

COME GROW WITH US



Montville Township Public Library
Strategic Plan
2018-2020



Planning for the Future, 2018 and Beyond



The Montville Township Public Library is committed to strategic planning to guide its growth, allocate its resources effectively, and shape its thinking about the future.



We recognize the need to review our strategic plan every three years, as the rapid pace of change creates demand for new services and new ways of thinking. Within this three-year planning framework, we continuously assess our progress in pursuing our goals, obtaining community feedback and surfacing priorities for future planning. Our plan, *Come Grow With Us*, reflects our thinking about Montville Township today. It also relies on the achievements of the preceding plans.

This plan incorporates many needs identified by our community. Some of these have guided our thinking about refreshed collections, redesigned programs, more active customer engagement and new technology opportunities.

Library trustees, staff, and residents participated in the discussions that shaped this plan. During the summer and fall of 2017, a number of informal focus groups and a community conversation, or open house meeting, were held at the Montville Township Public Library. Participants were asked open-ended questions designed to stimulate conversation about the Montville community and the library, its capacity to anticipate emerging needs and its evolving role in the community. The discussions with staff, trustees and residents provided thoughtful comments useful for discussions about the future direction of the library as well as specific suggestions for its strategic direction.¹

¹ The Montville Township Public Library Board of Trustees hired Library Development Solutions to conduct a series of conversations and a survey with community residents to elicit suggestions and ideas for the library's new strategic plan. The purposes of the conversations were to listen to community concerns about the library and to provide participants with an opportunity to offer their ideas about the community's library needs. The library board believes that information from the conversations and the survey will assist in the director and board's ability to make important decisions about library resources.

In addition to the conversations, 600 participants completed an online and print survey. Information from the survey and focus groups about library use were helpful to library planners as they determined a future direction for the library.

In the last three years, the library continued to attract even more residents through an expansion of stimulating public programs and opportunities for civic engagement, such as the Montville You adult learning programs.

The Board of Trustees and the Strategic Planning Committee met during this planning process to discuss the strategic plan and determine how the library could best respond to the community.

What's Changed

Many changes have occurred since our last plan to inform our priorities. Among the more significant trends are the following:

- People are using the library in different ways today. They are no longer reliant on information obtained from authoritative reference and research resources and are more focused on ideas and civic engagement
- Digital literacy is an essential skill. The library helps people navigate the world of information and communication
- Communications and search devices have become untethered from desktops, allowing us to connect all the time, anywhere
- Learning is everywhere. The world is our classroom and the library engages users in its exploration
- Telecommuting, entrepreneurship, and self-employment lifestyles are growing, creating needs that differ from traditional jobseeker resources and services

Listening to the Community We Serve

We continue to learn new things from Montville residents every time we ask for suggestions. We heard about the library's need to:

- Renew and refresh its space so it better meets community interests
- Offer refreshed collections with more topical and popular content
- Respond more actively to the needs of residents who may not now use the library
- Consider the delivery of library services in response to changes in family life, such as young children attending pre-k and kindergarten and increased numbers of younger, dual-income families
- Increase access to technology and technology instruction, as well as meeting and quiet study/meeting space
- Play a leading role in connecting residents with each other as well as other local organizations

Come Grow With Us: A Strategic Plan for the Montville Township Public Library

The library's new vision and mission form the foundation for the library's services and collections during the next three years. The goals and objectives provide a road map of the specific strategies the library board and staff will use to achieve their vision.

Vision Statement

The Montville Township Public Library
is the Place to Grow

Mission Statement

The Montville Township Public Library connects residents of all ages with learning opportunities for growth and success through inviting dynamic spaces, technology, and resources

Strategic Outcome: What We Want to Achieve with This Plan

This plan is aimed at accomplishing these three goals:

Goal 1

Create a Welcoming and Friendly Environment

Goal 2

Create Lively and Vibrant Print and Digital Collections and Resources

Goal 3

**Increase Awareness and Use of the Montville Township Public Library
Everyday**

Goal 1

Create a Welcoming and Friendly Environment

Objective 1

Rethink space to meet the changing interests and needs of residents

Possible Action Steps:

- a. Board to review needs assessment and determine priorities for repurposing space, high-impact/low-cost changes, and more significant improvements, within budget constraints
- b. Engage an architect to assess opportunities for renovation and improvement
- c. Plan and implement phased repurposing solutions over the next 3–4 years
- d. Create new quiet study, small group meeting, and collaborative spaces in the library
- e. Consolidate and shrink service points (circulation and reference desks to one service point) to a new configuration, allowing dense stacks in the center of the floor to be opened up for sight lines to the back
- f. Remove used book sale and create a self-pick-up hold area
- g. Relocate the self-check closer to the circulation area
- h. Accommodate individual and community needs for new spaces to meet, collaborate, talk, or telecommute
- i. Plan for a new exciting teen space
- j. Install additional power outlets in the building

Objective 2

Invest in staffing and staff development that supports new spaces, programs, and instruction

Possible Action Steps

- a. Implement staff recommendations in the recent Technology Review and the new Technology Plan
- b. Review all legacy library work and make any relevant changes accordingly
- c. Evaluate the library's staffing needs, re-examine positions and purposes, and realign duties and responsibilities as positions become vacant



- d. Ensure that all staff have the skills and competencies needed to provide confident, high-quality customer service
- e. Establish two annual staff development days
- f. Provide space and time for staff to engage in frequent co-learning experiences, and to present ideas from other libraries and customer service providers
- g. Create a budget and calendar for all staff training
- h. Consider adding a full-time professional marketing and community relations position into the new staffing plan

Objective 3

Provide a dynamic and interactive environment to facilitate discovery and personal growth for all residents

Possible Action Steps

- a. Create a Discovery Center with trained staff to assist patrons with device and gadget use, digital downloads and everyday digital needs near the front of the library
- b. Commit to no waitlists for programs, especially children's, by adding capacity for additional participation by residents
- c. Build the partnership with William Paterson University, Montclair State, and other area universities and colleges to offer unique and irresistible programming

Possible Key Measurements

- Secure professional services as needed to make building improvements
- Achieving no waitlists and a 15% increase in program attendance to 19,000
- A budget and calendar for staff training
- A public survey resulting in a 90% Net Promoter Score or Referral Performance Score, approval of excellent customer service and friendliness at the library, to be implemented each year of the plan
- Self-check use to 60% of in-library circulation
- Achieve a Library Journal three-star library designation by 2020

Goal 2

Create Lively and Vibrant Print and Digital Collections and Resources

Objective 1

Build fresh, topical, and engaging collections targeted to community needs and interests

Possible Action Steps:

- a. Reduce the overall collection size by removing outdated and superfluous material, remove stacks, and repurpose space for new uses
- b. Set a new target collection size to accommodate space use changes
- c. Begin planning for a Deweyless collection management and display system
- d. Rebuild the children's collection with newer and cleaner materials
- e. Grow the YA collection with deeper and broader collections of Manga, Science Fiction and Graphic Novels

Objective 2

Adopt a new collection management process and plan

Possible Action Steps:

- a. Streamline the ordering and processing of new materials to get them ordered and to the floor quickly
- b. Refresh the collection and set parameters to achieve a dynamic collection by 2019
- c. Plan for merchandizing of popular collections on new displays
- d. Develop capacity for increased Reader's Advisory, book clubs, author visits, and book signings
- e. Increase Reader's Advisory training and discussions for all staff in order to make book discussions a premier part of the MTPL image



Objective 3

Make the MTPL the Place to Go and Transition to Digital Literacy

Possible Action Steps:

- a. Promote the new technology training lab as a centerpiece of the Montville Township Public Library Tech training
- b. Implement the recommendations in the recent Technology Review and the Technology Plan
- c. Repurpose space to create new quiet and group study areas and additional technology areas
- d. Develop new collaborative tech areas for coding, robotics, and group work
- e. Provide space and resources to position the library as a digital incubator for the future of Montville and Morris County
- f. Digital collections
 - Multiple choices for digital books, including for all devices
 - Popular choices for music and video/movie downloading and streaming services and digital magazines

Possible Key Measurements

- Resize and refresh the print collection
- Offer streaming video, music and digital book resources
- Increase circulation of digital titles by 20%
- Increase turnover of the print collection
- Increase print circulation by 15%
- Create a technology Discovery Center

