

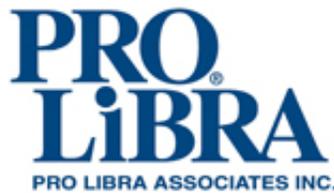
THE WYCKOFF FREE PUBLIC LIBRARY

Wyckoff, New Jersey



Our Next Chapter

*STRATEGIC PLAN
2014-2016*



Developed in cooperation with

PRO LIBRA® Associates, Inc.
Summit, New Jersey

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A Message From the Board of Trustees

This has been a very exciting time for the Wyckoff Free Public Library. After many years of saving and years of planning, 2012 marked the year Wyckoff opened its newly expanded and renovated building.

“Our Next Chapter” has become our theme. We envision the library as a community focal point. We will accomplish this by offering Wyckoff residents new services and programs, as well as access to better technology, striving always to adapt to our township’s ever-changing needs.

In 2013 we embarked upon creating a new strategic plan for the library to help us set goals for the coming years. Our planning efforts encompassed many facets and we solicited input through an array of sources. We held a town hall meeting and two focus groups, reached out to the community via surveys, and gathered feedback from our town leaders and dedicated library staff.

This plan represents 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.

2013 Wyckoff Free Public Library Board of Trustees

Vince Antonacci, President
Rudy Boonstra, Mayor
Margaret Chagares, Secretary
Lauren DeKorte, Treasurer
Tony Donato
Brian Eller
Lori Peters
Brian Saxton
Grace White (Superintendent of Schools Representative)

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 new 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 2014-2016 will form the backbone of the annual work plans to be developed and implemented by the trustees and staff.

Strategic Planning Committee

Vince Antonacci, President of the Board of Trustees
Margaret Chagares, Secretary of the Board of Trustees
Marilyn Force, Adult Services Librarian
Roberta Knauer, Technology/Reference Librarian
Denise Marchetti, Children's Librarian
Lori Peters, Member of the Board of Trustees
Debra Rossi, Treasurer of the Friends of the Wyckoff Library
Joellen Tierney, Circulation Supervisor
Diane Ulrich, Board Member of the Friends of the Wyckoff Library
Barbara Weber, Teen/Reference Librarian
Mary Witherell, Library Director

Consultants

James M. Hecht, Planning Consultant
Anne M. Roman, Planning Consultant
Stanley Ploszaj, Technology Consultant
PRO LiBRA Associates, Inc.

OUR NEXT CHAPTER

Strategic Plan 2014-2016

CREATING OUR PLAN: THE STRATEGIC PLANNING PROCESS

In the spring of 2013 the Wyckoff Free Public Library's Board of Trustees sought to contract with a consulting firm to provide a strategic plan developed through community research and a thorough analysis of the municipality that contributes to the vibrant public library that reopened in May 2012 in a greatly enlarged and enhanced facility at the same location. 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 2010 the Board of Trustees contracted with National Executive Service Corps to provide a strategic plan for 2010-2013. As that plan terminates in 2013, they 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 outstanding new facility.

The library contracted with consultants James Hecht and Anne Roman of PRO LiBRA Associates, Inc., to embark upon the library's second strategic planning process. The four-month process began in June 2013, following guidelines developed by the Public Library Association and the New Jersey State Library. The Strategic Planning Committee met monthly, facilitated by the consultants. During the first phase of the project, library staff and participating members of the Friends of the Wyckoff Library and the Board of Trustees reviewed the library's strengths, weaknesses, opportunities and threats in the current environment. The committee also reviewed a community profile created with 2010 census information, a detailed profile of the library that included expenditures and revenues for the year ending December 2012, and usage statistics for the last four years. Library output measures were also benchmarked by comparing the Wyckoff Free Public Library with other New Jersey public libraries that serve communities of 15,000 to 19,999 people and have annual budgets of \$1,000,000 to \$1,999,999. (The benchmarking chart can be found in the supporting documents binder.)

Now that building construction and renovations are completed, a review of the library's technology infrastructure was undertaken by consultant Stanley Ploszaj to ensure that the objectives outlined in the plan can be implemented and to determine whether there are weaknesses that need improvement.

James Hecht and Anne Roman conducted appreciative inquiry sessions with the staff and trustees early in the process to compose new mission and vision statements for the library and to establish core values that will provide a foundation for the new strategic plan.

Under the direction of Library Director Mary Witherell, the Friends of the Wyckoff Library, trustees and staff identified eight community leaders for interviews, organized two focus group sessions and a town hall meeting, and surveyed library users online via the library website and in person within the library and at selected community locations.

