



PREPARING FOR OUR FUTURE:

# Strategic Plan 2019 - 2024



# Table of Contents

MESSAGE FROM THE BOARD OF TRUSTEES	2
ACKNOWLEDGEMENTS	2
EXECUTIVE SUMMARY	3
CREATING OUR PLAN	4
<ul style="list-style-type: none"> <li>METHODOLOGY</li> <li>DATA ANALYSIS</li> <li>SWOT ANALYSIS</li> <li>COMMUNITY SURVEY</li> <li>COMMUNITY CONVERSATIONS</li> </ul>	
BOROUGH PROFILE – THE CHANGING FACE OF BERGENFIELD	7
THE LIBRARY AT A GLANCE	9
<ul style="list-style-type: none"> <li>2017 STATISTICS</li> <li>2017 ACTIVITY</li> </ul>	
REVIEWING PAST ACCOMPLISHMENTS – 2012-2018	11
WHAT WE HEARD FROM THE COMMUNITY	14
LIBRARY RESOURCES NEEDED TO IMPLEMENT OUR PLAN	17
OUR NEW PLAN	19
<ul style="list-style-type: none"> <li>MISSION AND VISION</li> <li>CORE VALUES</li> <li>GOALS AND OBJECTIVES</li> </ul>	
TRACKING OUR PROGRESS	23





# Message from the Board



The Bergenfield Public Library proudly celebrated its 100th birthday in April 2018. The library continues to honor its rich history and tradition of service to the community as it plans for the future. This 2019-2024 Strategic Plan puts a strong emphasis on customer experience and desire for community collaboration.

The Library's Board of Trustees, Friends of the Library, Library Director and staff will work together to accomplish our established goals over the next five years by following a path of objectives and action steps that address both current and future needs.

The Library Board of Trustees' approval of this document is confirmation of its ongoing commitment to maintaining a vibrant and up-to-date library that can adapt quickly to satisfy the needs of our diverse community.



## Acknowledgements

DEVELOPING A STRATEGIC PLAN IS A MAJOR UNDERTAKING, REQUIRING THE CONTRIBUTIONS OF MANY INDIVIDUALS. THE LIBRARY IS GRATEFUL TO ALL VOLUNTEERS WHO PARTICIPATED IN THE PROCESS, BUT IS ESPECIALLY THANKFUL FOR THE HARD WORK OF THE STRATEGIC PLANNING COMMITTEE:

George Armbruster, *Community Representative*

Albert Bright, *Community Representative*

Marcela Deauna, *Treasurer, Bergenfield Public Library Board of Trustees*

Judie Fabon, *Community Representative*

Bob Gallione, *Community Representative*

Robert Huber, *Senior Library Assistant, Bergenfield Public Library*

Lew Marchiona, *Community Representative*

Allison Moonitz, *Director, Bergenfield Public Library*

Tom Neats, *President, Bergenfield Public Library Board of Trustees*

Dr. Nelson Reynoso, *Vice President, Bergenfield Public Library Board of Trustees*

WE ALSO WISH TO THANK THE MEMBERS OF THE COMMUNITY WHO CONTRIBUTED TO THE PROCESS BY COMPLETING SURVEYS, PARTICIPATING IN THE FOCUS GROUPS AND SPEAKING ONE-ON-ONE WITH THE LIBRARY DIRECTOR.

PHOTO CREDITS - SHALER PHOTOGRAPHY | JEN MURRAY PHOTOGRAPHY | RICKY SANCHEZ

# Executive Summary

## MISSION

The Bergenfield Public Library provides educational opportunities, resources and services that enable residents of all ages to maximize their true potential and unlock the best in Bergenfield.

## VISION

We will be a friendly and dynamic destination where learning and group collaboration thrive. As the community continues to evolve, we will quickly respond to the changing needs of our patrons.

## CORE VALUES

### ACCESS

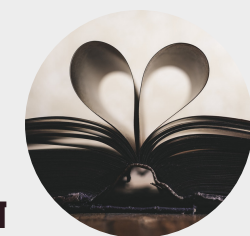
We provide a friendly and helpful learning environment that supports free access to library resources and the exchange of information.

### ADAPTABILITY

We embrace new ideas, services and technologies that will satisfy residents' evolving interests and needs.

### COLLABORATION

We develop cooperative relationships with community organizations, businesses, local government agencies, groups and other libraries.



