

2018-
2021

Leonida Public Library Strategic Plan



Leonida Public Library

201-592-5770

leonida.bccls.org

Table of Contents

Executive Summary	2
Summary Goals.....	2
Library Mission Statement	4
Library Values Statement.....	4
Goals and Measurements	5
Snapshot of the Leonia Public Library	8
Community Portrait – Leonia	10
Community Survey Data	12
Gatekeeper Interview Results.....	15
Staff Survey Results.....	16
Budget Analysis	17
Collection Analysis.....	18
Leonia Public Library Board Members and Staff.....	19
Citations and Survey Questions	20

Executive Summary

“Today’s public library needs to be adaptable on a continuous basis. In an environment that demands innovation, you do this by learning, leading and implementing,” said Amy Garmer, Director, Dialogue on Public Libraries, The Aspen Institute (Aspen, p.4). Libraries of today serve many roles with the local community, which include: providing educational opportunities, access to information and materials, acting as a community resource and collaborative tool, and more. The Leonia Public Library seeks to provide forward thinking and responsive collections and services to meet the ever changing needs of community members. Further, the library seeks to provide a unique and diverse community resource encompassing access to materials, educational opportunities, and dynamic physical and online spaces.

To aid in the continued development of community resources, the Leonia Public Library Board of Trustees and Leonia Public Library staff engaged in a strategic planning process to help identify the community needs, pinpoint library strengths and weaknesses, and create a measurable plan to enhance library services and collections.

The library utilized professional research and resources on strategic planning best practices, including guidance from the New Jersey State Library. Library staff, along with Board of Trustee members, engaged in several avenues of research and community analysis to help establish community needs, trends, and service interest. A Library Board of Trustees committee was formed to research methods, conduct surveys and research, and create the final plan.

The following methods were used:

- Demographics research utilizing Census data and American Community Survey data.
- General survey of the community
- Community Leader (“Gatekeeper”) One-on-One Interviews
- Survey of Library Staff
- Trends research through academic resources
- Strategic Planning professional guidance through research, seminars and assistance from the New Jersey State Library

Summary Goals

The strategic planning process has provided helpful insight into community needs and feedback regarding library services. Another benefit has been to make an analysis of library structure, funding and organization as it relates to community feedback, organizational resources and funding. The goals generated from the strategic planning process are the result of a combination of findings from the research methods used (see above) as well as input from the Library Director and Strategic Planning Committee members. While the full details of findings and recommendations can be found further in this report, major findings from this report include the following:

Goal: Improve Service to the Community, including expanding programs, and increased services to the Korean speaking population

Goal: Focus on Innovation and Technology – infrastructure, educational instruction and services to the community

Goal: Increase Public Awareness and Support

Goal: Increase Funding and Fundraising

Goal: Staffing – Assess workflow and structure as it relates to community needs

Goal: Physical Plant – Create a long term capital needs plan

Library Mission Statement

The Leonia Public Library is a unique resource for the entire community, providing opportunities and resources in education, culture, entertainment, and technology. The library fosters lifelong learning for all ages through access to physical and digital materials, classes and events, information guidance and innovative technology.

Library Values Statement

- Inspire and facilitate lifelong learning, early childhood education and love of reading, and general information literacy.
- Provide free and open access to materials and services, including items in a variety of formats, which include books, magazines, videos, audio recordings, online research materials, and digital formats of materials - eBooks and streaming content.
- Provide dynamic services that continually evolve to meet community and technology needs and lead through innovation.
- Provide extraordinary service for everyone in our community through diverse programs, materials, resources and excellent customer service.
- Provide welcoming and comfortable spaces for all members of the community.
- Offer access to the latest technology, software and training to promote technology literacy and empowerment.
- Serve as the heart of the community by fostering community partnerships, engagement and support.

Goals and Measurements

Goal: Improve Service to Community

Objectives

- Continue education focus for events and classes for all ages
- Expand diversity and reach of classes and events
- Review and analyze library operating hours
- Create collection development plan for foreign language materials and increase collection
- Allocate more space and funds for popular collections
- Develop plan for offering and funding increased digital collections
- Assess physical space usage and implement plan to maximize effectiveness of shelf space usage
- Develop a Collection Development Plan and Policy

Key Measurements

- Compare number of STEM classes and events to previous years along with diversity of offerings
- Quantify number of culture related programming and groups represented with previous offerings
 - a. Compare the number of individual events and services that have been offered at the library that relate to cultural exploration, Chuseok celebration for Korean culture, Hispanic Heritage Month for Hispanic culture, etc. Compare the number of events/services we offer in the future vs what has been offered in the past
- Compare budget and physical space allocations from previous years and quantify spending levels with circulation by collection
- Review supplementary budget funding/spending plan and compare collection spending levels
- Review progress on space usage plan and measure difference in physical space allocation by collection and by study space

Goal: Focus on Innovation and Technology

Objectives

- Develop library wide technology plan, which will review the library's software, technology equipment, and technology services for the public. The plan will evaluate the current status of these elements and make recommendations for future technologies to adopt.
- Increase access, variety and offerings for STEAM programs and equipment
- Improve library WiFi access
- Increase variety of STEAM Lending offerings and unique item lending
- Update library website and redesign for improved access to resources, information guidance and usability