Mary Witherell met one-on-one with eight community leaders to explore their opinions of the library and to assess what was most important to each of them and the organization each represents. The consultants conducted the two focus group sessions. These groups consisted of adults ages 45-65 and teens ages 12-18. The town hall meeting was open to residents of all ages. Library users and nonusers were encouraged to attend these meetings and share their opinions. In addition, the survey was conducted in late July and early August 2013. In all, 339 survey responses were received; 130 in print and 209 online.

Upon the completion of the community research, the Strategic Planning Committee reviewed the 18 Library Service Responses outlined by the Public Library Association in *Strategic Planning for Results*, 2008 edition. 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, newly enlarged and enhanced building facilities, 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 (2014) 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.

The educational achievement level of the township is high, with over half of the residents (56.6%) having a 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 is one of the busiest libraries in BCCLS and 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 – 95.7%
- 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 - 2012

Function	2012
Items Circulated	197,267
Public Computer Sessions	17,749
Reference Transactions	10,081
Library Visitors	120,470
Number of Library-Sponsored Programs *	268
Attendance at Library-Sponsored Programs *	7,270
Registered Cardholders	10,170

*All age groups

Library Materials and Resources Inventory (as of December 31, 2012)

- 64,982 print books
- 6,718 e-books owned/access rights
- 4,018 audiobooks
- 2,839 music CDs
- 8,307 video items
- 160 print subscriptions to newspapers and periodicals
- 14 electronic databases

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, yoga, story hours, crafts and speakers, as well as a variety of special programs throughout the year.

Programming in 2012*

**Note: The library occupied its temporary facility, which had minimal programming space, for the first four and a half months of the year.*

- Number of library-sponsored adult programs – 43
- Attendance at adult programs – 864
- Number of library-sponsored programs for young adults (ages 12-18) – 31
- Attendance at young adult programs – 349
- Number of library-sponsored programs for children (under age 11) – 194
- Attendance at children’s programs – 6,057
- Total number of community-sponsored programs (all ages) – 30
- Attendance at community-sponsored programs – 1,234

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 74 public libraries in northern New Jersey. By county, there are 61 in Bergen, eight in Essex, four in Hudson, and one 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 www.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;
- 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.

Stan Ploszaj from PRO LiBRA Associates conducted a review and evaluation of the library's technology infrastructure on the basis of three visits to the library and discussions with the library director. Following are his observations and recommendations.

Telecommunications, Voice

The library has a reasonably new key system with four POTS (Plain Old Telephone System) lines. I evaluated several months of charges from MetTel and found them acceptable. I also looked for what I call "phantom phone lines"; these are lines added during the time when everyone had dedicated lines for fax machines and dial-up modems. I usually find one or two of these phantoms in a library. I didn't find any in Wyckoff. The library has one line that needs to be identified and determined if it is for the elevator or the security system.

The company that maintains the key system, Extel Communications, seems competent and responsive. Everything seems to be in good order. I would make one recommendation for improvement: Currently, all four lines are in a hunt group behind the main number. If all three lines are in use, the call is routed to the director's line. This call will almost always be a circulation matter and the director does not have access to the information required to help the patron. It would be best to remove this line, 891-0656, from the hunt group. The other alternative would be to add another line; doing this would require an upgrade to the key system, however. The director has received a price quotation for the key system upgrade, and for one-time and monthly costs for an additional POTS line.

Telecommunications, Data

The library has 28 BCCLS-maintained PC's that use a very fast Cablevision Internet access line: >80Mbps. This is very adequate. The other computers in the library are connected to the Internet through a circuit provided by Cablevision under its "Power to Learn" free access for schools and libraries. It is <20Mbps and currently has very few computers accessing it. This will change when the library implements the 10 Dell laptops and 10 iPads for patron use. The library should determine how it performs when patrons are downloading streaming video and other bandwidth-intensive applications. This line may need to be upgraded to a higher 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 five are used in the circulation and reference offices where Polaris client access is not required. I examined the possibility of moving the six public access catalog stations and the eight Internet-access patron PC's to another vendor. After carefully evaluating the costs for these machines, 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

Five non-BCCLS PC's are maintained by a separate IT support vendor, IT Radix, and are connected to the 20Mbps Internet connection described above. Three of these PCs are laptops, which BCCLS will not support. The other two are used by the director and bookkeeper. All five PC's have adequate memory and are running Windows 7—either 32 or 64 bit. There are also four iMacs in the Rizzo Children's Library and two iMacs in the Teen Corner that are maintained by IT Radix. The library is satisfied with the service received from IT Radix and I would recommend continuing the relationship with them.

