion also includes a larger meeting room, named for former Wyckoff mayor Henry J. Shotmeyer, Jr., whose family made a \$30,000 donation toward its construction.

As the population of Wyckoff has grown and technology has broadened, so have the services that the library provides. The Wyckoff Public Library offers a wide array of programs and services to its residents. The following is an overview of the library and its current operations.

Organizational Profile

- One stand-alone, 27,943 sq.ft. facility

- Total hours open to the public per week – 66
- Percentage of funding from the township – 97%
- Number of employees – 15.8 full-time equivalents
- Number of professional librarians – 6.0 full-time equivalents
- Number of volunteers – 6 (3 hrs./week average per volunteer)
- Service population – 16,696

Service Statistics - 2016

Function	2016
Items Circulated	217,980
Public Computer Sessions	25,487
Wi-Fi uses	30,154
Reference Transactions	18,453
Library Visitors	139,708
Number of Library-Sponsored Programs *	568
Attendance at Library-Sponsored Programs *	13,864
Registered Cardholders	8,782

*All age groups

Library Materials and Resources Inventory (as of December 2016)

- 70,311 print books
- 2,618 audiobooks
- 4,793 music CDs
- 9,875 DVDs & Blu-Ray
- 193 videogames
- 160 print subscriptions to newspapers and periodicals
- 14 electronic databases
- 15,936 e-books owned/access rights through BCCLS
- 6,183e-audio books owned/access rights through BCCLS
- 229 electronic magazines owned/access rights through BCCLS

Programs at the Library

The library offers a variety of programs for children, teens and adults in its meeting rooms, including films, concerts, book discussion groups, video gaming, story hours, crafts and speakers, as well as a variety of special programs throughout the year.

Programming in 2016

- Number of library-sponsored adult programs – 137
- Attendance at adult programs – 4,986
- Number of library-sponsored programs for young adults (ages 12-18) – 35
- Attendance at young adult programs – 180
- Number of library-sponsored programs for children (under age 11) – 396
- Attendance at children’s programs – 8,689
- Total number of community-sponsored programs (all ages) – 135
- Attendance at community-sponsored programs – 4,437

TECHNOLOGY REVIEW AND ASSESSMENT

The Wyckoff Public Library offers diverse and modern technology to its patrons. It belongs to the Bergen County Cooperative Library System (BCCLS), a consortium of 77 public libraries in northern New Jersey. By county, there are 62 in Bergen, 10 in Essex, 4 in Hudson, and 1 in Passaic. BCCLS libraries have more than 600,000 registered cardholders and circulate more than 12,000,000 items annually. The consortium-shared Integrated Library System is hosted by Polaris.

Through the Wyckoff Library’s website wyckofflibrary.org, library patrons can:

- Access the BCCLS-wide online catalog, view their own password-protected account, renew titles and place holds;
- Search for and download audio and e-book titles through a BCCLS-wide 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;
- Scan the library’s online events calendar;
- Register for library events online;
- Read library policies, including procedure and application for renting meeting rooms;
- View agendas and minutes of library board meetings;
- Learn about the Friends of the Wyckoff Library and make donations via PayPal;
- Link to librarian-selected websites on various topics;
- Contact a staff member for reference help or circulation assistance.

Telecommunications, Voice

The library has a reasonably new key system with four POTS (Plain Old Telephone System) lines. The system was evaluated in 2012 and charges from MetTel were found to be acceptable. No “phantom phone lines” were identified. An additional voicemail box was added in 2016 so that patrons can leave messages regarding the reservation of the three meeting rooms that are available for public use. An option to access this voicemail was added to the main menu.

The company that maintains the key system, Extel Communications, seems competent and responsive. Everything seems to be in good order.

Telecommunications, Data

The library has 28 BCCLS-maintained PC's that use a Optimum Internet access line: 110 Mbps. This is very adequate. The non BCCLS computers in the library are connected to a Wi-Fi network. These include five Dell laptops for specific staff members, as well as seven Dell laptops and nine iPads available for patron and staff use. The decision was made in 2016 to upgrade the ISP plan due to the fact that many patrons access the Wi-Fi network through their own devices resulting in a need for greater speeds and bandwidth. The upgraded plan is Optimum Online Ultra 60 plan with 60 Mbps download speed and 25 Mbps upload speed.

Computers, BCCLS

The 28 BCCLS computers have different functions. Nine have the Polaris client on them and are for circulation and back-office use. The other 19 have the following functions: Six are public-access catalog stations, eight are Internet-access patron PC's, and the remaining three are used in the circulation and reference offices where Polaris client access is not required. I feel that for the convenience and peace of mind that comes with these BCCLS machines (repairs, upgrades at no additional cost, technicians close by in Hackensack), the arrangement is cost-effective as is.

Computers, IT Radix

The Library has moved to being more autonomous as far as maintenance for non BCCLS staff computers. The Library purchased five new staff laptops in December 2016. The Technology Librarian acquired and installed Norton antivirus and Microsoft Office on each of the five new staff laptops, as well as installing Norton anti-virus on the Bookkeeper's PC. IT Radix can be called upon for service on an as needed basis, but the monthly Cornerstone contract was cancelled in December 2016. The only ongoing service provided by IT Radix is back-up service provided for the Bookkeeper's PC. Detailed back-up reports are emailed daily to the Library Director. Staff are utilizing Google Drive, flash drives, and external hard drives to back-up their files.