Key Measurements

- As part of developing a library wide technology plan, review the technology needs of the community (access to software, tools, services), develop recommendations to meet community needs, and measure progress on achieving those goals
- Measure and compare number of different STEAM lending offerings to previous years
- Measure and compare WiFi signal strength and bandwidth to previous years
- Compare website design and review number of user visits to website to previous years

Goal: Increase Public Awareness and Support

Objectives

- Develop strategy for advocating for the library with community stakeholders and leaders
- Develop partnerships with schools and other community organizations on services, initiatives and promotions
- Develop plan for effective promotion and advertising of events and services
- Research and implement best practices for communication with patrons
- Research methods for producing outcomes based statistics, which demonstrates how library services have had a measurable impact on the community

Key Measurements

- Review completed plan for advocating for the library with community stakeholders and leaders, quantify new initiatives and strategies implemented and compare to previous strategies
- Review number of events, initiatives, programs or other collaborative projects with schools as compared to previous years
- Review advertising plan – compare strategies from previous years and quantify program attendance, circulation and door count from previous years
- Compare statistical collection methods from previous years and cross reference with stakeholder communication levels from previous years

Goal: Increase Funding and Fundraising

Objectives

- Develop a fundraising plan and pursue professional fundraising consultation
- Plan and execute annual fundraising event
- Develop collaboration with Friends, Leonia Reads, Community Chest and other local organizations
- Develop Plan for Supplementary Funding
- Seek and develop additional grant funding opportunities

Key Measurements

- Measure and compare fundraising levels to previous years
- Review and compare income levels to spending levels for supplementary funding
- Compare number of events, initiatives and/or funding opportunities shared with community organizations
- Measure and compare grant funding levels from previous years

Goal: StaffingObjectives

- Assess staff workflow in relation to community needs and pursue increased staffing if needed

Key Measurements

- Review PT staffing allocation by task, compared to previous years, and FT staff task allocation

Goal: Physical PlantObjectives

- Finalize repairs to library roof and stairs
- Research and submit capital upgrade proposals for library bathrooms, carpets and furniture
- Develop Long Term Capital Needs Plan

Key Measurements

- Assess status of stairs and measure level of leaks from library roof
- Review submission/approval status and status of individual capital projects
- Measure results of capital needs plan research and measure goal progress

Snapshot of the Leonia Public Library

The Leonia Public Library provides a variety of different services, collections and resources for the Leonia community. In recent years, the library has sought to offer more educational opportunities in STEM (science, technology, engineering and mathematics) areas for students. This has resulted in the creation of the Leonia Makerspace, which provides access to tools and hands-on classes in basic 3D printing, circuitry and robotics. The library also strives to increase the diversity in class and event offerings for all ages and all sections of the community. Services span the range from computer and WiFi access to community meeting space to research assistance to museum and WiFi hotspot lending.

Leonía Public Library by the Numbers (2017 statistics):

- 5,125 Leonia Library card holders
 - Collection size of over 53,000
 - 84,518 items circulated
 - 100,510 visits to the library
- 4,924 attendees at library events/classes
 - 251 events/classes offered

2017 Library Collections	
Collection	Size of Collection
Adult Books	21,522
Children's Books	16,770
Teen Books	3,870
Movies/TV - DVDs	5,212
Music – CDs	2,648
Audiobooks	1,597
Korean Books	1,720

Other Collections

- Digital Materials – eBooks, Streaming Movies and Music, eAudiobooks, digital comics, digital magazines
- Unique Items – Museum Passes, WiFi Hotspots, Board Games, Makey Makey kits, Snap Circuit Kits, LEGO Educational Kits

Events and Classes in 2017		
Type	Number of Events/Classes Offered	Number of Attendees
Children's Events and Classes	95	2,983
Adult Events and Classes	141	1,592
Teen Events and Classes	15	99
Total	251	4,924

Services Offered

- Borrowing (books, magazines, DVDs, CDs, audiobooks, Korean/Spanish/Russian language books)
- Downloadable services (eBooks, eMagazines, streaming video, streaming music, digital comics, eAudiobooks)
- Unique Item Lending – Hotspots, Museum passes, Snap Circuits, Makey Makey, LEGO Educational Kits, board games.
- Public computers and free WiFi
- Printing, Scanning, Fax and Copying equipment/services
- Research, information and technology assistance
- Research databases, business research, online classes, and academic research resources
- Conversational ESL classes

Community Portrait – Leonia

Summary

Leonia is a diverse and growing community with a variety of educational, informational and community needs. Leonia has a strong educational focus with high levels advanced degree attainment. The community also has a strong Korean population (over 30%) as well as smaller Hispanic population. There are many active civic and cultural organizations in Leonia, several indicating a special interest in the arts. These findings indicate that there is strong need for foreign language materials and services, specifically Korean materials and services.