Scanner

The library has a Canon 9000F scanner for public use that has not yet been implemented. I would recommend that a new PC be purchased and dedicated to the scanner. I also would recommend that IT Radix connect this machine to a printer and load DeepFreeze onto it to minimize the damage from patrons' potentially infected flash drives.

Additional Patron Use Machines

The Library has nine Dell laptops and 10 iPads for patron use. These have not yet been implemented. The Dell laptops are ready to go; the iPads are having some technical difficulties. There are security problems with the iPads that have to be resolved. The director is working on this with some support from IT Radix.

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. The Wi-Fi signal covers all three rooms adequately when people meet in there and wish to use their own laptops and tablets. The Monroe Room also has Wii, Playstation 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. Not much to add except the library needs to advertise these capabilities so that they are better utilized.

Security Cameras

Although the library has a new security system installed in 2012, it should investigate the addition of security cameras, since the vast majority of BCCLS libraries have them.

Summary

The Wyckoff Public Library's technology infrastructure is in very good condition. I have made some recommendations for improvement; however, the library is in far better shape than most BCCLS libraries.

OUR SIGNIFICANT ACCOMPLISHMENTS 2010-2013

Building Improvements

1. Added 6,000-square-foot Helen and Evelyn Rizzo Children's Library. Features include:
 - Children's program room;
 - Office for children's librarian;
 - Comfortable size-appropriate seating and work tables;
 - New toys and games for small children, including puppet theater and Lego table;
 - Nonfiction children's collection now shelved in proximity to fiction children's collection;
 - Family restroom;
 - 100-gallon aquarium.
2. Added 5,500-square-foot Henry J. Shotmeyer, Jr. meeting room to lower level. New room greatly expands the library's programming possibilities. Eighteen-foot stage, professional stage lighting and refurbished baby grand piano make a variety of live performances possible. Serves community in ways the library never could before, including as venue for Board of Health annual health fair, as polling station for three electoral districts in town, for multiple Board of Education workshops/seminars.
3. Added Teen Corner, providing space for teen fiction collection with room to grow and dedicated teen space for working, reading and socializing.
4. Added elevator to make lower level of library completely accessible.

5. Purchased new HVAC system, roof, carpeting, shelving, three service desks and furnishings for all public spaces and some offices, using “green” materials as often as possible. Entire interior was painted. Improved natural and artificial lighting throughout building and added more than 60 new outlets for patrons to use with their own devices.
6. Built labyrinth on south side of library for meditation and relaxation with local Boy Scout Matt Salisbury, who consequently became an Eagle Scout. The Wyckoff Library is one of only seven public libraries in the United States with its own labyrinth. Added landscaped garden around labyrinth with gift from the Friends of the Wyckoff Library.
7. Installed rain garden on west side of library for educational purposes as joint project with Wyckoff Environmental Commission.

Technology

1. Increased number of PCs for patron use from 10 in 2010 to 24 in 2013.
2. Added six iMacs and 10 iPads for patron use in 2013 via participation in Wyckoff Board of Education Apple leasing program. (Very few public libraries in the United States have Macs, especially this number.)
3. Installed first-class audiovisual system in Shotmeyer, Monroe and History rooms to boost functionality of all three meeting spaces. In all three rooms, we can show films, watch cable television, display any kind of laptop-based presentation, play CDs or (in the Monroe Room) run gaming events for Wii, PlayStation and Xbox360.
4. Purchased two AWE Early-Literacy Stations for preschool children.
5. Increased number of BCCLS network licenses from seven in 2010 to nine in 2013, which improves staff speed and efficiency.
6. Added new databases for patron use: Ancestry.com, Encyclopedia Britannica Online, Gale Virtual Reference Library, Morningstar Investment Research Center, Rocket Languages, World Book Encyclopedia Online.
7. Began to teach adult technology classes in 2013, including basic PC and mouse skills, safe Internet surfing, and downloading library e-books to Kindles and iPads; began to teach children’s technology classes in 2012, including basic Word and PowerPoint.
8. Added color copier and two color printers for patron use in 2012.
9. Contracted with new IT consultant in 2012 to install much more powerful Wi-Fi network, which also allows patrons to print from their laptops on our color copier.

