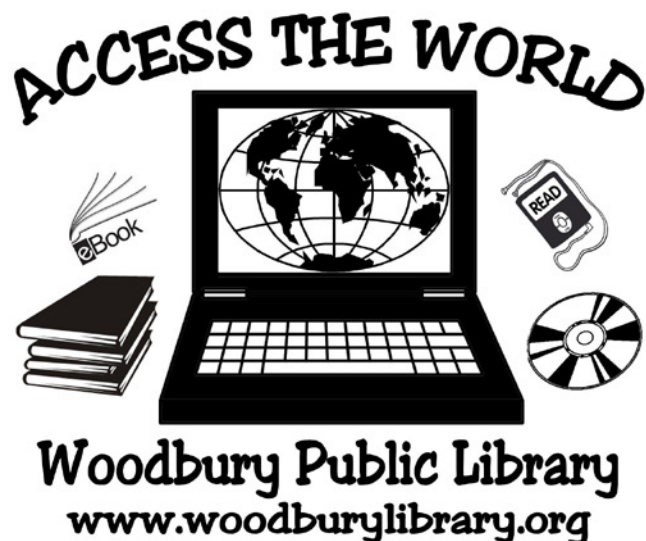


Woodbury Public Library Strategic Plan 2012 - 2015

The Vision of the Woodbury Public Library is to be the central destination for knowledge and information.

The Mission of the Woodbury Public Library is to provide an environment where lifelong habits of learning, self-improvement and self-expression are encouraged and where patrons can meet their educational, informational and recreational needs.



Prepared by the Woodbury Library Strategic Planning Committee
With the assistance of the Woodbury Public Library Staff

Adopted by the Woodbury Public Library Board of Trustees
June 25, 2012

Message from the Board President

This plan was the product of many hours of work on the part of a diverse group of individuals – staff, board members, and community representative volunteers – who jointly forged a shared vision of the Woodbury Public Library for the future. Our entire community owes them a debt of gratitude for the care and commitment they have demonstrated. I offer my personal thanks, as well.

Our library community has grown and changed in diversity over recent years. Our growth, coupled with burgeoning citizen demand for electronic technology, new media and other non-traditional library service, has served as key determinants of the directions recommended in this plan.

First and foremost, we envision the evolution of the library as the community center of Woodbury. The library will serve as the place for residents to meet, share ideas, be entertained, educated and informed. It will be the locus and focus of community in our city.

We are not starting from ground zero, however. We already have a community library that provides enrichment – both educational and cultural – for Woodbury residents. The public education and discussion programs, the highly successful summer children’s programs and the collections of traditional and electronic information resources are already performing important community functions.

The plan provides a roadmap for building upon and enhancing those resources so that we can fully realize the potential value of the library to our community. I would like to offer you, the Woodbury community, the opportunity to join together in the years to come as we bring our goals to fruition.

Dianne H. Sloane
President, Board of Trustees

Woodbury Public Library Staff

Director - Jean A. Wipf
Reference/Computer Services - Laurie Cranston
Activities/Library Associate - Jessica Ferguson
Circulation Supervisor - Marie Bunn
Children's Program Director - Audra Bonfiglio
Circulation Clerk - Jill Kracijek
Circulation Clerk - Janet Coates
Circulation Clerk - Leticia Marks
Circulation Clerk - Erin Alex Gassner
Circulation Clerk - Dayton Charles Cooper

Woodbury Public Library Board of Trustees

Dianne H. Sloane -President
Margaret Plunkett - Vice President
Cheryl Slack-Schemenski – Treasurer
Richard Hock – Secretary
Donna Cohen
Tina Minor
Kathleen Mangeri
Kathleen Larkey

Acknowledgements

The Woodbury Public Library would like to acknowledge and thank the members of the Board of Trustees for their commitment to the Strategic Planning Process. A sincere thank you is also given to Mayor Harry R. Riskie, Members of the City Council and Robert Law – CFO/Deputy Administrator.