General Demographics (2016 American Community Survey)

Population 9,137

Median Age: 43.2

Median Household Income: \$88,401

Mean Household Income: \$125,169

Percentage below Poverty Line: 9.8

Population Key Facts (2016 American Community Survey)

Subject	Leonia borough, New Jersey			
	Estimate	Margin of Error	Percent	Percent Margin of Error
RACE				
Total population	9,137	+/-30	9,137	(X)
One race	8,590	+/-241	94.0%	+/-2.6
Two or more races	547	+/-240	6.0%	+/-2.6
One race	8,590	+/-241	94.0%	+/-2.6
White	4,575	+/-298	50.1%	+/-3.2
Black or African American	138	+/-113	1.5%	+/-1.2
American Indian and Alaska Native	2	+/-3	0.0%	+/-0.1
Cherokee tribal grouping	0	+/-17	0.0%	+/-0.4
Chippewa tribal grouping	0	+/-17	0.0%	+/-0.4
Navajo tribal grouping	0	+/-17	0.0%	+/-0.4
Sioux tribal grouping	0	+/-17	0.0%	+/-0.4
Asian	3,696	+/-331	40.5%	+/-3.6
Asian Indian	311	+/-165	3.4%	+/-1.8
Chinese	342	+/-155	3.7%	+/-1.7
Filipino	167	+/-114	1.8%	+/-1.2
Japanese	135	+/-123	1.5%	+/-1.3
Korean	2,477	+/-389	27.1%	+/-4.3
Vietnamese	0	+/-17	0.0%	+/-0.4
Other Asian	264	+/-175	2.9%	+/-1.9
Native Hawaiian and Other Pacific Islander	0	+/-17	0.0%	+/-0.4
Native Hawaiian	0	+/-17	0.0%	+/-0.4
Guamanian or Chamorro	0	+/-17	0.0%	+/-0.4
Samoa	0	+/-17	0.0%	+/-0.4
Other Pacific Islander	0	+/-17	0.0%	+/-0.4
Some other race	179	+/-119	2.0%	+/-1.3
Two or more races	547	+/-240	6.0%	+/-2.6
White and Black or African American	56	+/-66	0.6%	+/-0.7
White and American Indian and Alaska Native	9	+/-15	0.1%	+/-0.2
White and Asian	189	+/-123	2.1%	+/-1.3
Black or African American and American Indian and Alaska Native	0	+/-17	0.0%	+/-0.4

Educational Attainment: (2016 American Community Survey)

Subject	Total		Percent	
	Estimate	Margin of Error	Estimate	Margin of Error
Population 18 to 24 years	782	+/-153	(X)	(X)
Less than high school graduate	61	+/-45	7.8%	+/-5.4
High school graduate (includes equivalency)	98	+/-53	12.5%	+/-6.5
Some college or associate's degree	311	+/-88	39.8%	+/-9.7
Bachelor's degree or higher	312	+/-95	39.9%	+/-8.7
Population 25 years and over	6,295	+/-148	(X)	(X)
Less than 9th grade	232	+/-119	3.7%	+/-1.9
9th to 12th grade, no diploma	183	+/-114	2.9%	+/-1.8
High school graduate (includes equivalency)	1,002	+/-229	15.9%	+/-3.6
Some college, no degree	628	+/-168	10.0%	+/-2.6
Associate's degree	396	+/-139	6.3%	+/-2.2
Bachelor's degree	2,331	+/-243	37.0%	+/-3.9
Graduate or professional degree	1,523	+/-250	24.2%	+/-3.9
Percent high school graduate or higher	(X)	(X)	93.4%	+/-2.6
Percent bachelor's degree or higher	(X)	(X)	61.2%	+/-4.3