Scanner

The library has a Canon 9000F scanner for public use that is connected to a laptop. The laptop has DeepFreeze installed in order to minimize the damage from patrons' potentially infected flash drives. In addition, the multi-function Xerox copier allows for documents to be scanned and saved to a USB.

Additional Patron Use Machines

The Library has seven Dell laptops and nine iPads for patron use. These are also used for technology programs and instruction.

Media

The library has cutting-edge technology in this area. Its three meeting rooms provide access to cable TV, play DVDs, have excellent speaker systems, and can display any laptop-based presentation on large screens. In 2016 an additional Wi-Fi access point was added in the Shotmeyer Room to ensure adequate signal strength on the lower level when people meet in there and wish to use their own laptops and tablets. The Monroe Room also has Wii U, Wii, PS4, Playstation, Xbox One and Xbox360 devices for gaming. The History Room doubles as a portable computer lab wherein the person teaching the class can show the students what she is doing on her laptop by displaying it on the big TV screen while they follow along on identical library laptop computers.

Security Cameras

In 2016 eight security cameras were installed in the following locations: History Room, Media Area facing the Circulation Desk, lobby near the elevator, Shotmeyer Room, Monroe Room, two in the lower level hallway and exterior facing the parking lot near main entrance. The cameras consist of five mega pixel 360° surround view Vivotek infrared fisheye cameras and three mega pixel 2.8mm wide angle infrared cameras. The system is configured for 16 cameras if expansion is necessary. Additional licenses would have to be acquired for each additional camera.

OUR SIGNIFICANT ACCOMPLISHMENTS 2014-2016

Building Improvements

1. Expansion of parking lot - The parking lot was renovated in 2014. The parking lot now has 92 parking spaces, 4 handicap spaces, and improved lighting.
2. Expanded Security System - Eight security cameras were installed in 2016 with the potential for expansion up to sixteen cameras.
3. History Room modifications - In order to facilitate monitoring of the room by library staff, and to allow more light into the room, windows were cut into the interior concrete wall and glass panels inserted into the two doors. Blinds were installed so that the room can be darkened or privacy can be created for meetings.
4. Installation of blinds in the Children's Program Room - Blinds were installed in the Children's Program Room in 2016. There are four sets of blinds which can be operated

as a group or individually by remote or wall mounted control panel. The blinds will help reduce glare in the afternoons and facilitate the showing of movies or other projected media.

5. Two new tables for the Adult area - As a result of demand for work space, we purchased two additional tables for the adult area. This allows us to accommodate six more patrons.
6. Display case in the Rizzo Room - The Friends of the Wyckoff Library donated funds to purchase a display case for the Rizzo Room. The case will be used to highlight a variety of unique collections.
7. Signage - Additional signage was installed in the Media area (movies, music, audiobooks, videogames) and Teen Corner. The large vinyl lettering is mounted directly to the walls.
8. Makerspace - Tools and equipment for the soon to be constructed Makerspace have been purchased with funding from the Friends of the Wyckoff Library. Tools include: Ultimaker2 Extended 3D printer, button machine, Strawbees, Little Bits, Makey - Makey, and a laminator.

Technology

1. Upgraded wireless infrastructure - Four Cisco Meraki access points were purchased at a reduced price through the New Jersey State Library's Jersey Connect program. The access points were installed by the library director in 2016. The library can now accurately track WiFi usage and generate a variety of reports via Cisco's cloud based system.
2. Upgraded internet service - . The decision was made in 2016 to upgrade the internet service plan due to the fact that many patrons access the Wi-Fi network through their own devices resulting in a need for greater speeds and bandwidth. The upgraded plan is Optimum Online Ultra 60 plan with 60 Mbps download speed and 25 Mbps upload speed.
3. Staff laptops - four new Dell laptop were purchased for the following staff members: Director, Technology Librarian, Teen Librarian, and Circulation Supervisor. These replaced the 2012 laptops that were being utilized by staff, although they were originally meant for public use. As a result, the staff has more powerful and efficient computers, while leaving the four 2012 models can be used by the public or for programming.
4. Continuous staff education - The Technology librarian partnered with the Director in 2015 to provide training for the staff and patrons on how to download digital content. The Technology librarian provided staff training on how to utilize Google Drive in 2016.
5. Online Summer Reading Program - In 2016 BCCLS purchased a three year contract for Beanstack, a reading program software. As part of the 2016 Teen Summer Reading Club, the Teen librarian utilized Beanstack, instead of paper logs, to allow teens to record their summer reading and post reviews. The software is also able to generate a variety of reports.

Collections

1. Recorded circulation of 217,980 in 2016, ranked No. 13 in all of BCCLS (77 libraries).
2. The library created a bestseller collection in an attempt to make more copies of popular adult titles available to patrons who are browsing the collection. These books circulate for 14 days, instead of 21 and cannot be reserved or renewed.
3. BCCLS began offering digital magazines in 2014 through Zinio. In 2015 streaming books, audio books, music, and movies became available through Hoopla. Wyckoff patrons can access these materials at anytime. In 2016 circulation of digital items (e-books, e-audio books, digital magazine, streaming music, streaming video) totaled 12,661.
4. Discontinued charge of \$1.00 loan fee for new DVDs and extended loan period for TV series from 7 days to 21 days.