### DIVERSITY

We celebrate Bergenfield's diversity and curate collections, programs and services that are inclusive and meet the needs and interests of all residents.

### EDUCATION

We stimulate imagination and promote lifelong learning, self enrichment and literacy in all forms.

### USER EXPERIENCE

We cultivate a knowledgeable and courteous staff who are passionate about assisting library users and provide a well maintained and welcoming facility.

### COMMUNITY

We offer a well maintained facility to serve as a community gathering place where residents can connect with one another.

## GOALS & OBJECTIVES

### Goal 1: Lead the Community as The Primary Cultural and Civic Center for Lifelong Learning

**Objective** - Library users will have access to the free print and electronic resources they need to explore topics of personal interest and research, satisfy curiosity and continue to learn throughout their lives.

### Goal 2: Foster a Comfortable and Friendly Space

**Objective** - Library users will have a safe and modern physical place to read and work quietly or meet and connect with others.

### Goal 3: Create Opportunities for Collaboration

**Objective** - The Library will cultivate partnerships with community groups that share similar missions and values and will serve as a destination for outside groups to meet.

### Goal 4: Strengthen Community Awareness and Engagement

**Objective** - The Library will find new ways to enhance its image and increase public familiarity.

### Goal 5: Increase Operational Excellence, Fiscal Stability and Sustainability

**Objective** - The Library will optimize taxpayer resources and explore alternate ways to increase private support and earned revenue.



# Creating our Plan

## METHODOLOGY

The Library had previously developed an extensive long range plan in 2012. Under the previous plan, the Board focused on cultivating a library that reflected the growing diversity in Bergenfield and which would serve as the town’s “lifelong learning and cultural center.” Members from the 2012 Strategic Planning Committee met periodically since the plan launched to plan various multicultural programs that celebrated the town’s diversity.

As the Library prepared to commemorate its Centennial anniversary in 2018, the Board decided that an updated long range plan would be a fitting way to celebrate this important milestone. Led by Dr. Nelson Reynoso, Vice President of the Library Board, a formal Strategic Planning Committee was established and was tasked with developing a new long-range plan.

Starting in June 2018 and working through December 2018, the Committee reviewed past practices, surveyed the community, investigated demographic trends, analyzed usage statistics and comparable trends, discussed current strengths, weaknesses, threats and opportunities facing the Library, prioritized future capital projects and formulated a new strategic plan for 2019-2024.

## DATA ANALYSIS

Circulation statistics, in-house program attendance, meeting room rentals and computer usage statistics were studied to assess past trends and anticipate future use. Recent circulation activity was also compared against similar neighboring libraries. Finally, statistical information from the 1990, 2000 and 2010 censuses along with the 2016 American Community Survey was analyzed to track Bergenfield’s changing demographics.



## SWOT ANALYSIS

Feedback was solicited from Library staff and trustees about factors facing Bergenfield to develop a “strengths, weaknesses, opportunities and threats” (SWOT) analysis. Items identified through the SWOT analysis were used to develop the future service responses and objectives listed in this plan.

# Creating our Plan

## COMMUNITY SURVEY



Throughout the summer of 2018, the Library conducted a survey of Bergenfield residents and Library patrons. This survey was promoted among current Library users during programs and checkout transactions, as well as on our website, email newsletter and through social media.

In an effort to attract feedback from non-users, the survey was distributed at Borough Hall, Bergenfield Senior Center and promoted in the area newspaper (*Twin Boro News*.) The 30-question web-based survey sought to gauge customer satisfaction with services, programming, staff and facilities, identify future service priorities, as well as measure potential voter support for funding level changes.

Approximately 3% of Bergenfield households (266 individuals) participated in an online and print survey, lending valuable insight into how the Library is perceived, what it does well in the community and ways it can improve.

## COMMUNITY CONVERSATIONS

Members from the Strategic Planning Committee conducted ten focus groups that targeted specific groups of users: business owners and members of community organizations, teachers and staff in the Bergenfield school district, millennials, teens, seniors, and parents. Additional groups were also targeted exclusively to the town's Spanish and Filipino populations as well.

The following topics were discussed at these activities:

- Importance of a public library to the community
- Facility conditions
- Space for teens
- Public perception of the Library
- Communications and marketing
- Programming for Adults, Teens, and Children
- Collections
- Technology resources and online presence
- Customer service attitudes and expectations



# The Changing Face of Bergenfield



Railroad Station, Bergenfields, N. J.