Community Survey Data

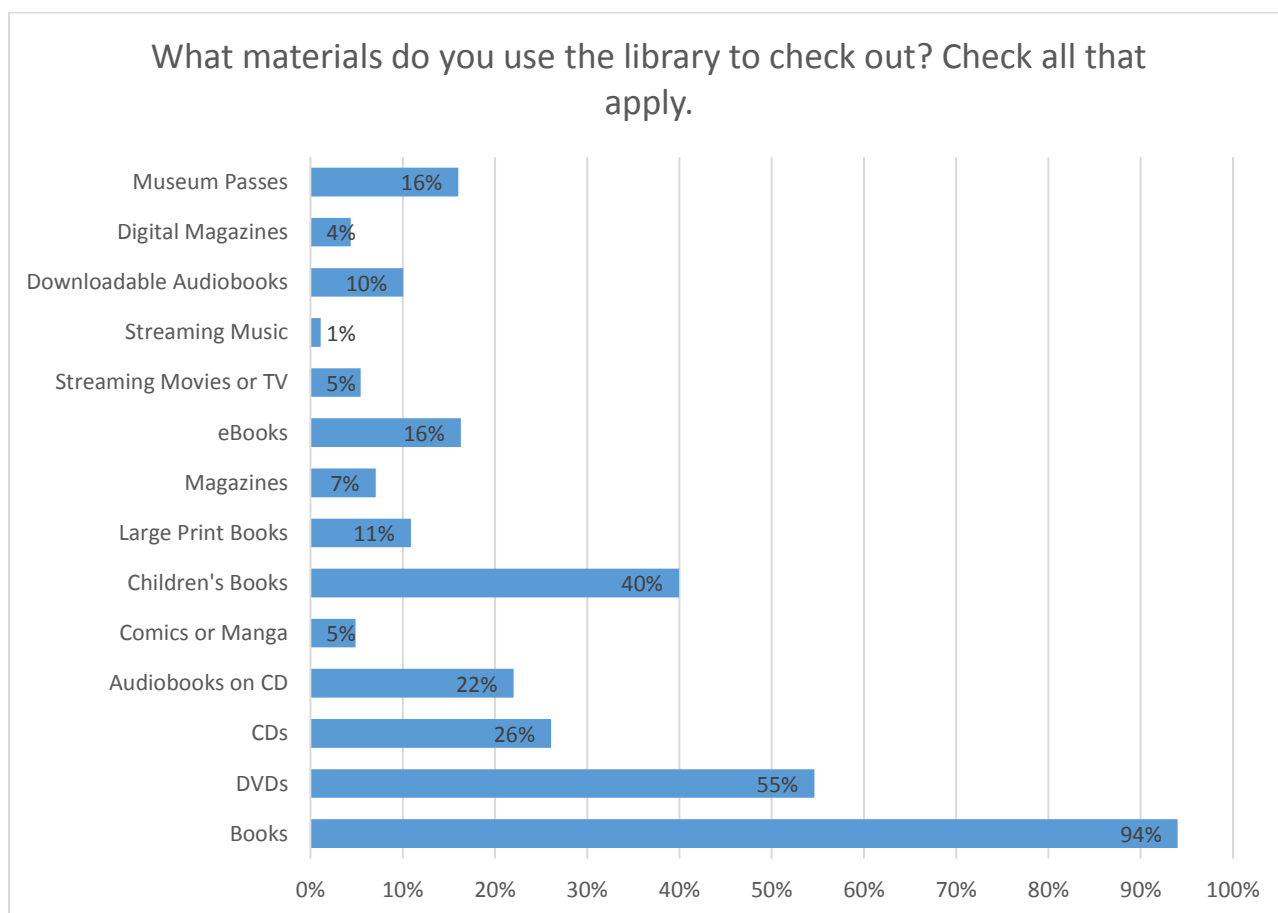
See full list of survey question at end of report, Survey Questions section (p.18)

Summary

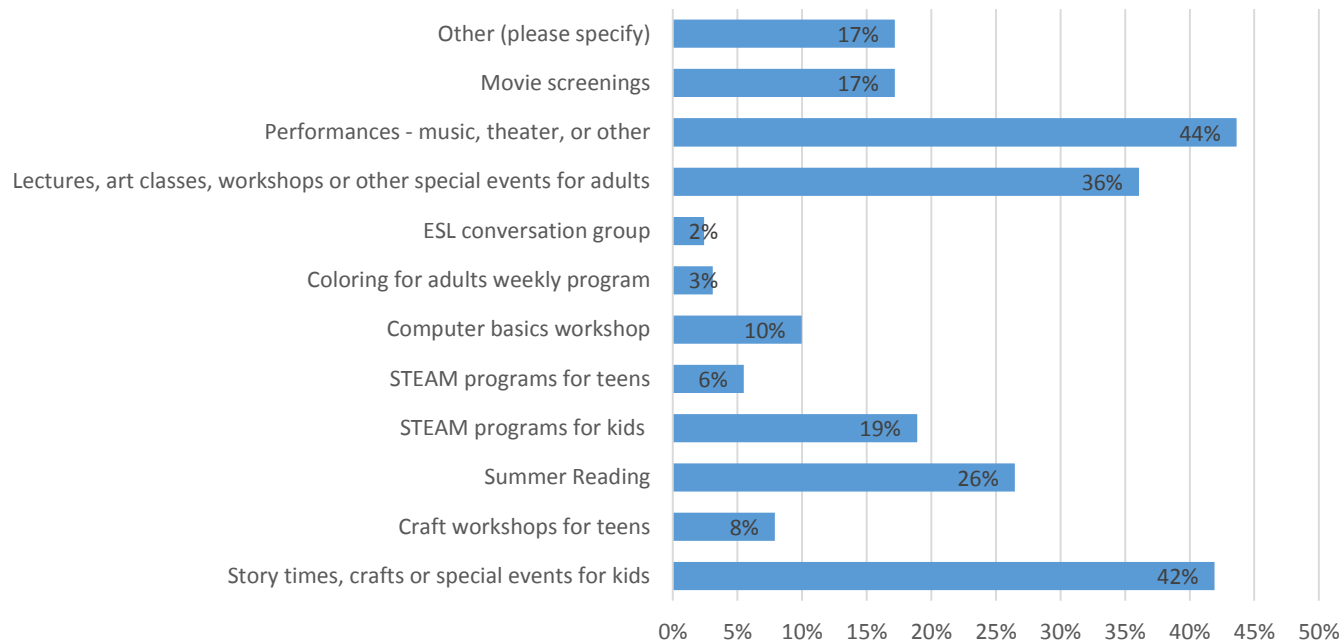
The library conducted a community survey as part of the Strategic Planning process, receiving 405 responses from the community. This survey helped the library to obtain insightful data and perspectives of the Leonia community regarding the library and how the community currently uses the library. The library's survey included 20 different questions, ranging from usage levels and favored services to areas for improvement and desired services and collections. The major results of the questions are included here below.