Collections

1. Recorded circulation of 259,376 in 2010, ranked No. 11 in all of BCCLS (74 libraries).
2. In 2011, achieved 61% (157,666) of previous year's circulation while having only 25% of the collection accessible (rest was in storage).
3. On day we reopened, May 19, 2012, our circulation, 1,452, was highest in all of BCCLS.
4. In 2012, with only seven months in expanded space, circulation climbed to 197,267, No. 21 in BCCLS.
5. Removed almost 5,000 worn and outdated items from the collection before moving out of permanent space in early 2011 at start of renovation project. Also substantially weeded the children's collection at the same time. Did a second aggressive weed of approximately 7,000 items upon return to expanded space in 2012.
6. Increased collections spending from \$131,823 in 2011 to \$138,306 in 2012. Projecting through eight months of actuals to spend approximately \$159,000 in 2013.
7. Joined mini-consortium of 15 BCCLS libraries called BeAT in 2011 to offer e-books for borrowing. BeAT merged into consortium-wide database called eBCCLS in 2013, expanding again the size of the e-book collection available to our patrons.
8. Began collecting videogames in 2012, now totaling 133 items.

Marketing/Communications

1. Launched first freestanding Wyckoff Library web site in 2010. Added children's blog to preexisting teen blog on site. Changed web host from Go Daddy to Blue Host in 2013. Redesignated navigation function in 2013 to free up more space for content and improve attractiveness and ease of use of whole site.
2. Purchased Brightboard TV screen in 2011 to display digital signage of library programming in lobby.
3. Created policy and procedure for more consistent promotion of library programs and expanded PR outlets to include township e-newsletter, Wyckoff Patch, Wyckoff schools e-newsletters and Facebook pages, Friends of the Wyckoff Library Facebook page, and flyers directed specifically to Wyckoff Seniors and Activities Unlimited, two large retiree groups in town.

4. Purchased two digital cameras in 2011 and 2012 to improve quality of visual record-keeping and promotion.

Programming and Outreach to the Community

1. Awarded \$7,500 National Endowment for the Arts grant (plus \$7,500 matching gift from the Friends of the Wyckoff Library) to create “The Big Read: The Legacy of Edgar Allan Poe,” an eight-week series of special programming in fall 2012. Fifty-three separate events drew a total attendance of 1,189 adults, teens and children. We were the first BCCLS library to do The Big Read, and the sixth library in New Jersey.
2. Created programming partnerships with the following organizations: Ackerman’s Music Center, Advent Lutheran Church, BR Holistic Healing, Cedar Hills Christian Reformed Church, Eisenhower Middle School, Woman’s Club of Wyckoff, Wyckoff Board of Health, Wyckoff Boy Scouts Troop 89, Wyckoff Fire Dept., Wyckoff Garden Club, Wyckoff Girl Scouts, Wyckoff Historical Society, and Wyckoff Reformed Church.
3. Have expanded adult programming considerably since reopening in the expanded space, including weekly movies, weekly café, twice-monthly speakers or classes or workshops, and special events, such as a radio play of a Sherlock Holmes story, several concerts, an interactive murder mystery and twice-annual blood drives.
4. Negotiated to hold multiple storytimes every week at Grace Methodist Church in spring 2011 since the temporary library facility initially had no program room. Later, since the multi-use back room we acquired was too small for children’s summer reading programs, the children’s librarian negotiated to hold multiple summer reading events in the auditorium of Eisenhower Middle School.

Staffing

1. Increased library hours from 62 in 2010 to 63 in June 2012 to 66 in January 2013 (No. 8 in BCCLS). Decreased number of closed-Sunday dates in 2013 from June-September to just July and August.
2. Hired new director in October 2011. Previous director retired due to sudden illness in October 2010, and adult services librarian doubled as acting director for a full year. Without a permanent director to guide them, staff executed the move out of the old library and into the much-smaller temporary space in March 2011. 60,000 of 80,000 total materials and much of our furniture were packed separately and placed in a storage facility for the next 14 months.
3. Throughout the month of April 2012, staff ran temporary space while unpacking, organizing, weeding and shelving 60,000 materials after they were delivered to renovated permanent space out of storage. Staff packed up 20,000 materials and all library possessions in temporary space and moved back home in two days from May

7 to May 8. Despite assorted construction setbacks, the library reopened as planned on Saturday, May 19, 2012.

4. In 2012, due to increase in hours and larger facility, added two part-time staff to children's department; one part-time staff to reference department; three part-time staff to circulation department; one part-time staff to custodial department. Converted part-time reference librarian to full-time reference/technology librarian. Extra children's staff enabled us to keep someone at children's service desk every hour library is open for first time in library's history. Children's department also was now large enough to begin offering evening and weekend programs.
5. Extended option to purchase medical benefits to families of full-time staff in 2012.
6. Increased spending on staff training from \$444 in 2011 to \$647 in 2012, and to \$4,408 through eight months of 2013. Director attended 2013 NJLA annual conference. Several staff attended Book Expo America in 2012 and 2013.