PHOTO TAKEN FROM [RRPICTUREARCHIVES.NET](http://RRPICTUREARCHIVES.NET) | IMAGE CONTRIBUTED BY JIM GAVIN

Originally settled by Dutch immigrants and the Huguenots, Bergenfield was once called "Schraalenburgh," or barren knoll or hill. In 1873, the New Jersey and New York Railroad decided to build a station in the southern half of Schraalenburgh. The Railroad asked the residents to name the station, but no name could be agreed upon so the railroad officials imprinted "Bergen Fields" on the tickets. When the borough was incorporated in 1894, its leaders modified its name to the more urban "Bergenfield."

The growth and development of Bergenfield from those early days was substantial. In 1894, the Borough had no central water supply, no gas service or street lighting and no post office. Between 1900 and 1930, the dramatic growth was apparent through the construction and expansion of five schools, six churches and synagogues, along with the creation of three fire companies, police department and public library. With this growth came a strong commercial business district and the Chamber of Commerce.

Between 1930 and 1950 the Borough's population more than doubled, growing from 8,816 to 17,647. This dramatic increase in population produced an even greater need for public services. In 1936, the Borough Hall was established at its present location on North Washington Avenue. The Bergenfield Volunteer Ambulance Corps was founded in 1941 along with organization of the Borough's Civil Defense (now called Emergency Management.)



Library housed in Borough Hall—1936-1968

The post-war period brought with it the latest in the Borough's history of boom periods. From the 1950 population of 17,647 the Borough reached a peak of 29,700 in 1970. As the town continued to expand, more services were added along the way including recreation facilities, the Library's standalone building, and the construction of another elementary school as well as Bergenfield High School.

# The Changing Face of Bergenfield

Within its 2.885 square miles, Bergenfield's population continues to grow and change. As of the 2010 census, Bergenfield was home to 26,764 residents. The 2016 American Community Survey estimates that the current population is 27,513. This represents a modest increase of 5% since 2000 (population 26,247); by comparison the population grew 12% between 1990 and 2000.

Age demographics for Bergenfield have remained steady over the past 30 years. In 2016, the median age was 39.5, which is an increase over 1990 (36.4). Bergenfield remains a solidly "family friendly" community, where adults over the age of 18 represent 75.7% of the population (comparable to 76.6% in 1990) with adults 65 or older making up 14.8% of the population.



As new families continue to grow in Bergenfield, it is especially important to note the remarkable surge of cultural diversity occurring. The largest percentage of Bergenfield residents is white, but this ethnic group has dropped to 46.9% of the population since 1990, a decrease of 32%. Since 1990, both Asian and Hispanic populations have increased dramatically. According to the 2016 American Community Survey estimates, Asians now constitute 28.6% of Bergenfield residents, and Hispanics account for 26.5%.

This shift in demographics can also clearly be seen in the variety of foreign languages spoken in Bergenfield, where 50.2% of residents speak a language other than English in their homes and the number of English-only speakers decreased by 12%. The impact of this significant cultural change within the past 30 years signals a definitive shift in terms of defining traditional library services, most notably in the form of foreign language collections and multicultural programming.



Bergenfield is a relatively affluent community. In 2016, the median income was \$81,042, up 30% since 2000. Bergenfield residents are also well educated; the 2016 American Community Survey estimates that 90.3% are high school graduates and 41.2% have a Bachelor's degree or higher.

Towns with libraries bordering Bergenfield that are frequented by Bergenfield residents include Teaneck, New Milford, Dumont and Tenafly.



# The Library at a Glance: 2017

## BUDGET

**\$1,430,186**

## POPULATION

**27,513**

(2016 American Community Survey estimate)

## CARDHOLDERS

Adult:	7,715
Children:	2,999
Young Adult:	1,072
Other:	1,392
<b>Total:</b>	<b>13,178</b>

## STAFF

Full Time:	13
Part Time:	16
Professional MLS:	4
Para-Professional:	25

## COLLECTION INVENTORY

Adult Books:	52,997	E-Material:	18,001
Teen Books:	4,986	Other Materials:	1,144
Children's Books:	47,635	<b>Total:</b>	<b>140,671</b>
Media (CD/DVD/etc.):	15,908		

## VOLUNTEERS

Number of Volunteers:	488
Service Hours:	3500

## FACILITIES

The Bergenfield Public Library has operated out of five buildings over the past century: Mutual Hall (1918-1920), a portion within the previous borough halls in the Knollwood Hotel (1920-1937) and Washington Avenue locations (1937-1968), as a temporary site on Woodbine Avenue (2003-2005) and as a separate stand-alone building in its present day location on West Clinton Avenue (opened in 1968).