Goal 3

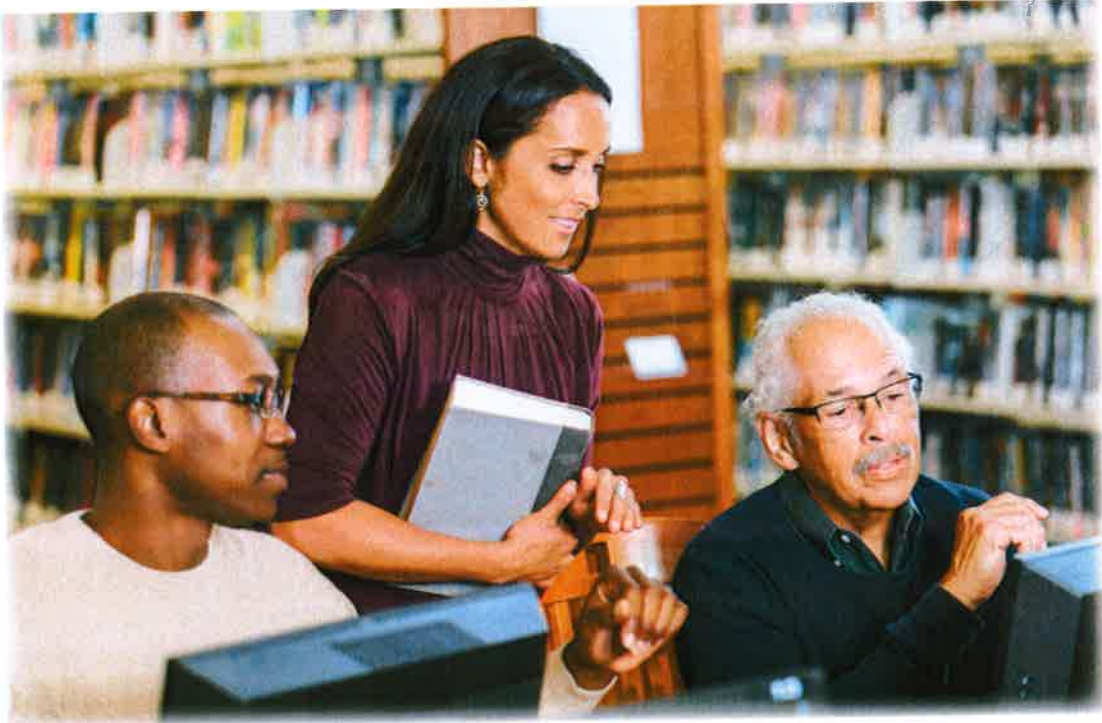
Increase Awareness and Use of the Montville Township Public Library Everyday

Objective 1

Focus on building an expanding circle of community support and advocacy for the library

Possible Action Steps:

- a. Develop a new and exciting branding campaign and marketing plan to meet the expectations of the Montville community
- b. Engage local community organizations in conversations about partnering with the library
- c. Continue to integrate social media, such as Facebook, Twitter, Instagram and Snapchat and set goals for increasing followers
- d. Continue to improve and grow the email newsletter
- e. Participate in and contribute to Montville's township-wide planning efforts for recreation, senior services, economic development and other efforts that may intersect with library goals
- f. Engage with teens, adults, and parents to establish community advisory groups for the library
- g. Survey the community frequently to elicit feedback



Objective 2

Make the Montville Township Public Library the preferred local venue for engaging in thoughtful discussion, dialogue, and civic engagement.

Possible Action Steps:

- a. Develop new collections and programs to intersect with the Montville YOU theme
- b. Develop 2-3 iconic annual events to reflect this theme of learning, participation, and engagement
- c. Develop new series of programs to promote adult learning and lifelong learning
- d. Grow and promote the existing Montville U series
- e. Use Montville YOU as a thematic tag for lifelong learning initiatives at the library
- f. Create an annual report for residents

Possible Key Measurements

- Increase the email database and newsletter to 7,500
- Increase the number of registered users to 15,000
- Increase Facebook followers to 5,000
- Increase Instagram followers to 2,500
- Increase Twitter followers to 2,500
- Increase program attendance each year by 10%
- Annual report created
- Hired a marketing/community relations professional

Library Board of Trustees

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Catherine LaBelle, *Assistant Director*
Jeanne Ivy, *Library Business Associate*
Walter Clark, *Head of Circulation*

Consultants

Library Development Solutions
Leslie Burger
Alan Burger
Nick Stuart