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, two focus groups, a town hall meeting and one-on-one community leader interviews by the library director. 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. Residents who attended the focus groups and town hall meeting were highly engaged and provided relevant observations that played a key role in the development of the library's major service responses.

Focus Groups and Town Hall Meeting

The consultants conducted focus groups that targeted two specific age groups: adults between the ages of 45 and 65 and teens. In addition, a town hall type meeting brought together residents of various age groups. The following topics were discussed:

- Importance of a public library in the community
- The library as a "community center"
- Communications and marketing
- The newly renovated and expanded facility
- Programming for adults and teens
- Space for teens at the library
- The library's collections
- The library's website and access to research databases
- Customer service attitudes

Participants also shared their thoughts on what the library's major responses should be and what barriers (if any) prevent them or members of their family from using the library or making the most of its resources.

Library Surveys

A survey of library users was conducted during the summer of 2013. In all, 339 responses were received; 130 in print and 209 online. Nearly half (47.5%) of residents responding to the user survey were in the 31-54 age bracket and another 43.4% were residents 55 years of age or older.

Interviews with Community Leaders

The library director conducted one-on-one interviews with eight community stakeholders:

- Brian Scanlan, Township Committee member and president/publisher of Team Up Publishers, which produces medical and scientific titles
- Bob Harz, president of Wyckoff Seniors
- Lee Parker, owner of Three Chicas Mexican Kitchen in Wyckoff and Wyckoff resident
- Robert Shannon, Wyckoff Municipal Administrator and Wyckoff resident
- Rev. James O'Connell, Pastor of the Wyckoff Reformed Church and Wyckoff resident
- Jay Vidockler, owner of Chocolate, Etc. in Wyckoff and president of the Wyckoff Chamber of Commerce
- Joy Vottero and Joyce Kwiatkowski, Director and Associate Director, respectively, of the Wyckoff YMCA
- Rob Francin, president of the Wyckoff Board of Education and an attorney

Findings – Focus Groups

Adults age 45-65 – 13 participants

The participants in the adult focus group view the library as the intellectual and social hub of the community and as an invaluable resource for information and entertainment. They recognize that the library is an essential community service as well as a community gathering place; however, they believe that the library needs to do more to publicize its programs and services. Residents appreciate the currency and relevance of the library's collections, and comments ranged from extremely satisfied to average when compared with other neighboring libraries. More than half have attended programs at the library and are satisfied with the quality. All agreed that access to library materials from other Bergen County libraries through the Bergen County Cooperative Library System (BCCLS) is a well-used and much-appreciated service.

Although the participants were overwhelmingly positive and satisfied with the facility as well as the programs and services offered at the library, they also discussed improvements that would better meet the community's needs. Comments included:

- Change the library's policy of charging for newly acquired DVDs
- Create a policy to deal with the increasing number of tutors in the library who reduce the number of seats available for others and create noise that is distracting
- Increase the loan period for e-books

Focus group participants identified the following priorities for the next three years:

- Interlibrary loan through BCCLS
- Reciprocal borrowing with neighboring libraries
- Availability of public computers
- Adult programs (possibly shared programs with other libraries)
- A good collection of movies/DVDs

Teens – 13 participants

Only two of the teens who participated in the focus group were not library users. The non-library users cited the availability of resources at the school library as the major reason they did not use the public library. Of those who use the library, most were complimentary of the library's collection of books, films and music. All felt welcome at the library and agreed that it was a comfortable place to sit and read.

Some were disappointed in the new teen space, however, and felt it was not large enough and needed more tables for group studying. One participant felt that the library's teen collection was too juvenile for teens ages 15 and 16 but the adult collection was too mature for this age group. Another complained that there were missing titles of books in a series or the library did not always have series' follow-up works. They would like to see more copies of high-demand items and a larger, more updated music collection that includes pop, house, dubstep and techno.

Nearly half of the participants were interested in gaming events at the library but were curious as to why the library purchased "R" rated videos but not "M" rated video games.

The teens also felt that the library needed to be more visible in town and thought they perhaps could promote the library as a "cool" place to frequent if the library got teens involved in planning events at the library. Some participants said that they would be interested in doing community service projects at the library.