In October 2003, the Library was awarded a State Library Construction Grant to expand the existing facility and broke ground. The new library would relieve overcrowding in the children's area, provide reserved space for ESL tutoring, provide a dedicated area for teens, create four adult quiet study rooms and more space for computers, books and videos. Over 13,500 square feet was added to the main and upper levels during this extensive renovation, bringing the overall physical footprint of the current building up to 32,312 square feet.



KNOLLWOOD HOTEL | IMAGE TAKEN FROM THE NJ STATE LIBRARY



# 2017 ACTIVITY



## VISITORS

Door Count:  
**139,651**  
visitors



## SERVICE HOURS

School Year: 52 hours/week  
Summer: 44 hours/week

## CIRCULATION

Adult Materials: 108,150  
Teen Materials 8,292  
Children's Materials: 111,005  
E-materials: 10,320  
**Total: 237,767**



## REFERENCE QUESTIONS

Adult: 17,931  
Teen: 3,285  
Children's: 3,758  
**Total: 24,974**



## ESL TUTORING

One on One Sessions: 885  
Conversation Groups: 193



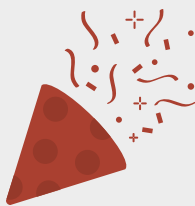
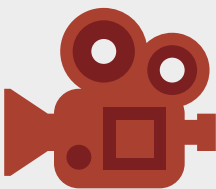
## ELECTRONIC SERVICES

Website Traffic: 47,551  
Computer Sessions: 12,400



## PROGRAMS

Adult:  
104 programs/4,231 attendance  
Teen:  
247 programs/4,611 attendance  
Children's:  
266 programs/3,967 attendance  
**Total:**  
617 programs/12,809 attendance  
Outside Community Groups:  
259 programs/2,504 attendance





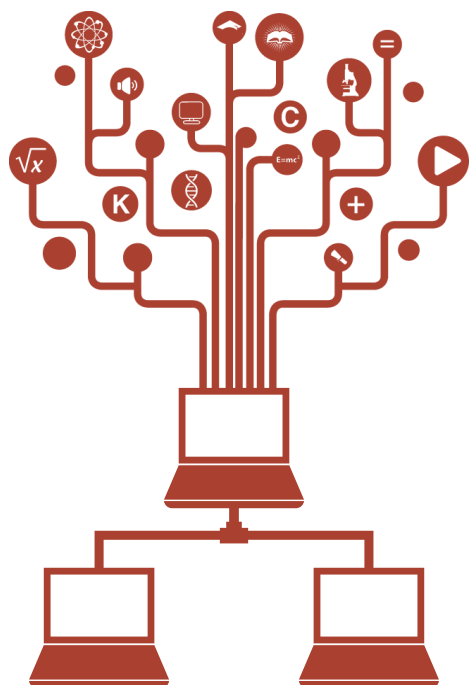
# Reviewing Past Accomplishments from 2012-2018

## FACILITY IMPROVEMENTS

- **HVAC Upgrades** - Two rooftop units replaced in 2012.
- **Expanded Security System** - Twelve security cameras were installed in 2014 along with three additional exterior ones in 2016. Panic buttons were installed in 2016 at the Check Out, Reference and Children's Desks. All of these buttons automatically connect to the Bergenfield Police Department.
- **Repainting** - Full lower level, main level entrances and portions of the 2nd floor in 2016.
- **Friends Meeting Room Upgrades** - Installed ceiling mounted projector and reconfigured AV system in 2017. New meeting room chairs purchased by the Friends in 2018.
- **2nd Floor Mezzanine** - Repurposed from a strictly collections space to a dedicated reading/meeting area. Two power poles were installed in 2018 to allow patrons to plug in their devices.