Marketing/Communications

1. New logo/branding - In 2015 the library hired a graphic designer to create a new logo. The logo is used on the website and flyers. Magnets featuring the logo and library hours, along with plastic book bags, were purchased in 2015. The bags and magnets are available at the Circulation desk. Patrons who are new to town are provided a bag stuffed with the magnet, a Wyckoff Library brochure, a BCCLS service brochure, and a flyer promoting our digital collections.
2. Social Media - the library makes use of Facebook and Twitter in order to promote services, collections, and programs. The two accounts are linked. We also re-post many Township posts.

Services: Programming and Outreach to the Community

1. Awarded Exploring Human Origins grant - The Wyckoff Public Library was honored to host the traveling exhibit, *Exploring Human Origins* along with a variety of programs for people of all ages from October 17 – November 10, 2016. More than 1,200 people visited the exhibit and nearly 500 attended our programs. The success of this exhibit was a collaborative effort of the entire staff and volunteers made up of Friends of the Library, high school students and staff family members! Library Director, Laura Leonard coordinated room monitors, staff and volunteers using singupgenius.com. Members of the Friends of the Wyckoff Library generously volunteered for a total of 32 hours. Promotion of the exhibit was extensive. Staff created a print booklet for the exhibit and events, individual flyers for each event, submitted press releases, and created a dedicated EHO page on our website. The

library coordinated closely with many community organizations, most notably Eisenhower Middle School.

2. Notary service - Three staff members became notaries and began offering notary services in 2016. Forty-six documents were notarized in the first year.
3. Created programming partnerships with the following organizations: Abma's Farm, Cedar Hills Christian Reformed Church, Eisenhower Middle School, Woman's Club of Wyckoff, Wyckoff Board of Health, Wyckoff Boy Scout Troops, Wyckoff Environmental Commission, Wyckoff Fire Dept., Wyckoff Garden Club, Wyckoff Girl Scouts, Wyckoff Historical Society, and Wyckoff Reformed Church.
4. Continued strong program offerings for all ages. Some of the successful programs have included: Downton Abbey Mystery Night, Elvis Concert & Lecture, Historical Fiction Authors Panel, Flying Houndz, Young Authors, Exploring Human Origins and the High-Altitude Balloon Workshop. An Adult Summer Reading program was initiated in 2014, as well as a Children's Winter Reading Program.

Staffing

1. Hired Laura Leonard, new director, in October 2015.
2. There is a continued focus on staff development. Three staff members will serve on BCCLS committees in 2017: Marilyn Force, Adult Services Task Force; Veronica Potenza, Professional Development; Barbara Weber, Youth Services. Laura Leonard will serve her second term as co-chair of the NJLA Conference in 2017.
3. Many staff members have participated in BCCLS trainings, as well as webinars on topics including: summer reading; graphic design, linking, and various databases.

WHAT WE HEARD FROM OUR COMMUNITY

In an effort to define the community's library needs, the needs assessment process involved broad community participation and input that included a survey designed for both users and non-users of library services. These activities were undertaken to ascertain the perceptions of Wyckoff residents about their library and to solicit positive and negative comments about the programs and services provided.

Library Surveys

A survey of library users was conducted during the spring and summer of 2016. The survey was offered electronically to the community online, via the town eblast, Wyckoff School

District eblasts, Wyckoff Public Library webpage, the Library's Facebook & Twitter pages, and Friends of the Library electronic newsletter. Hard copies were available at Wyckoff Day and in the library at all service desks. In sum, 195 responses were received. Just over half (54%) of residents responding to the user survey were in the 31-54 age bracket and another 38.5% were residents 55 years of age or older. 179 of the respondents reported being residents of Wyckoff.

Findings – Surveys

The Library received an overall rating of 4.65 out of 5. It is clear from the ratings that respondents are extremely satisfied with the services and collections that are currently being offered. Some of the significant findings from the surveys included:

- Customer Service – 91% rated the service as excellent or very good
- Internet Access – 92% rated the service as excellent or very good
- Computers & Printers – 84% rated the service as excellent or very good
- Online Services (website, catalog, databases) – 86% rated the service as excellent or very good
- Library Policies – 92% rated policies as excellent or very good
- Collection (books, DVDs, music, periodicals) – 85% rated the service as excellent or very good
- Programs – 84% rated our programs as excellent or very good
- Facilities – 95% rated the facilities as excellent or very good
- Hours – 90% rated the hours as excellent or very good
- ILL (inter-library loan) – 94% rated this service as excellent or very good
- Patrons listed the following as their top 3 choices of how they want to receive information about the Library: website (66%), e-newsletter (55%), Facebook (52%). Respondents were able to select multiple answers.
- The top 5 reasons people use the library were reported as: checkout items (94%), attend a children's program (41%), reference/research/homework (33%), adult program (30%), get a reading recommendation (25%). Respondents were able to select multiple answers.
- In response to the question, "What do you value most about the library?" the following ranked highest: Books/Collections, Staff, Programs, BCCLS/ILL.
- Written comments about the library and its services were very positive, focusing on services, collections, and the facility. Below is a sampling:
 - The quality and quantity of books, cooperative efforts with other libraries, programs, helpfulness and friendliness of the staff, library hours
 - Sense of community, friendliness of staff, availability of books and media
 - It's availability to all town residents. It encourages young people to read. It offers so much to the town people.
 - Library staff and high quality service/assistance, used books for sale, movies and other programs, willingness to try new things.
 - The easy accessibility since I have a disability and injury. I have been a patron of the library since I was a little girl growing up in town. I love the newly renovated library and so much nicer and airy feel and very good

services provided especially the amount of computers and laptops and other technology provided. The easy going manner of the staff and their overall friendliness. I have always found the research librarians as extremely helpful to me through the years. I love coming to the library for solace and for the internet use when my computer is down at home.