Other suggestions included:

- More e-books of interest to teens
- Longer circulation period for DVDs
- Downloadable movies and music
- Plan month-long programs with seasonal themes

Findings – Town Hall Meeting

Most of the attendees at the town hall meeting used the library at least once a month, some more often. There was general agreement that the improvements made to the building were well received by the community. Residents indicated they most liked the larger meeting rooms, the feeling of more space throughout the library, the expansion and separation of the children's room, and the magazine reading area. When asked what changes they would like to see, attendees indicated:

- Add a café/coffee shop
- Renovate the bathrooms on the main floor
- Enclose the children's room to prevent noise from carrying throughout the library
- Create more parking, which is especially problematic during programs

Attendees also were very interested in programs for adults and families, and they gave a number of ideas for the type of programs they would like the library to offer. These included speakers on global issues representing opposing points of view, concerts, author talks, and crafts for adults.

Among the other top service priorities that the library should consider in the next three years were good collections of books and nonprint materials, a good children's collection, technology training, and better outreach and communication with the community.

Findings – Surveys

Most of the 339 respondents to the survey were female (81.1%), and 88% used the library at least once or twice a month. Most (70.2%) stayed at the library between 10 minutes and one hour, 85% used the library mainly during the week as opposed to weekends, and the time period 12 PM to 5 PM was the most popular time to frequent the library.

Some of the significant findings from the surveys included:

- 75% borrowed fiction books in the past year, and 72% borrowed nonfiction books.
- 68% indicated that borrowing adult fiction was an important service and 50% said nonfiction was important.
- 52% said that best sellers were important to them.
- Nearly 60% took advantage of the interlibrary loan service and borrowed items from other libraries.
- 63% borrowed DVDs and half of those who responded felt that having these materials at the library was an important service.
- One in three respondents felt that the library should improve its offering of adult programs.
- 59% of the respondents between the ages of 31 and 54, an age group that would be likely to have children, felt children's programs were important.

- The staff received excellent ratings – 91% rated the service they received when using the library as excellent or very good.
- Among the services that respondents would like to see developed or enhanced, 34% said a better collection of books and DVDs, 29% indicated programs for adults, 25% more downloadable books/music, 21% technology classes and assistance with learning to use new technology, and 18% self-checkout of library materials.
- 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 include: free DVDs; better selection or availability of library materials at the precise moment the patrons wanted them; more copies of best sellers; availability of refreshments in the library; and the variety of adult programs such as concerts and “interesting” programs.

Written comments about the library and its services were very positive:

“Staff is wonderful. They create a warm, welcoming atmosphere.” (cited many times)

“It is really a beautiful place for residents. It’s one more thing that makes Wyckoff such a nice place.”

“I really appreciate the Saturday hours during the summer. Since my husband and I both work, we couldn’t get the kids to the library during the summer in previous years. Now we can due to the new Saturday hours.”

However, some respondents noted that:

- They objected to paying for DVDs
- They would like a greater selection of e-books and to have the ability to renew them
- The proliferation of tutors created a loud and annoying atmosphere
- The library needs to offer a wider variety of children’s programs and provide programs on weekends

Findings – Interviews With Community Leaders

The library director conducted interviews with eight prominent stakeholders in the Wyckoff community. All interviewees were familiar with the library’s appearance following the expansion and renovation and were complimentary about the new space. Many were unaware, however, of some of the services currently available such as technology classes, the wide variety of databases on the library’s website, and downloadable e-books. Some fear that the future of public libraries is clouded while others expect them to evolve to meet the changes in the digital realm and to remain relevant with up-to-date technology.

Emerging from these interviews were several comments and ideas that focused primarily on ways the library could market its services: They include:

- Design and distribute an e-mail newsletter.
- Provide one-on-one e-book instruction by appointment.
- Tie in library events with major events in town.
- Reach out to houses of worship to help promote library events.
- Create partnerships with other Wyckoff organizations such as the YMCA and present joint programs.
- Develop instructional videos for using current and emerging technologies and make them available on the library's web site.
- Build relationships with Wyckoff teachers and school librarians to promote programs and services for children.
- Provide shuttle service to the library for seniors or people who do not have cars.
- Consider opening the library on Sundays year-round and on Friday evenings.

Several interviewees felt that programs were the future of the library. Specific comments about programs/services the library could consider included:

- Passport services
- Programs on financial issues, for instance, job search
- Artistic programs to give visibility to local artists
- Candidates' debate night
- More programs on weekends to reach out to working people and their children

OUR NEW 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 birth to age 12 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, 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 2012, the library held 194 programs for children with a total attendance of 6,057, despite the fact that the library was in a temporary facility for the first four and a half months of the year. Town hall meeting participants agreed that a good children's collection should be one of the library's top priorities for the next three years, and the president of the Board of Education noted in his interview that it was essential for the library to remain technologically relevant to the youth in the community.