## TECHNOLOGY



- **Upgraded Wireless Infrastructure** - Twelve new POE access points were installed in 2016. The Library can now accurately track WiFi usage via Fortinet's reporting feature. This project was subsidized by the Borough of Bergenfield's capital budget.
- **Upgraded Internet Service** - The decision was made in 2016 to link Internet service to the Bergenfield school district's account. Connectivity is maintained by two Fortinet switches via 10 gig fiberlink. This project was subsidized by the Borough of Bergenfield's capital budget.
- **Networking Updates** - Installed virtual server in 2017 which includes domain controller, active directory, DHCP and DNS. In 2018, seven distinct networks were created in the building: BCCLS, Staff Wireless, ESL Wireless, Public Wireless, Staff and Public. Networks were isolated to protect servers, employee computers, public computers and public wireless users.
- **Hardware Upgrades** - Fifteen desktop PCs and three laptops were purchased for public and staff use. Raspberry Pi units were installed as a cost effective replacement for public catalog PCs. All computers have been standardized to the same operating system and Anti-virus and Deep Freeze are centrally managed. Public computers in the adult and teen areas are equipped with reservation and print management software. A separate print release workstation was installed in 2018.

- ## MARKETING & COMMUNICATIONS



# Reviewing Past Accomplishments from 2012-2018

## STAFFING

- **Personnel** - Hired Allison Moonitz, new Director, in November 2015.
- **Professional Development and Continuing Education**- Several staff members have served on BCCLS committees from 2012-2018. Staff continue to attend BCCLS, PLA and NJLA related professional development workshops, webinars and conferences. In conjunction with the Borough's JIF and Bergen County, conducted several staff training sessions on topics including office safety, workplace violence, first aid in regards to mental health, CPR and emergency responsiveness.
- **Administration Upgrades** - Updated library personnel manual and emergency response plan, revised Chart of Accounts for operating budget and bookkeeping processes, implemented performance evaluations and time management software to track schedules, accruals and paid time off requests.



BERGENFIELD PUBLIC LIBRARY STAFF CELEBRATING THE LIBRARY'S CENTENNIAL ANNIVERSARY IN 2018.

# What We Heard From the Community

## COLLECTIONS & SERVICES

Survey respondents and focus group participants view the Library first and foremost as a place that provides access to a variety of materials and they act accordingly, whether borrowing from the local collection (82%) or picking up a requested item from another library within BCCLS (45%). Interlibrary loan is perceived as an extremely valuable resource, receiving the highest-rated marks among all library services.

When survey respondents were asked where the library should focus its future investments, books and other print resources were deemed the highest priority (68%), followed by programming (48%) and technology equipment and training (45%). CD and DVD collections were ranked the lowest in terms of areas for future development, though the Library should still continue to monitor physical format changes in popular media (77% of respondents ranking the collections as “middle or lowest priority.”)

## PROGRAMMING

Feedback concerning the Library’s level of programming was mixed. Though 65% of survey respondents reported that library hosted events and programs are important to the Bergenfield community, 72% of respondents ranked the current slate of programming as either “Fair” or met their needs and interests “Somewhat well.” The general desire among survey respondents and focus group participants is to continue to increase the depth and breadth of adult, teen and children’s programming to accommodate the schedules of working parents.

## CUSTOMER SERVICE

While 94% of survey participants ranked the overall quality of staff service as “Excellent” or “Good,” the Library received split feedback concerning customer service. Respondents were either enthusiastically pleased with the level of service they received by Library staff or cited an overall lack of friendliness, engagement and warmth. Focus group participants reported similar polarizing comments. Based on this, it would appear that training is inconsistent among current employees and should be addressed in the future goals, objectives and across multiple service responses.

# What We Heard From the Community

## FACILITIES

As a library with one of the larger physical footprints in the area, the facilities continue to meet community expectations. Survey feedback indicates users were generally pleased with the following:

- Building Exterior: 88% of feedback ranked conditions as “Excellent” or “Good”;
- Quality of Furniture: 84% of feedback ranked conditions as “Excellent” or “Good”;
- Lighting: 95% of feedback ranked conditions as “Excellent” or “Good”;
- Temperature: 92% of feedback ranked conditions as “Excellent” or “Good”;
- Sound Acoustics: 89% of feedback ranked conditions as “Excellent” or “Good”;
- Overall Cleanliness: 96% of feedback ranked conditions as “Excellent” or “Good”.

While the facilities received high marks in most areas, it received the lowest marks for parking, with 21% indicating that parking was either “Poor” or “Needs Improvement.” Though library visitors do have access to a nearby municipal lot for overflow parking, it can be insufficient during periods of peak activity.



## AREAS TO IMPROVE

Bar none, the biggest request among users concerns the Library’s existing hours of operation. Over 82% of survey respondents requested some kind of addition to the Library’s current schedule. There is strong patron desire for the Library to extend its weekend hours throughout the year and offer additional evening hours during the workweek. This would accommodate working parents and others who wish to access the Library, but are currently unable due to scheduling constraints.