- The phenomenal children's librarians who go above and beyond to answer my children's questions, build a relationship with my Children and me, and provide exciting and engaging learning opportunities for my children (and me!). They are the reason we love visiting the library! The summer reading program is amazing and we look forward to all the activities each year. Thank you!!!!
- It has just about everything you could want and if not it is available from other libraries. The programs for adults are steadily improving.
- Library patrons will use other libraries in neighboring towns if they are more convenient or if the services provided by other libraries are perceived as better than those offered at Wyckoff. Examples cited include: cafe, iPad with headphones & games, preloaded, more DVDs / longer loan periods, passport service, concerts, 3D printing, Sunday programs / evening speakers, Music classes for kids with no registration.
- Areas for improvement noted by respondents include: better/longer hours, expand e-book collection, programs for children that accommodate the schedule of working parents, bathrooms, more staff recommendations, computer classes.

Our Plan

To meet our commitment to provide the best possible library for our community and strive for continued excellence in customer service, the Wyckoff Public Library will focus on the following six service responses:

1. Create Young Readers

Children from infants to grade 5 will have a collection, programs, services and technology chosen or created specifically for their needs. The library will assist parents in their efforts to prepare their young children to enter school ready to learn, read, write and listen. The library will continue to supplement and support children's elementary school education and further a love of reading, learning, creativity and imagination.

Many studies have illustrated the importance for young children to acquire 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 its leadership role within the community regarding this service initiative, the library must

offer a wide range of services and programs to parents, caregivers and organizations serving the needs of children and preteens.

In Wyckoff, nearly half of all households have children under the age of 18 and one in four of the survey respondents indicated that they attended a children's program in the last year. In 2016, the library held 396 programs for children with a total attendance of 8,698 and 35 programs for teens with a total attendance of 180.

2. Know Your Community: Community Resources and Services

Residents will have a central source for information about the wide variety of programs, services and activities provided by community agencies and organizations.

Wyckoff is a vibrant community with many activities for residents to choose from when deciding how to spend their leisure time. Residents feel that the library should be an integral part of life in Wyckoff, and that includes being the "go to" place to learn about all facets of life in the township. Many also indicated the importance of the library in the Wyckoff community and in making it a desirable place to live. In 2016, 4,437 people attended community sponsored programs in the library's three meeting rooms. The meeting rooms are a valuable community resource that should be promoted to local nonprofit organizations.

Promotion of existing services will continue. The library will keep repeating its message in multiple formats such as local newspapers, e-mails and Facebook. The library will continue to employ new programs to create more visibly appealing promotional materials.

3. Lifelong Learning

Residents will have the resources they need to explore topics of personal interest, and they will continue to learn throughout their lives. These resources will include free high-speed access to the Internet and other up-to-date technological tools that increase access to information and promote learning.

Many respondents to the surveys stressed the importance of the Wyckoff Public Library as a community hub – a place to meet friends and neighbors, attend programs, have group meetings, etc.

In the 2010 U.S. census, the 55 to 59 and 60 to 64 age groups both saw a marked increase in population. Those age groups often represent "empty nesters" and early retirees, residents with more discretionary time who are seeking new hobbies, interests and experiences that they can explore at the public library.

With respect to use of the library's collections, 85% of respondents rated the collection as very good or excellent with an average of 4.24 out of 5. 93% of all respondents indicated that they come to the library to check out items. In response to the question, "What do you value most about the library?" people indicated books, collections, and interlibrary loans more than anything else. The importance of staff excellence was also frequently noted.

Programs are also highly regarded. The library has greatly increased the number of programs offered for children, teens, and adults in response to the 2012 survey and focus group.

Survey respondents indicated a strong interest in a variety of program offerings that would promote lifelong learning, including lectures on current social and political issues, author readings, movies, concerts, meet and greet social events, and parenting workshops.

4. Stimulate Imagination: Reading, Viewing and Listening for Pleasure

Residents who want materials to enhance their leisure time will find what they want and will have the help they need to make choices from among their options.

A library is a place in which people of all ages can move out of their comfort zones to explore new ideas and interests.

A majority of survey respondents (94%) indicated that borrowing items is the reason they use the library. Circulation of adult non-fiction is very strong. It 2016 adult non-fiction accounted for 46% of the total adult circulation.

Although media (DVD, CDs, audiobooks, videogames,) usage is declining due to competition from streaming services, it is still high with a circulation of 59,546 (27% of total circulation) in 2016.

5. Information Fluency

Through the assistance of knowledgeable library staff or an up-to-date collection of professionally selected research materials in print and electronic formats, residents will have the resources to locate, evaluate and effectively use information to meet their needs.

Wyckoff residents are generally well educated. According to citydata.com, 83% of residents have at least some college (NJ average is 59%) with 25% holding a masters, doctorate, or professional degree. Responses to questions about the library's collections indicate that there is a high expectation for the library to provide a variety of accurate resources in many formats.

Residents still seem to be reliant on the library's reference services, as 33% of the survey respondents sought research help from a librarian and an additional 5% came to the library seeking technology assistance. Additionally, according to citydata.com, many Wyckoff residents have long commutes to work (more than 30 minutes); visits to the library, therefore, are often difficult to fit into busy schedules. 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.