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 2012, more than 1,200 adults attended community-sponsored programs in only half a year in the newly enlarged facility with three meeting rooms available for local groups to rent. Participants in the adult focus group and town hall meeting called the new meeting rooms a valuable community resource that should be promoted to local nonprofit organizations.

A recurring theme from all of the community input was that the library needed to do a better job of promoting its programs and services. A town hall participant said that the library needs to keep repeating its message "in multiple formats such as local newspapers, e-mails and Facebook," while nearly half of the adult focus group participants thought the library was doing only a fair job in its public relations efforts.

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 and participants in the focus groups 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. As one adult focus group participant stated: "The library is the intellectual and social hub of the community."

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, more than 73% of all survey respondents indicated that they had borrowed books during the past year and 50% felt that adult nonfiction books were important.

Programs are also highly regarded. Nearly 29% of all survey respondents indicated that they would like to see the library improve or expand its adult programming. Adults in the focus group were extremely interested in more diverse programming. Many attend programs at other libraries in Bergen County and there was strong sentiment that similar programs in Wyckoff would be well attended. One survey respondent who does not use the library said that there currently were no programs of interest here.

Adult focus group attendees and adult 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. One stakeholder interviewed by the director stated: "A library provides a source for general education, and an informed citizen is necessary to a strong democracy."

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.

Today's bookstores provide materials people can enjoy in their leisure time and many survey respondents indicated that they often purchased books rather than borrow them from the library. But a library is well suited to fill this role. It 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 indicated that borrowing print fiction (68%), especially best sellers, is important to them, and a significant number (25%) also indicated a desire for more downloadable e-books and music. Nineteen percent of the respondents indicated that they had downloaded an e-book in the last year.

The library's interlibrary loan service was extremely popular, with 201 respondents (59%) having used it in the past year. The teen focus group participants also revealed an interest in downloadable collections, particularly music.

DVD usage was quite high, as nearly 63% of all survey respondents borrowed DVDs in the past year and 51% indicated that the availability of DVDs was important to them.

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. Of residents over 25, 57% have a bachelor's degree, and 23% of these have a graduate degree as well, impressive when compared against the state average of 12%. Responses to questions about the library's collections on the surveys and in the focus groups indicate that there is a high expectation for the library to provide a variety of accurate resources in many formats.

Residents still seem to be reliant on the library's reference services, as 42% of the survey respondents sought research help from a librarian during the past year. 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.

The importance of keeping up with the latest technologies was a recurring theme in both the survey results and the focus group comments. While the majority of respondents indicated that they would like to see the library's collections of books and DVDs grow, 25% of respondents also would like wider availability of e-books and downloadable audiobooks. Nearly one in three felt that accessing the research databases was an important service, although some focus group participants were not aware of their availability on the library's website.

More than 62% of all survey respondents indicated that the library's website was an important service and nearly 60% prefer to get information about the library through its website. There were, however, several requests to make the website more appealing. One resident suggested that the library "make it [the website] more modern looking to resemble our new modern facility." Wi-Fi was important to 24% of those who responded to the surveys, and 21% wanted the library to further develop technology classes or provide assistance with learning to use new technology and mobile computing devices.

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. While many survey respondents and focus group attendees felt that the renovated and expanded facility needed very little improvement, some people did request changes that they felt would improve their experience.

Some felt that parking is a problem, particularly when there are programs at the library and the adjoining facilities are also being used, which leads residents not using the library to park in its lot.

Several teens indicated that they would like to have a larger, more inviting space that includes comfortable lounge-type seating, similar to the furnishings at the school library. They would also like more tables for group studying and a café. Some adults would also like to have refreshments available in the library.

Library patrons like the large rooms available for programs. There were comments made at the town hall meeting and in the survey that the library should rethink the policy regarding meeting room fees, particularly for nonprofit groups.

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 customers 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 customers but also to reach out to those residents who use the library less frequently or not at all and develop services that will attract them to the library.

We received many good ideas from our interviews, focus groups and surveys, 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
- Provide an area for refreshments

- Provide additional parking spaces
- Address the issue of tutors and noise in the library