The Leonia community is very active in utilizing the library's services and collections. Borrowing books, DVDs and other in-house materials is still the most popular service. However, library events and educational classes for kids, and other ages, are also very popular. Story times, performances, lectures, arts and crafts and STEM classes are all very popular with library users. Other services that rank high in user importance include BCCLS inter-library loan delivery, study and community space, WiFi and Internet access and digital collections.

Summary of Question Answers

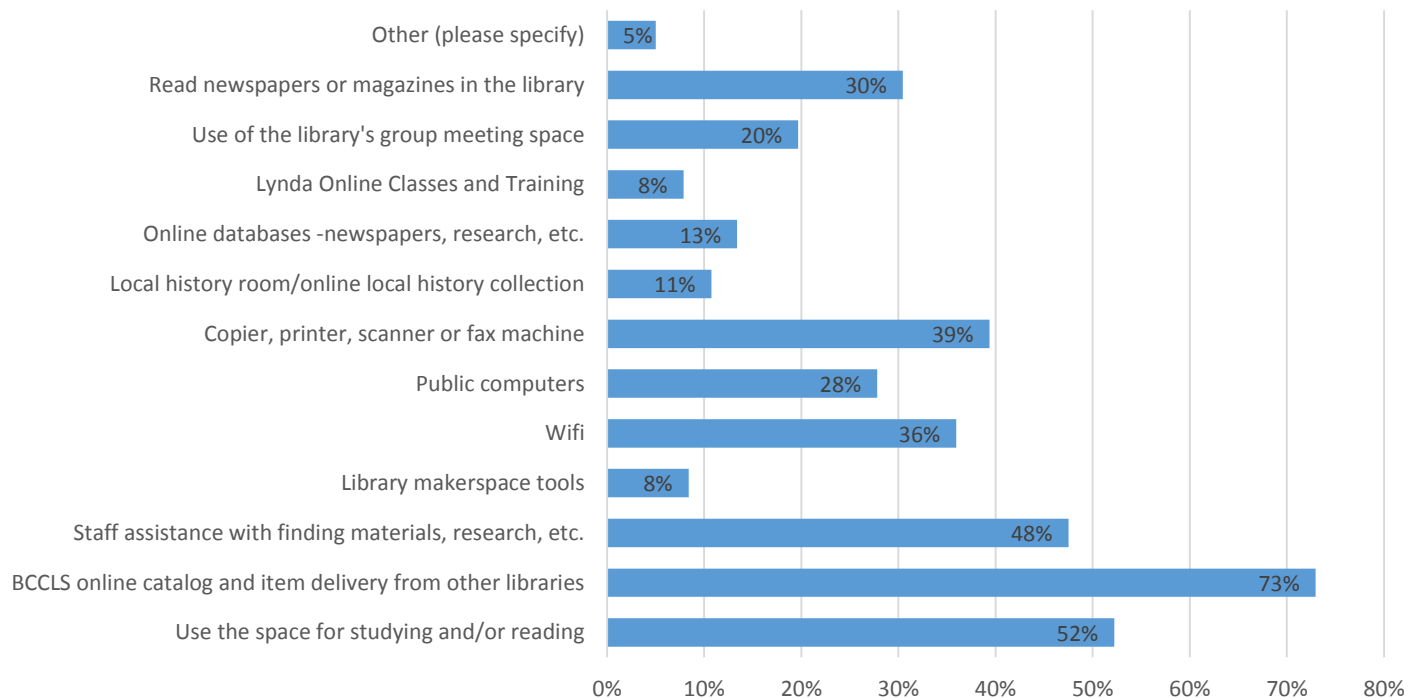


Which of the following events have you attended in the past? Check all that apply.