6. Visit a Comfortable Place

Residents will have a welcoming place to meet and interact with others or to sit quietly and read or work.

Wyckoff residents are proud of their library and strongly support it as one of the best values for their tax dollars. Library staff get extremely high marks for helpfulness and customer service. Respondents repeatedly commented on valuing the, "Kind, helpful staff".

The renovated and expanded facility is highly regarded, with 95% of survey respondents rating it as excellent or very good. Comments about the facility included, "The children's area, love being there - it's so bright, clean, and welcoming." "It's clean and organized." "So comfortable...friendly." While the vast majority of respondents felt that the facility needed very little improvement, some felt that the bathrooms are in need of renovation.

The six service responses identified above were selected from a total of 18 possible service responses outlined by the Public Library Association in *Strategic Planning for Results*, 2008 edition, by Sandra Nelson. The staff developed objectives for three years and action steps for one year, keeping in mind three major constants that define public libraries: a quality collection, a strong customer service ethic, and a welcoming space. These responses will be our guide for providing services and programs over the next few years. In addition, we will work toward achieving improvements to the building to create the best possible physical environment we can and meet the need for improved parking requested by the community. Finally, we have developed a plan to track the implementation and progress of all the action steps every year.

Not all library services are included explicitly in these responses; this does not mean that we will discontinue them, however. We will continue to provide a high-quality collection reflective of the needs and interests of the community, although how we provide information may change as technology trends continue to develop.

The foundation for selecting these service responses was through the gathering of community input. We learned a great deal from our residents about what was most important to them and we were delighted to hear many positive comments from satisfied patrons about existing library services. The staff consistently received praise for high-quality customer service. We heard comments such as "the staff is so nice and helpful" and "very satisfied with the library and what is offered." The goal of the strategic planning process, however, is not only to retain

our loyal patrons 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 the survey, and several needs emerged as important themes as we heard them often repeated. Among them were:

- Make more copies of best sellers available
- Expand program offerings for all ages
- Provide more copies of e-books
- Use a variety of means to better publicize library programs and services
- Improve the bathrooms
- Offer computer classes

LIBRARY RESOURCES NEEDED TO IMPLEMENT OUR PLAN

Funding

The challenge for 2017-2019 is to create a vibrant and meaningful plan of service that will utilize the facility to its fullest capacity in an era of nearly flat funding. Approximately 97% of the library's 2017 annual budget came from the municipality and was derived from a New Jersey library funding formula based on community property values. It is expected that funding will be at best flat while costs related to personnel, collections, and building maintenance rise. This issue combined with the community's desire for first-class library services that complement the beautiful new facility has made it imperative for the library to identify as service responses not only what can be done cost-effectively based on past performance, but to determine what is most desired by Wyckoff residents. Our new plan will allocate resources to the priorities deemed the highest in community feedback. The ongoing planning process includes identification of measurement tools to properly determine the success of various objectives in the plan, ensuring that funding is targeted to those initiatives that are best used and most valued. Fines and fees account for 3% of the library's income. The library currently meets all of the Library Per Capita State Aid requirements and there does not appear to be any jeopardy of falling below those standards.

Staffing

About 66% of the 2016 budget was allocated to salaries, wages and benefits. The library is open 66 hours per week including Sundays from September through June. Community input received from surveys consistently revealed a high rate of customer satisfaction with the service provided by staff. 95% of the survey respondents believed that library service was very good to excellent. Community input revealed a strong desire for more programming, technology training and reader's advisory—all services that require extensive interaction between staff and public.

More and more people (especially older adults) are turning to their public library for digital literacy skills so that they can operate new portable devices, access databases and download electronic media. Continuing education for staff especially in the area of technology is of vital importance so that they can effectively respond to patrons' questions and instructional needs.

Facilities

We recognize increasing competition from retailers, online sources and various streaming services. Nevertheless, the Wyckoff Public Library remains extremely active, attracting visitors and high usage. In a suburban setting such as Wyckoff, there is a need for a community center, and residents view the library as that place. The Monroe Room contains equipment to run gaming events for Wii/Wii U, Playstation3/Playstation 4 and Xbox360/XBOX One. The 5,500-square-foot Henry J. Shotmeyer, Jr., meeting room has an 18-foot stage, professional stage lighting and a refurbished baby grand piano and is ready to meet residents' requests for cultural programs similar to those offered at other nearby Bergen County libraries. The separate children's program room within the Rizzo Children's Library is very advantageous. These facilities are used heavily by Township departments and local community groups as a meeting place because they provide an attractive venue for events. In 2016 the library accommodated 59 Township meetings with approximately 1,800 attendees. In addition, the meeting rooms were rented 66 times with over 2,600 people attending events.

Collections

During our survey period, we discovered that 94% of the respondents use the library to check out items. Many respondents view BCCLS interlibrary loans as a very important service. In 2016 eBCCLS accounted for 6% of total circulation, but respondents did express a desire for this collection to be expanded. Satisfying the diverse interests of a highly educated community is challenging while library revenue is nearly flat. This challenge is compounded by the need to supply residents with multiple formats for a single title, such as hardcover book, large-print book and audiobook, ebook, as well as finding the financial means to create a proper balance in the collection between these standard formats and the emerging demand for materials in electronic format. The collection of traditional print reference materials has been decreasing in Wyckoff, as in most public libraries. As that information migrates into online databases, it is necessary to increase the public's awareness of electronic resources available with a Wyckoff Public Library borrower's card. It is important to note that community input indicates that borrowing books and nonprint media is still viewed as an essential library service.