Planning methodology

The Board of Trustees of the WPL discussed at length the need to have a strategic plan to guide them over the course of the next three years. It was important to the Board to have a “working” document that aided in the decision making process for use of funding, programming and capital expenditures. It is also important that the WPL remain current in this ever changing world of digital information as it continues to meet the needs of the residents of Woodbury. It is the goal of the WPL to provide equal and free access to information in any format that can be provided to everyone in the community.

In the Fall of 2011, the Woodbury Public Library began the formal process of gathering information to complete the strategic plan. A Board/Staff retreat was conducted and included many members of the WPL Board of Trustees as well as all full and part time staff of the library. The purpose of this retreat was to explain the strategic planning process as well as to engage the staff and Board in a discussion on the strengths and weaknesses of the WPL. As part of this retreat, a SWOT Analysis of the Woodbury Public Library was completed. The analysis detailed the Strengths and Weaknesses (internal organizational aspects that impact productivity) and Opportunities and Threats (external forces with influences on the organization) that the WPL currently faces. A copy of this SWOT analysis can be found in Appendix A of this Plan.

In early 2012, a community survey was conducted regarding the services offered by the WPL. The survey gathered information from stakeholders about their current usage, experiences with the WPL and future desires from the WPL. The survey was made available to current WPL users and through schools, churches and community groups in the city of Woodbury.

Over the course of four months, 132 respondents participated in the survey. 76.2% of the respondents were residents of Woodbury while 83.1% are current library card holders. The responses were very favorable in terms of how the overall services of the WPL were rated. 83.1% of the respondents rated the WPL with a 4 or 5 (on a scale of 1(lowest) to 5(highest)). Checking out print materials, checking out electronic materials and attending adult programs were the top three most utilized services at the WPL. A complete summary of the survey can be found in Appendix B.

Profile of City of Woodbury

The historic City of Woodbury is located in Gloucester County, New Jersey and is a great place to live, work, visit and own a business. Our blend of Colonial and Victorian era homes, natural parks and waterways make this one of Southern New Jersey’s gems. We also have well-regarded public schools with small class sizes and reasonable property values. As the Seat of Gloucester County and home to Underwood-Memorial Hospital, Woodbury is one of the region’s employment centers.

According to the 2010 census, Woodbury has a stable population of 10,174 with a racial breakdown of 66% Caucasians and 34% African-Americans and other minorities. It is noted that 88.2% of Woodbury's citizens are high school graduates and 93.3% of Woodbury's population speak English only. The median age for the population of Woodbury is 36.4 with the majority of people between the ages of 18 and 65. Some of the challenges faced by Woodbury residents are reflected by the facts that 8.2% of the city's population is unemployed and the percentage of families and people living below the poverty level in Woodbury is 20.1%.

Background and analysis of current situation and library profile

The Woodbury Public Library is located in the City Hall complex across the street from the Woodbury Jr./Sr. High School. The library is in a relatively new two story building and its membership in the LOGIN consortium, which includes all 21 libraries in Gloucester County, gives the residents of Woodbury the ability to borrow library materials from any library in the county. The library is governed by the Board of Trustees and has a staff of 2 full-time employees and 8 part-time employees.

The staff of the library works closely with city administrators, the school administration and social agencies to try to answer the educational and recreational needs of the citizens of Woodbury. Development of the library's material collection to include the newest titles in a wide variety of formats has been a priority. Library staff participates in training webinars offered by the New Jersey State Library to keep up to date on the newest technologies. Programming offered at the library includes story times for children ages pre-school through grade six, weekly programs for teens, book discussions for adults, craft programs for all ages, etc.

The Friends of the Library are a major fundraising group that supports programming and new acquisitions for the library. Library staff also pursue outside funding sources through grant applications.

Strengths and successes

The Woodbury Public Library has many strengths and successes that are continually being built upon. To the credit of the Library Staff and the Board, many of the weaknesses listed in the SWOT (see Appendix A) analysis were begun to be addressed shortly after the analysis was conducted. This proactive approach is characteristic of how the library operates.