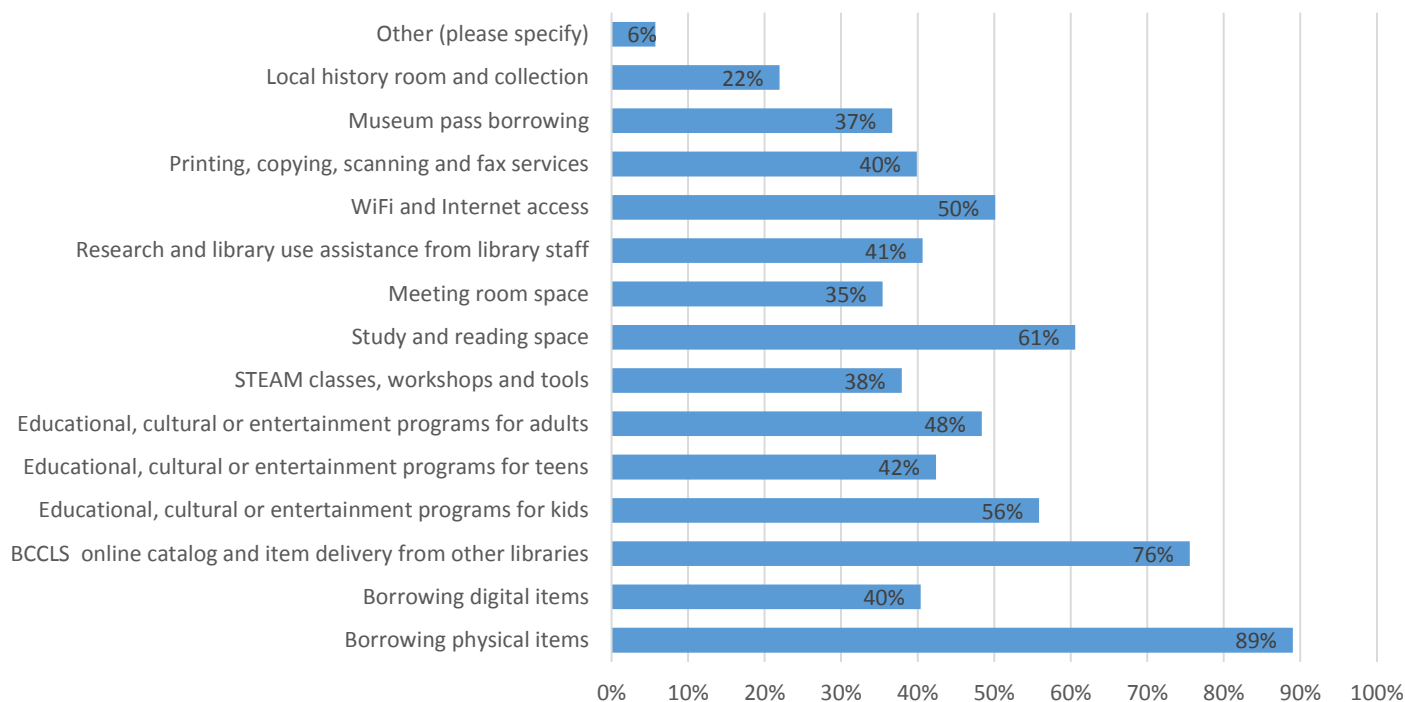
**STEAM = Science, Technology, Engineering, Arts and Math*

Do you use any of the following library services? Check all that apply.



**BCCLS = Bergen County Cooperative Library System*

The library currently offers the following. In your opinion, which are the most important? Check all that apply.



**Physical items include books, DVDs, CDs, audiobooks, etc.*

Digital items include eBooks, streaming music, streaming movies and TV, digital magazines, etc.

Key Findings:

- Library users list the following services as highly important: Borrowing physical items like books and DVDs (88%), BCCLS inter-library loan delivery (75%), study and reading space (60%), and educational events and classes for children (55%).
- 41% attend children's story time events, 43% attend performances for all ages, and 36% attend lectures or arts and crafts classes
- 93% use the library to check out books
- The most common ways users learn about library events and services are in-house flyers (51%), library website (49%), library email newsletter (41%) and the Leonia Talks listserv (38%)

Open Ended Question Summaries	
What are the library's main strengths?	In what areas can the library make improvements?
Friendly/Helpful staff – 28%	Hours – 39%
Events and Classes – 15%	Parking – 11%
Good Collection – 11%	Evening programs for children – 5%
Library as a Community Center – 10%	Bathrooms – 4%
BCCLS – 9%	Improved Collections – 4%

Gatekeeper Interview Results

Summary

The library also sought the input of community organizations and individuals beyond the community survey. This was an effort to identify key individuals – gatekeepers – who are representative of specific communities or organizations in Leonia. These individuals could then provide insightful information regarding the needs, interests and perspective of local communities and organizations. A standardized list of questions was created for use during open-ended interviews. The results of the interview process was recorded and translated into major findings and feedback.

Overall, gatekeepers shared that they had a high opinion of the library and appreciated all of the services that it provides to the community. Especially popular are good customer services, children's events and programs, services and materials in Korean, diverse programming and technology training and tools. Challenges cited by many include a lack of awareness of library services in the community, improved promotions, improved parking options, enhanced physical space in the library and more services/materials/programs in Korean. Popular suggestions include increased collaboration with the schools, additional diverse programs, additional museum passes, and increased library hours. Most of these findings parallel feedback received in community survey results, staff feedback and community research.

Key Findings

- Services/Programs that would help your organization/community group: Korean books and collections, cultural programs like Lunar New Year, Korean programs and classes, library/community group partnerships, guidance on volunteer opportunities with the library
- Services/Programs you would like to see at the library: Friends Books Sale, more performances/activities for writers, more events and classes, more after school programming, more museum passes
- Barriers to use: reduced hours, physical space limitations, parking
- Most valuable current library services/materials: library staff, foreign language materials, library as a community center, volunteer opportunities, BCCLS inter-library loan, free aspect of library service
- Suggestions on library promotion/advertising: text based reminder service, promotion through schools, flyers at local businesses and facilities

Staff Survey Results

Summary

Library staff were also surveyed as part of the strategic planning process. It is important for all staff to have a stake in the planning process as well as implementation of the goals and objectives for the organization. Staff experience, institutional knowledge and understanding of the community are integral to forging a practical and community responsive plan for the library.