Technology

In the survey results community members expressed great satisfaction with Internet access provided by the library, 92% rated the service excellent or very good and 14% of respondents reported coming to the library to use the WiFi. Library computers and printers were also viewed favorably with 84% of respondents rating the service as excellent or very good and 22% of people reporting coming to the library to use our computers and printers.

To meet these needs the library must ensure that its broadband access is sufficient, that public computers are plentiful and up-to-date, and that there is robust Wi-Fi access throughout the building. Both the Wifi access points and the Internet Service Plan were upgraded in 2016. The library is atypical in its support of Apple hardware that complements the technology used by the local schools. The library provides access to six iMacs and 9 iPads for patron use. The facility has adequate electrical outlets to support the influx of mobile devices used by library visitors.

OUR CORE VALUES

Our core values are the foundation upon which we perform our work and interact with each other and the residents of our communities.

The Wyckoff Free Public Library supports:

Exceptional Library Service – We are committed to providing prompt, objective, confidential and knowledgeable service to our patrons in a welcoming, safe and comfortable environment.

Teamwork – The trustees, staff and Friends of the Wyckoff Library collaborate to support the library’s mission and vision.

Intellectual Freedom – We are committed to freedom of speech and the need for the library’s services and collection to represent different points of view and ideas and to embrace diversity.

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

A Culture of Respect – Mutual respect and trust are honored internally and externally at the library. Patrons and staff are valued and supported.

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.

OUR MISSION AND VISION

MISSION

To enrich the lives of all residents, encouraging them to connect, discover, learn and create.

VISION

The Wyckoff Free Public Library will become an integral part of the everyday lives of people in our community.

As we work to achieve this vision, the library will strive to provide patrons with the following experience:

- A welcoming, exciting, easy-to-use facility that is the center for community culture and reflects the diversity in our township
- A dynamic community-based library that rapidly responds to the changing needs of our patrons
- Diverse print and digital collections that inspire and engage our residents
- Highly skilled staff who can easily guide patrons to the information they need in a variety of formats

OUR SERVICE RESPONSES 2017-2019

The Wyckoff Free Public Library will spend its resources on collections, technology, staff and facilities in support of the following selected service responses and strive to achieve the stated objectives by following the action steps in year 1 of our plan.

Service Response #1 Create Young Readers

Children from infant through grade 5 will have a collection, programs, services and technology chosen or created specifically for their needs. The library will assist parents and caregivers in their efforts to prepare their young children to enter school ready to learn, read, write and listen. The library will continue to supplement and support children's elementary school education and further a love of reading, learning, creativity and imagination.

Objective 1

Create an ongoing schedule of programs especially designed for preschool children, their families and caregivers to develop and enhance early-literacy skills and foster a love of reading.

Action Steps:

1. Find opportunities for continuing education for staff about early literacy.
2. Explore creating programs for parents on ways to enhance their children's early-literacy skills.
3. Continue to provide storytimes for children and caregivers from infants to six years old.
4. Continue a robust summer reading program and maintain the winter reading program that began in 2015 for preschool children that builds their reading comprehension skills and fosters an early love of reading.
5. Promote participation in the 1,000 Books Before Kindergarten initiative.
6. Offer drop-in projects and activities for families on Saturdays.
7. Provide a space for dramatic play opportunities at the puppet theater, lego table, and train table.

Objective 2

Offer programs for school-aged children that encourage a lifelong love of reading and stimulate creativity.

Action Steps:

1. Offer art, music, and movement programs to children that encourage them to nurture their imaginations.
2. Continue to offer a variety of science, technology and engineering programs to encourage critical design thinking.
3. Encourage children to develop and maintain their reading skills while school is out through the summer reading club, which provides incentives in the form of prizes, special events and opportunities to share their reading experiences.
4. Continue the winter reading club for children, which provides and opportunity for children to discuss and respond to books and share the reading experience with others during an all day Read-a-thon.
5. Engage children in ongoing book discussions for grades 1-2, 3, and 4-5.
6. Continue to offer a four week Summer Young Authors Workshop for children entering grades 4-5. Children's books will be printed and made available for purchase by participants, as well as being placed in the library's collection for circulation.

Objective 3

Maintain partnerships with local schools, preschools and organizations that provide services to preschool and school-aged children.

Action Steps:

1. Reach out to private elementary schools in town to create a class trip (or trips) to the library.
2. Continue successful first-grade class trips to the library from all four Wyckoff public schools.
3. Offer tours and orientations for homeschool groups.
4. Provide opportunities for older students, local organizations, and businesses to engage with the community through the library.

Objective 4

Continue to assess and enlarge print and digital library collections and technology that support children's educational and recreational needs.

Action Steps:

1. Expand resources for parents/teachers to assist children in developing literacy skills.
2. Expand the Early Readers collection with a focus on nonfiction for beginning readers.
3. Consider the addition of databases that support student learning.
4. Relocate new book area to a more prominent location.

Service Response #2 Know Your Community: Community Resources and Services

Residents will have a central source for information about the wide variety of programs, services and activities provided by community agencies and organizations.