One example of this responsiveness can be seen in the operating hours of the library. Previously, the library's operating hours included a "dinner break" between 5 and 7 pm Monday through Thursday each week. At the encouragement of the Board of Trustees, a change of staffing hours was implemented in January of 2012. The hours of operation were changed to 10:30 am through 9 pm Monday through Thursday, noon to 5 pm on Friday and 10:30 am to 1:00 pm on Saturday. This change of hours was received very favorably by library users and was noted by as a positive by many responders to the survey.

Overall, the library is staffed by dedicated personnel who strive to meet the needs of the customers by maintaining current and quality collections, providing a wide range of programming for adults and children and providing technology access to the members of the community.

Future challenges

As with any public library there are operational challenges that have to be met. The city appropriation for the WPL has stayed the same for the last five years. Efforts have been made to economize and lower the costs of office supplies and library materials as well as to consolidate personnel. The library meets all minimum standards required for state aid. Library staff pursues all appropriate outside funding resources, such as donations and grants. Because the majority of the library staff are part-time employees, there have been issues of staffing shortages during staff vacation times or illnesses. These shortages do not affect operating hours for the library.

The staff of the WPL has been very creative in the use of library space. The library building is relatively new, only 15 years old. Minor electrical and plumbing repairs have been necessary. The biggest challenge that may occur in the next few years is repairing the heating and cooling systems as they age. Also, because of increased programming for children and adults, there was a need for more meeting rooms. A large storage area on the second floor was re-purposed to an activity room that is used for craft programs, movies and additional meeting room space for local groups.

The WPL has made technological services a priority by offering 18 relatively new computers for public access. The library's website is updated weekly and a new mobile app for the website was recently created. The biggest challenge when it comes to technological services is the cost to the library of providing the new products and training the staff needed to better serve the public.

Level of use for past three years

a. **Circulation:** The Library circulates approximately 80,000 pieces of materials to the public each year. This has been consistent for the last three years.

b. **Computer sessions:** The public access computers at the Library are used approximately 1,100 times per month. This number has grown 10% in the last three years.

c. **Website visits and use of Online Databases:** While we are unable to provide precise statistics regarding the usage of the Library's website and online databases, the past year has seen dramatic expansion of the available tools our patrons can use to stay in touch with the library and access its resources. In May of 2011 we debuted 'BookMyne', a free SirsiDynix app that's compatible with all Apple iOS, Android and Windows mobile devices. BookMyne provides a mobile-friendly interface with our circulation database and online catalog, allowing patrons to use a smartphone or other mobile device to look up books, place holds, view their checkouts, renew material, and more. BookMyne will also use the phone's GPS to help mobile users find LOGIN libraries near their current location.

More recently we have also added a mobile version of the library's website. Our new LibraryAnywhere site can be accessed directly from the browser of a mobile device, or by downloading the free LibraryAnywhere app. LibraryAnywhere combines the circulation tools of BookMyne with the ability to access all the content of the Library's website in a mobile-friendly format. Patrons on-the-go can use it to view our upcoming events, connect to our online databases, link to electronic content like eBooks, submit questions to the reference desk, connect to our Facebook page and more.

d. **Reference questions:** In 2011 approximately 900 reference questions were answered by library staff, either at the reference desk or through email.

e. **Program attendance:** The children's programs at the Library have an average attendance of 1,500 children and teens per year. For adult programs the Library serves approximately 1,100 adults each year.

f. **Library visitors:** The Library does not have a people counter at the front door, but we estimate approximately 20,000 people visit our library each year.

g. **Hours of operation:** Beginning in 2012, the Library's hours were increased to 49.5 hours per week, or approximately 2,574 hours per year.

h. **Children in summer reading:** The Library has six weeks of summer programs for children. Approximately 120 children participate in the programs each summer.

Goals and Objectives

After careful review of the SWOT analysis, the survey results, the Board of Trustees/Staff retreat, the following goals have been selected to further the vision and the mission of the Woodbury Public Library over the course of the next 3 years.