LIBRARY RESOURCES NEEDED TO IMPLEMENT OUR PLAN

Funding

The challenge for 2014-2016 is to create a vibrant and meaningful plan of service that will utilize the newly enlarged and renovated facility to its fullest capacity in an era of increasingly leaner local finances. More than 95% of the library's 2013 annual budget came from the municipality and was derived from a New Jersey library funding formula based on community property values. As property values plunged in the last five years due to the recession, revenue from the township declined, and it is expected that funding will be at best flat until real estate values begin to significantly appreciate again. 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 just what they can do 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 4% of the library's income. Charging fees for DVD rentals and use of the meeting rooms are two policies that a few of those who participated in the focus groups and town hall meeting asked to be reconsidered. 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 62% of the 2012 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, focus groups and the town hall meeting consistently revealed a high rate of customer satisfaction with the service provided by staff. 91% of the survey respondents believed that library service was very good to excellent. In 2012, due to the increase in hours and a larger facility seven part-time positions were added to various departments (see page 16). 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. In addition, community feedback reported a preference on the part of many to learn about library programs and services through the website, email notices and social media. To attract new users and successfully promote the library's services and programs to existing patrons, staff will need training and practice on various social media sites. Several of the services elected will require

staff members to learn how to plan and present engaging and informative programs within the library and to various community groups. Training may be required to prepare them for their growing instructional roles.

Facilities

We recognize increasing competition from retailers, online sources such as Netflix, iTunes and various cable companies, plus the ever-present Internet that offers boundless information and endless apps. Nevertheless, the Wyckoff Public Library remains extremely active, attracting visitors and high usage even when the library was located in a temporary facility for parts of 2011 and 2012. In a rural-suburban setting such as Wyckoff, there is a need for a community center, and residents view the library as that place. Patrons remarked that they loved the feeling of spaciousness they got upon entering the greatly enlarged library and appreciated the additional seating. Many that we interviewed were delighted with the new meeting rooms and looking forward to an expanded level of programming especially for adults. Adding an elevator in the renovation has made the lower level completely accessible. The new audiovisual systems in the Shotmeyer, Monroe and History rooms now provide all three rooms with the capacity to show films, cable television and laptop-based presentations. The Monroe Room contains equipment to run gaming events for Wii, Playstation and Xbox360. The new 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. These new facilities will also entice local community groups to use the library as a meeting place and provide an attractive venue for township-sponsored events. The separate children's program room within the Rizzo Children's Library is very advantageous. As libraries and bookstores both emulate each other more, library patrons expect amenities such as a café within the library. One recurrent complaint regarding the new building was a need to reduce the noise in the main adult reading area. With an increased demand for programming, there is concern that there will not be adequate parking spaces, including handicapped spaces, especially at times when recreational fields adjacent to the library are in use.

Collections

During our survey period, we discovered that 75% of the respondents borrowed fiction books in the past year and 72% borrowed nonfiction books. We learned that 68% believe that borrowing adult fiction is an important service and 50% indicate that nonfiction is important. Nearly 60% took advantage of the interlibrary loan service, which allows them to seamlessly borrow books from other libraries. A majority of respondents view BCCLS interlibrary loans as a very important service. Even though the collection is heavily utilized, 34% indicated that they would like to see the adult books and DVDs improved. Nearly 25% wanted more downloadable books and music. Satisfying the diverse interests of a highly educated community is challenging while library revenue is decreasing or flat during the current recession. 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, 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 our assorted community assessment initiatives, residents repeatedly expressed a need for more technology training and demonstration of new devices, such as e-readers, iPads and tablets. They also wished to learn more about social media, bolster their abilities to search databases, and improve their workforce skills with software training. 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. The library is atypical in its support of Apple hardware that complements the technology used by the local schools. In 2013 six iMacs and 10 iPads were added for patron use. The new facility has adequate electrical outlets to support the influx of mobile devices used by library visitors. It was noted in the Technology Review and Assessment (see page 9) that the library's technology infrastructure is very good and in far better shape than at most other BCCLS libraries.

The library's website needs to be improved so that those who wish to access the library's resources online find the website more user friendly and the information they need easier to find. Library patrons interviewed did not distinguish between the BCCLS website and the Wyckoff Public Library website when searching for materials online. The majority of them used the BCCLS website as their portal to searching the collection, bypassing the library website and therefore missing important information about upcoming programs and services. Getting word out about library programs and services through traditional media is difficult. When asked how they would like to get their information about the library, 60% responded a preference for the website. Other choices included an e-newsletter or email announcement. Facebook and Twitter were additional options that require some library staff to be well versed in social media skills.

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 2014-2016

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 over the coming three years toward fulfilling our six service responses.

Service Response #1 Create Young Readers

Children from birth to age 12 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, 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.

Objective 2

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

Objective 3

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

Objective 4

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

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.

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.

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.

Objective 4

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

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.

Objective 2

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

Objective 3

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

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.

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.

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.

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.

Objective 3

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

Objective 4

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

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.

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.

Objective 3

Design and produce effective training classes and materials to provide adults with the knowledge they need to find and evaluate information.

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.

Objective 2

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

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.

Objective 4

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