Objective 1

Assist patrons in finding community agencies and organizations that can address their needs. Position information about community activities and issues in highly visible locations throughout the library and on its website.

Action Steps:

1. Ensure that staff members know how to find departments of municipal government, as well as nonprofit groups in town.
2. Reorganize lobby bulletin board to be Wyckoff-township and library-oriented space and add display cabinet for township flyers, pamphlets and other material.
3. Reorganize other nonprofits and outside-Wyckoff promotional material to post on bulletin boards, wall, and in notebook
4. Link to the Burbio.com community calendar on the library's website. This calendar aggregates township and community organization events.

Objective 2

Attract new users and encourage increased visits by existing patrons through cooperative programs and services with local clubs, organizations and retailers that will broaden the scope of library offerings and provide new outlets to promote its services.

Action Steps:

1. Seek to create stronger partnership with the Wyckoff YMCA.
2. Sustain membership in the Chamber of Commerce and host meetings in order to increase library visibility in Wyckoff.
3. Make opportunities for different staff members and the Friends of the Wyckoff Library to do outreach into the community.
4. Expand size, visibility and activity of the Friends of the Wyckoff Library and direct efforts toward this specific Objective.
5. Strengthen communication with senior groups.
6. Participate in Wyckoff Day by staffing a table, distributing promotional material, and registering new patrons.

7. Repost and share social media posts from Township organizations.
8. Reach out to scout leaders to create partnerships.
9. Communicate regularly with school media specialists.
10. Appear on ETV, Eisenhower Middle School television broadcast at least twice per year.
11. Coordinate publicity efforts with the Recreation Department.

Objective 3

Create a new marketing plan for the Wyckoff Public Library as the community gathering place that complements the newly enlarged and enhanced facility.

Action Steps:

1. Consult NJLA, BCCLS PR Committee and NJ State Library for direction/advice about successful marketing plans.
2. Experiment with creating videos of library programs in action and placing clips on our web site and Brightboard video display for marketing purposes. Broach idea of Eisenhower Middle School TV-class students filming the videos for us.
3. Create a college internship program for both semesters and the summer to provide marketing/communications/programming assistance to staff.
4. Keep website content current.
5. Make “Welcome” bags available to new patrons. Bags should include the following: Wyckoff Library brochure; BCCLS brochure; Wyckoff Library magnet with hours; promotional materials for digital services.

Objective 4

Utilize the Internet and social media to expand the reach of the library's marketing efforts.

Action Steps:

1. Continue monthly library e-newsletter with the assistance of the Friends of the Wyckoff Library..
2. Create regular posts for Facebook and Twitter. Consider ways to make posts more interactive.

Service Response #3 Lifelong Learning

Residents will have the resources they need to explore topics of personal interest, and they will continue to learn throughout their lives. These resources will include free high-speed access to the Internet and other up-to-date technological tools that increase access to information and promote learning.

Objective 1

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

Action Steps:

1. Offer one-on-one e-book downloading instruction to patrons for the most common devices in addition to written instructions which are available in the library and on the library's website.
2. Offer classes about e-books, e-readers and new technologies.
3. Provide instruction on 3D design and printing.
4. Consider recruiting volunteers to help facilitate training sessions.
5. Develop tip sheets on the use of various databases including Shmoop, Ancestry, Morningstar, and those available through the New Jersey State Library.

Objective 2

Ensure adequate telecommunications capacity and public Internet stations to provide robust, fast online access for library patrons.

Action Step:

1. Internet service was upgraded through Optimum and new Meraki Cisco access points were installed in 2016. Staff will monitor for satisfactory speeds and any noticeable service disruptions.

Objective 3

Maintain an emphasis on staff training so that they can effectively assist patrons with their technology needs.

Action Steps:

1. Staff received instruction on how to download digital content onto tablets and phones. Refreshers will be offered annually.
2. Staff was trained on how to utilize Google Drive. Many staff members are now using this technology in order to create, share, and save files. Refresher classes will be offered annually.
3. Use bulletin board in staff break room to post articles, new policies and procedures, and all-staff emails from director.
4. Continually hunt for self-tutorials and webinars for staff to enlarge their knowledge, especially of library technology. Explore nontraditional educational sources, such as Ted.com and Lynda.com, as well as traditional sources, such as ALA and PLA.
5. Encourage staff to attend in person training offered by BCCLS, LibraryLinkNJ, and NJLA.

Objective 4

Continue to evaluate nonfiction and reference collections by subject and format to expand or weed to best meet the needs of township residents.

Action Steps:

1. Utilize the updated collection development policy and circulation data to analyze the collection.
2. Evaluate nonfiction purchasing using CollectionHQ.

Objective 5

Establish the library as the center of cultural life in Wyckoff Township by implementing library programs and exhibits that will attract teens and adults with a wide variety of interests and backgrounds.

Action Steps:

1. Give local organizations an opportunity to use the display cases on a rotating basis to promote their activities and services. Partner with schools to display student artwork.
2. Sustain the Rizzo Cultural Arts Series.
3. Schedule live performances of all kinds at the library on a regular basis.
4. Offer library-sponsored programs that meet regularly to play games, or create art.
5. Continue Monday Movies and Mah Jongg as Wyckoff Public Library staple.
6. Continue gaming events for teens on a regular basis.
7. Determine how many adult, teen and children's programs are viable at current staffing.
8. Create a series of events that focus on international food and culture for a variety of ages to include: a bi-monthly cook book club for adults, dinner and a movie events for adults, and "Take A Trip" programs for school age children.
9. Sustain the Museum Pass program funded by the Friends of the Wyckoff Library.