Other specific areas for improvement noted by respondents include: increasing the variety of publicity, marketing and promotions, offering additional copies of new releases/best-sellers and digital content, as well as enrichment services such as museum passes and adult continuing education workshops.



# What We Heard From the Community

## OPEN FEEDBACK

Below is a sampling of some of the general comments received via the community survey concerning the Library's overall service to Bergenfield:

**"As a father of a young child, I love the children's section. It is one of my son's favorite places. When he realized that you have "truck books," he went from just wanting to play at the kitchen/train table, to wanting to read everything he could find. Mission accomplished!"**

"ORGANIZED AND CREATIVE STAFF, EVERYTHING IS ALWAYS WHERE IT IS SUPPOSED TO BE, IT AMAZES ME SOMETIMES... YOUR CHILDREN'S PROGRAMS ARE VERY WELL THOUGHT OUT AND ENTERTAINING/EDUCATIONAL; ROOM TO MOVE, BY THAT I MEAN IT IS A COMFORTABLE PLACE TO BE. DIFFERENT SECTIONS MAKE EVERYTHING ACCESSIBLE AND ENJOYABLE."

**"The Library is a community resource. I know people from other towns who come to this library because it offers more, in a nicer setting."**

"OUR LIBRARY IS ONE OF THE BEST THINGS ABOUT TOWN HISTORY/REPUTATION, I TAKE PRIDE OF BERGENFIELD RESIDENCY."

**"I had not used a local library in over a decade until I moved to Bergenfield. I am incredibly impressed by the amount of programs, quality of books and usability of the space. Please continue the great work!"**

"PROUD TO SAY I AM A BERGENFIELD LIBRARY CARD HOLDER FOR NEARLY FIFTY YEARS!"

**"The children's programs that I brought my children to years ago were wonderful. I taught them how to read from books there and I want to thank you. I use the Library regularly and did adopt a shelf there long ago. The staff is wonderful."**

"OUR LIBRARY SERVES AN IMPORTANT FUNCTION IN OUR COMMUNITY AND SAVES PATRONS A LOT OF MONEY BY HAVING BOOKS AND OTHER MATERIALS AVAILABLE. THE BOOKS OUR CHILDREN NEED TO READ OVER THE SUMMER SAVES MONEY AND BECOMES A PLACE FOR KIDS TO COME AFTER SCHOOL. MY SON, WHO IS AN ADULT, USES THE LIBRARY TO WRITE BECAUSE IT IS FREE OF DISTRACTIONS."

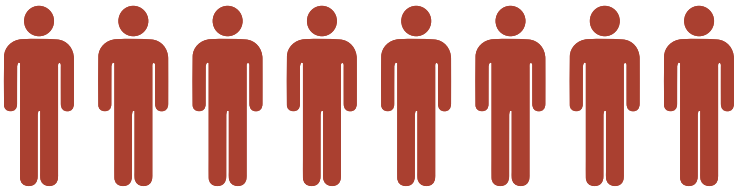
**"Your ESL program is terrific and the best organized and run that I've seen in the libraries I've visited (I'm a tutor here.) I recommended Bergenfield to an unhappy tutor in another library. He spoke with (a member of the Bergenfield staff) and is now very happy."**

# Library Resources Needed to Implement Our Plan

## FUNDING

The Library’s challenge for 2019-2024 is to create a dynamic and meaningful plan that will utilize the facility to its fullest capacity in an era of nearly flat funding. Approximately 96% of the library’s 2018 annual budget came from its municipal appropriation and per capita state aid. Though the Borough of Bergenfield historically provides funding over the state mandated one-third mill minimum, it is expected that additional funds will remain flat while costs related to personnel, collections, emerging technologies and building maintenance rise. State aid levels are predicted to decrease due to budgetary restrictions.

The desire for building renovations and improvements expressed in the survey results and by participants in the focus group sessions is not covered by the annual operating budget. The Board of Trustees has begun exploring fundraising opportunities paired with the development of a five year capital budget request for the Borough. In addition, grant funding should also be pursued aggressively for small self-contained capital projects and special interest programs and services.