An open-ended survey was conducted with staff with a variety of questions concerning the organization – strengths, weaknesses, suggestions, etc. The following is a summary of the most cited input in different areas of the survey:

Key Findings

- Areas of strength in the library: customer service, BCCLS inter-library loan, reading space, public computers and WiFi, community support
- Organizational challenges – staffing levels, physical space, funding levels, limited parking, marketing and public awareness of services, collections need additional weeding
- Other suggestions – enhanced digital collections, focus on technology, improved collection development, color printing for public computers, improved physical space usage/design, improved inter-organizational communication, programming suggestions – More ESL and Korean based events, book groups, more for seniors, more STEM, more basic tech training classes

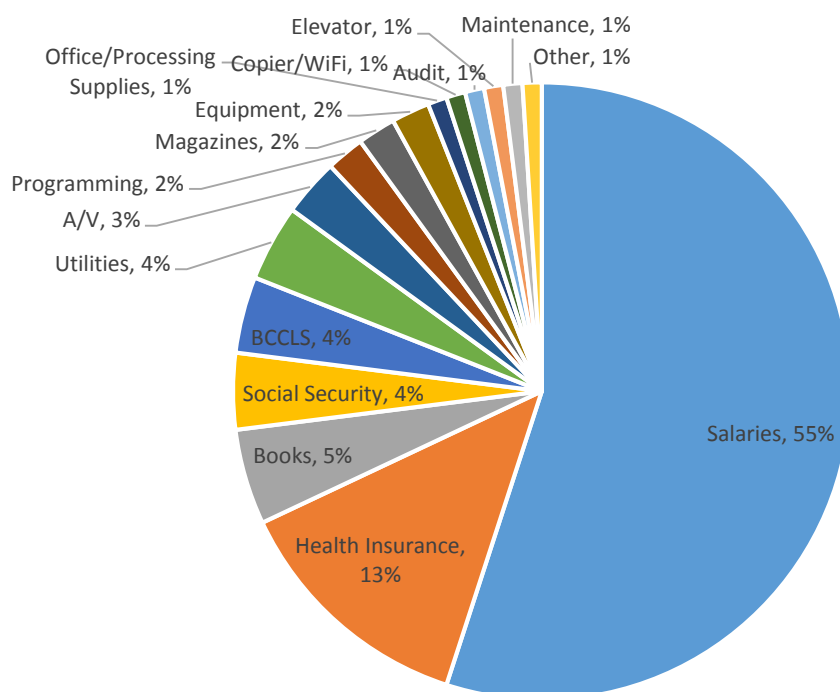
Budget Analysis

The library also conducted a review of the library expenditures over a five year period. In addition to a general review, an analysis was conducted on the expenditures on different library collections as compared to the usage of those collections. As a service field, 78% of the library's budget (2017) is utilized by staffing related costs. With utility costs and BCCLS consortium fees added, 86% of the library's municipal budget goes to staffing, BCCLS or utilities. Recent funding trends along with these major expense areas indicate a need for alternative funding sources.

Key Budget Facts

- The Leonia Public Library is a municipal library where the state requires a minimum amount of funding, as calculated by a property valuation formula. This number reflects the bare minimum at which the library can be funded. The Leonia Public Library has traditionally been funded beyond the mandated state minimum.
- The library receives supplemental funding through donations, which it uses annually to supplement the budget.
- In 2016, the library's municipal budget appropriation was reduced by 12.5%
- Over the past five years, the library has supplemented its municipal appropriation by an average of 7% annually with donated funds.
- 78% of the library's municipal budget (2017) is allocated to staffing expenses