Service Response #4 Stimulate Imagination: Reading, Viewing and Listening for Pleasure

Residents who want materials to enhance their leisure time will find what they want and will have the help they need to make choices from among their options.

Objective 1

Ensure that patrons will be able to easily locate items in the library for which they are searching.

Action Steps:

1. Improve signage. Create subject signs for nonfiction shelves.

Objective 2

Establish a comprehensive reader's advisory service that expands the library's role in helping patrons choose their next book. Provide new ways for people to connect in conversation about books and culture.

Action Steps:

1. Create programs that specifically involve conversation about books or authors.
2. Invest in furniture to create visually exciting, eye-catching reader's advisory displays. Study bookstore displays for tips on making more exciting displays.

3. Utilize a variety of methods including a clipboard at the main desk, displays with post-it, and social media posts inviting patrons to contribute to crowd-sourced “best of” lists.
4. Create bi-annual staff favorites lists, print and post to the website and social media.
5. Market reader’s advisory tools including NoveList.
6. Host Book Club Socials so that members of different groups can come together.
7. Utilize a bingo card or other method during the summer reading club to encourage patrons to explore the library’s various collections.
8. Make thematic book lists for children, teens, and adults in print and online.

Objective 3

Develop digital collections and new formats to meet the evolving needs and expectations of Wyckoff residents.

Action Steps:

1. Continue to promote the shared digital collections - 3M Cloud Library, Hoopla, and Zinio.
2. Consider the viability of purchasing additional ebook titles separate from those purchased by BCCLS.

Objective 4

Ensure sufficient copies of popular materials to allow residents ready access to materials they desire.

Action Steps:

1. Assess the depth and breadth of Wyckoff’s best seller collection compared with the 10 BCCLS libraries closest to us in size and demographics.
2. Provide copies of the majority of adult bestsellers in large print and audio as well.

Service Response #5 Information Fluency

Through the assistance of knowledgeable library staff or an up-to-date collection of professionally selected research materials in print and electronic formats, residents will have the resources to locate, evaluate and effectively use information to meet their needs.

Objective 1

Provide digital online reference service to residents who do not have the time or ability to visit the library in person.

Action Steps:

1. Research and possibly create instruction videos for web site in how to use catalog, how to reserve and renew materials online, how to download e-books, or add links to existing videos on these subjects on other sites.
2. Update webpage of valuable web sites on a variety of topics.
3. Expand promotion of the BCCLS Web Guide to staff and patrons.
4. Better promote existing reference service available by phone and email.

Objective 2

Maintain ongoing continuing education for staff at all levels so that they can effectively assist patrons with their reference needs and provide quick access to information resources.

Action Step:

1. Give all reference staff stronger grounding in not only how to use the library's databases, but also in what they mean and what patrons use them for.

Objective 3

Design and produce effective training classes and materials to provide school age children, teens and adults with the knowledge they need to find and evaluate information.

Action Step:

1. Offer classes in using the library's databases and those offered through BCCLS and the New Jersey State Library.
2. Consider offering small group instruction on information literacy in order to be a more savvy information consumer on the Internet.

Service Response #6 Visit a Comfortable Space

Residents will have a welcoming place to meet and interact with others or to sit quietly and read or work.

Objective 1

Explore ways to reduce noise in the main adult reading area by earmarking other existing, less utilized spaces for tutoring and small meetings and containing the sound from the Rizzo Children's Library.

Action Steps:

1. Offer the History Room as a designated “Quiet Area” that patrons can utilize when the room is not reserved.
2. Pursue possible alternate spaces in the library in which tutors can work.
3. Research other libraries’ solutions to noise problems for options that might work in Wyckoff.

Objective 2

Create a space for library visitors to enjoy refreshments while visiting the library.

Action Steps:

1. Allow patrons to bring in beverages and snacks as long as they adhere to the library’s Food & Drink policy.
2. Research the cost of installing water fountains with filter and ability to fill water bottle.

Objective 3

Explore ways to improve outdoor space to make it as functional and inviting as our indoor space has become. Both halves of the library should be equal.

Action Steps:

1. Research designs for a patio on the west (front) side of the library.
2. Discuss improvements in the landscaping all around the library.
3. Replace the bike rack.
4. Promote the Labyrinth through programming.

Objective 4

Encourage frequent visits to the library by providing customer service that is friendly, warm and inviting to patrons of all ages.

Action Steps:

1. Improve signage for the book drop.
2. Investigate alternative services for patrons with mobility issues or senior patrons who cannot drive to the library.
3. Explore use of PayPal to allow patrons to pay for fines, copies, etc., with credit card.

TRACKING OUR PROGRESS

In developing our Objectives and Action Steps, the Strategic Planning Committee carefully reviewed the library's current level of operations in our facility and activity levels from prior years in conjunction with the feedback we received from the community.

The library director will hold quarterly staff meetings to discuss the strategic plan and track the implementation and progress of all the action steps for the current year. This process not only will keep the strategic plan uppermost in the minds of staff as they carry out library activities, but also will allow for any needed modifications throughout the next three years.

At the Library Board of Trustees meeting immediately following the quarterly staff meeting, the library director will provide the trustees with a progress report of the strategic planning initiatives and feedback received from staff. The trustees will also know what to expect in the coming quarter.