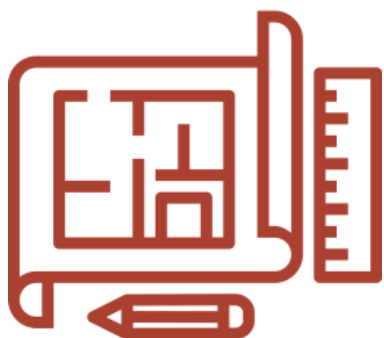
## STAFFING

77% of the 2018 budget was allocated to salaries, wages and benefits. Between 2012-2017, the Library has lost staffing hours that are equivalent to 2 full time employees. The library is open 52 hours per week including Saturdays and Sundays from September through June. As indicated above, community input received from surveys and focus groups consistently revealed an overwhelming desire for expanded hours of operation, including additional weeknights and year round weekend hours.

Library improvements desired by residents indicate a need for more one-on-one and small group training in technology and the use of online resources. There is also strong demand for more children’s programming throughout the year and additional offerings of programs and lifelong learning workshops for adults. In addition to increasing service hours, these initiatives would require additional staff hours and/or the implementation of self-checkout stations so that Library patrons can serve themselves for routine checkout tasks.

The Library will need to develop a staffing plan to meet changing demands and to deliver expected service for residents that includes updating job descriptions and core competencies for all personnel. In addition, bilingual staff will need to be recruited and mentored so as to reflect the multicultural patron base.

# Library Resources Needed to Implement Our Plan



## FACILITIES

As a community gathering place with multiple activities occurring at the same time, the Library is expected to have differentiated spaces for quiet study and reading, space for computer use and research, space for collections of print and non-print materials and meeting space to accommodate informal community gatherings, conversations, discussions, training, and programming.

Building improvements that were identified in the survey and focus groups were the need for a larger Young Adult area, recarpeting, additional parking, redesigned Children's Room area and updated exterior landscaping. These needs combined with an overall refreshing of the main floor suggest that the Board of Trustees should contract with a skilled professional(s) regarding upgrades to technology needs plus alternative space allocations for the Library's Young Adult area.

## TECHNOLOGY

The Library currently has 21 computers for public use with printing capability. On the whole, survey respondents indicated general satisfaction with the current configuration - 71% ranked the quantity of PCs as either Excellent or Good as well as the Internet speed (69%). As security updates for Windows 7 come to an end in 2020, a schedule to transition to Windows 10 needs to be developed to ensure that they are sufficient to meet customer and staff needs.

The proliferation of hand-held devices and smartphones has resulted in a need to offer technology assistance in addition to regular computer training classes offered by Library staff. Additionally, the Library may wish to investigate the feasibility of providing alternative types of technology devices for loan to customers and staff such as tablets and mobile hotspots.

Survey feedback also demonstrated the importance of a well-maintained website. 51% of respondents reported finding out about programs and events from the Library's website. The Library should strive to maintain a website that is easy to navigate, available in multiple languages and accessible by smart devices so that it may function as a virtual Library for those who are unable to visit in person.

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



# Our New Plan

## MISSION

The Bergenfield Public Library provides educational opportunities, resources and services that enable residents of all ages to maximize their true potential and unlock the best in Bergenfield.

## VISION

We will be a friendly and dynamic destination where learning and group collaboration thrive. As the community continues to evolve, we will quickly respond to the changing needs of our diverse patrons.

## CORE VALUES

### ACCESS

We provide a friendly and helpful learning environment that supports free access to library resources and the exchange of information.

### ADAPTABILITY

We embrace new ideas, services and technologies that will satisfy residents' evolving interests and needs.

### COLLABORATION

We develop cooperative relationships with community organizations, local governmental agencies, groups and other libraries and serve as a gathering place where residents can connect with one another.

### COMMUNITY

We offer a well maintained facility to serve as a community gathering place where residents can connect with one another.

### DIVERSITY

We celebrate Bergenfield's diversity and curate collections, programs and services that are inclusive and meet the needs and interests of all residents.

### EDUCATION

We stimulate imagination as well as promote lifelong learning, self enrichment and literacy in all forms.

### EXPERIENCE

We cultivate a knowledgeable and courteous staff who are passionate about assisting library users and provide a comfortable and welcoming environment.

# GOALS, OBJECTIVES, AND ACTION STEPS

To meet our commitment to provide the best possible library for our community and strive for continued excellence in customer service, the Bergenfield Public Library will focus on maintaining five goals:



## GOAL ONE



## LEAD THE COMMUNITY AS THE PRIMARY CULTURAL AND CIVIC CENTER FOR LIFELONG LEARNING

**Objective** - Library users will have access to the free print and electronic resources they need to explore topics of personal interest and research, satisfy curiosity and continue to learn throughout their lives.