1. Goal:

The Woodbury Public Library will be recognized as a provider of resources for the educational and literacy needs of the community. It will also serve as community center where people can come together for programming and other community activities.

Objectives:

- The WPL will increase visibility in the community by increasing membership. Membership drives will be made through the schools and through participation at various community and civic events throughout the year.
- Attendance at programs will increase by 5% by offering increased programming for both adults and children.
- Circulation of library material will increase by 5% by increasing the collections of all types of media.
- Increased services will promote a positive attitude towards libraries in general and reading in particular.
- The WPL will provide access to information by providing a wide array of material in print and electronic format to promote literacy as well as serve as a gateway to other library resources through the LOG IN consortium.

Actions: Within the next three years the library will ...

- Buy collections and materials that are current and relevant to the needs/desires of the community to increase the assortment of materials reflected in the library's collection.
- Increase programs based on the results of the survey conducted in early 2012.
- Actively promote programs to the community through social media and all promotional avenues available. Some of these avenues include signage, flyers through the schools, the WPL website etc.

2. Goal:

The WPL will continue to improve its technological resources to stay viable in an ever-changing technology driven society.

Objectives:

The WPL will serve as a major resource in the community for free public access to technology by ensuring that the resources available meet the demands of the community.

The WPL will provide easy and convenient access to technology to meet the information needs of the community.

The WPL will provide support and opportunities to those wishing to improve their technology skills.

Action Steps: On an ongoing basis ...

- The Board of Trustees will review the technology policies of the library to ensure that they are consistent with the best practices and the needs of the community.
- Library Staff will continue to assess and maintain the ability to respond to the changing and expanding technology needs of the library customer. This includes public access computers as well as all electronic materials.
- The Library Director, in conjunction with the Board of Trustees will continually update the budget to be prepared to meet the changing need of the library users.
- Library Staff will attend workshops and webinars to increase their knowledge on the newest technological changes and how these changes can best meet the needs of the library user.
- Provide regular and ongoing training programs to assist Woodbury residents and library users in developing their information and technology skills.

3. Goal:

The Library will continue to explore new, innovative and alternative funding streams to assist in its goal of remaining technologically current and to provide services that meet the needs of the community that it serves.

Objectives:

The Board of Trustees and the Library Director will develop relationships in the community to promote the benefits and resources of the WPL.

The WPL will seek at least one new grant each year as part of exploring alternative funding streams.

The Friends of the Woodbury Public Library will increase membership by 10%.

Action Steps: On a yearly basis ...

- The Library Director, with the assistance of Library Staff, will reach out to and find grant opportunities and other sources for local funding.
- The Library will seek partnerships with other local businesses, other libraries, and local organizations each year for support.
- The Friends of the Woodbury Public Library will work to increase membership as this serves as a funding source for various activities.

Appendix A

SWOT Analysis for the Woodbury Public Library

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> • Open and free access to information • Strong, current, quality collections • Solid institution with historical credentials • Management committed to advancement • Staff: dedicated, courteous, helpful, individualized customer service • Reciprocal borrowing with the LOGIN Consortium • Free Computer Services • Children and Youth Programming • Expanding senior/adult programming (GED, Financial Planning) • Free books, book donations • Available public space, community center (no fee to use rooms) 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Lack of a detailed strategic plan • Lack of consistent identity/brand • Lack of marketing/PR plan to increase visibility and promote mission • Budget limitations • Closed from 5 PM to 7 PM • Transient part time staff • Not enough technology • No MAC technology • Need for tech outreach/presence
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> • Strong support from city officials and social service agencies • Friends of the Library support • LOGIN consortium • Growth in local area townships • Increased traffic in Woodbury • Close to schools, walking distance • Boys and Girls Club being developed • Outreach to Child Development Center • Economic crisis bringing in more visitors • Opportunities to build partnerships with other literacy minded organizations such as Sony Corp Reader Library Program • Need in the community for meeting places • New technology 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> • Lack of awareness of services among general population • Slumping economy • Dwindling state and local budgets • Questioned relevancy in the digital age • Customer resistance to change • Retention of part time staff • Transient population among the poor causing a loss of material • Local lifestyle changes, both parents working, other activities take up time