**Staff Service Response** - Library staff will reduce barriers to information access.

- **Action Step** - Improve the quality of life for residents of all ages and English language fluency through comprehensive literacy programming and training.
- **Action Step** - Develop additional community enrichment services such as a museum pass program and passport application acceptance.
- **Action Step** - Curate a relevant, high-demand and dynamic collection that reflects the cultural diversity of Bergenfield's residents.
- **Action Step** - Expand slate of free family-friendly programming at alternative days and times.

## GOAL TWO



## FOSTER A COMFORTABLE AND FRIENDLY SPACE

**Objective** - Library users will have a safe and modern physical place to read and work quietly or meet and connect with others.

**Staff Service Response** - Library staff will be welcoming and empowered to deliver superior customer service.

- **Action Step** - Extend hours of operation to include more convenient times for working residents.
- **Action Step** - Update Capital Plan to include future renovations to young adult area, additional building signage and re-carpeting.
- **Action Step** - Maintain a dynamic, engaged and talented workforce committed to meeting customer needs.
- **Action Step** - Identify current Library policies and procedures which might be outdated and act as roadblocks to patron use.

## GOAL THREE



## CREATE OPPORTUNITIES FOR COLLABORATION

**Objective** - The Library will cultivate partnerships with community groups that share similar missions and values and will serve as a destination for outside groups to meet.

**Staff Service Response** - Library staff will have a more active presence in town activities.

- **Action Step** - Participate in town-sponsored and school-run events.
- **Action Step** - Enhance the ongoing relationship in the Bergenfield school district and coordinate with teachers and administration for site visits and research assistance.
- **Action Step** - Develop relationships with other educational institutions in town.
- **Action Step** - Reinforce our alliance with the Borough and Bergenfield Senior Center.
- **Action Step** - Attend Parents Association, community group and organization meetings or workshops.
- **Action Step** - Act as a free host location for group meetings and forums, even if they fall outside normal hours of operation.



## GOAL FOUR



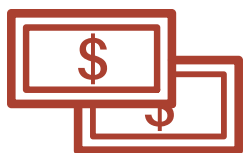
## STRENGTHEN COMMUNITY AWARENESS AND ENGAGEMENT

**Objective** - The Library will find new ways to enhance its image and increase public familiarity.

**Staff Service Response** - Library staff will raise the Library's profile within Bergenfield so that residents know who we are, who we serve, and what we have to offer.

- **Action Step** - Build the email database to increase the reach of the monthly e-newsletter.
- **Action Step** - Research feasibility of annual or quarterly hard-copy mailing to all Bergenfield households.
- **Action Step** - Develop a digital strategy for reaching current and new customers including dedicated staffing for the website, social media advertising and e-newsletter functions.
- **Action Step** - Work systematically to inform realtors and, through them, potential purchasers/residents of the Library's added community value.
- **Action Step** - Invest in capital and technology projects such as a community calendar and exterior digital signage that alert residents to upcoming events.

## GOAL FIVE



## INCREASE OPERATIONAL EXCELLENCE, FISCAL STABILITY AND SUSTAINABILITY

**Objective** - The Library will optimize taxpayer resources and explore alternate ways to increase private support and earned revenue.

**Staff Service Response** - Library staff will ensure that the library is well supported to meet the needs of current and future generations of Bergenfield residents.

- **Action Step** - Invest in capital and technology projects such as credit card acceptance, self check and solar panels that free up overhead operating costs.
- **Action Step** - Explore sponsored partnerships or naming opportunities to subsidize key programs and capital projects.
- **Action Step** - Support the Friends of the Library's advocacy efforts and assist them with increasing membership.
- **Action Step** - Begin groundwork for advocacy efforts towards funding changes through public referendum.
- **Action Step** - Explore an alternate organizational chart to achieve the best possible balance of full time and part time personnel.

# Tracking Our Progress

Each year, the Board of Trustees and Library Director will outline the action steps necessary to accomplish specific objectives and goals during the following year. At the end of each year, the plan will be reviewed and progress measured against established metrics to evaluate the success of each objective. Progress on each goal will be reported during monthly Director’s Reports and a summary will be provided at the December board meeting and shared with the public.