Appendix B

A survey regarding the Woodbury Public Library was conducted in early 2012. The survey was made available on paper through the Library and electronically on the Library's website. Surveys were also sent out to local community organizations, schools and churches to in an attempt to reach a diversity of respondents. Partial results of the survey are included below. The survey was completed by 132 respondents.

Gender:

27.5% Male 72.5% Female

Woodbury Resident:

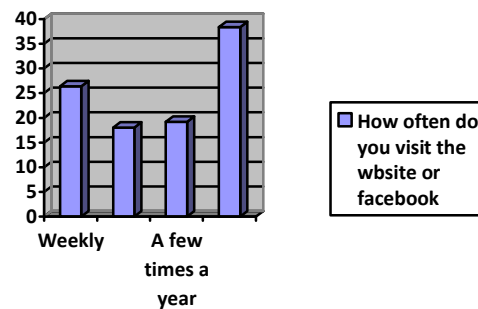
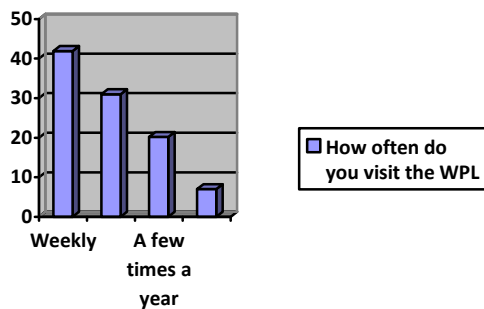
76.2% Yes 23.8% No

Current Library Card Holder:

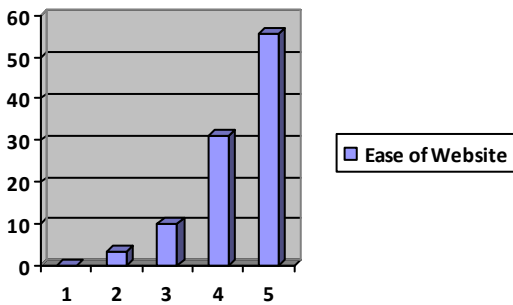
83.1% Yes 16.9% No

Current Services Used:

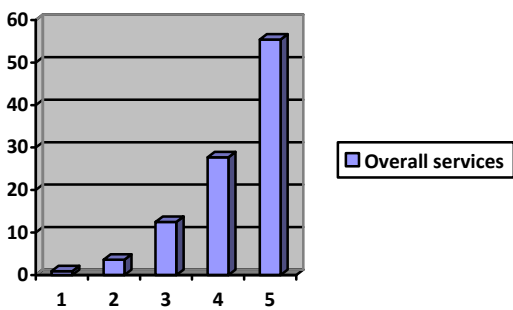
Check out print materials	76.9%
Check out electronic materials	57.0%
Use public computers	29.8%
Use Meeting Rooms	15.7%
Visit website	29.8%
Read newspapers/magazines	22.3%
Attend children's programs	24.8%
Attend adult programs	38.0%
Attend teen programs	6.6%



How easy is it to navigate the WPL website? 1 (difficult) to 5 (easy)



How would you rate the overall services of the WPL? 1 (difficult) to 5 (easy)



What type of services would you like to see the WPL offer?

Crafts	38.2%
Computer/Technical	30.3%
Job/Career Workshops	31.5%
Leisure	28.1%
Educational	44.9%
Book Clubs	40.4%
Wider selection of materials	24.7%
Other	25.8%

If you would like to see a wider selection of materials, what kind would you like?

Print materials	37.1%
Downloadable materials	41.9%
More databases	21.0%
Adult Materials	24.2%
Teen Materials	19.4%
Children's Materials	22.6%