Major Categories of Expense 2017 - Municipal and General Funds Combined

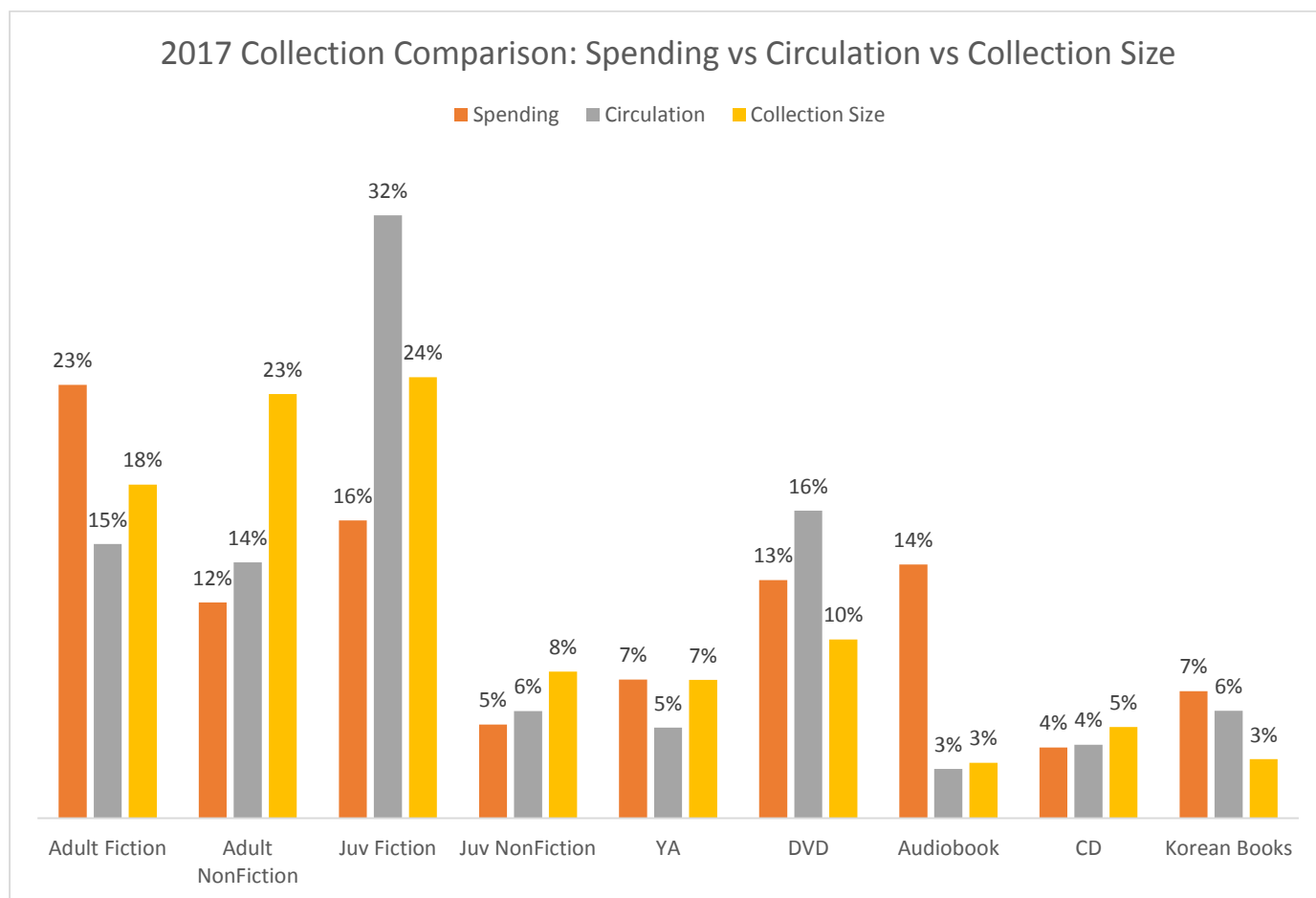


Collection Analysis

A review was also conducted of the use of library collections in comparison to purchasing levels for those collections. Trends indicate high usage of children's materials along with Korean language materials. A very significant increase in the use of digital collections was also found. Spending levels for each of those collections indicate the need for a correction to the levels of funding for specific collections. More funding for Korean, Children's and digital materials would seem to be recommended from the usage levels. Other factors are involved in library collections however, including physical space availability, options available in digital purchasing platforms, and the promotion of individual collections. However, usage levels indicate increased investment in Children's, Korean and digital materials.

Key Collection Facts

- Digital Collection circulation has increased by 136% since 2012
- Juvenile material circulation is at least double the amount of any other collection
- The Adult Nonfiction collection is 22% of the overall size of the library's collection, but represents only 13% of the annual circulation
- Audiobooks represent 14% of the annual collection spending, but only 3% of the circulation
- Korean books represent 6% of the total circulation, but the size of the collection is only 3% of the total



2017 Leonia Public Library Board Members and Staff

Library Board of Trustees

Elizabeth Carillo – Board President
 John Kendrick – Board Treasurer
 Sue Boyd - Board Secretary
 Phyllis Dain – Board Secretary (retired)
 Mary Heveran – Trustee
 James Moore – Trustee
 Brad Wilds - Trustee
 Judah Zeigler – Mayor
 H. Philip Zeigler – Mayor’s Alternate
 Joanne Megargee - Superintendent of Schools
 Neo Antoniades - Superintendent’s Alternate
 Lisa Klein - Superintendent’s Alternate
 Council Liaison – Mark Minichiello - Council Liaison

Library Staff

Matt Latham – Director
 Elizabeth Bender – Assistant Director, Head of Children’s Services
 Jane Barnes – Daily Operations Manager, Head of Circulation
 Elysse Fink – YA/Adult Services Librarian
 Madeline Carnatz – Administrative Assistant
 Lisa Higgins – Bookkeeper
 Douglas Jeter – Custodian
 Zakkie Starres – Senior PT Library Assistant
 Emily Burns – PT Children’s Library Assistant
 Elaine Blumenson, Carla Blanco, Ronda Hirsch, Genesis Jais, Norma Tamburrino - PT Library Assistants
 Mary Giannantonio – PT Page

Library Board of Trustees, Strategic Planning Committee

Brad Wilds- Committee Chair, Library Board Trustee
 Elizabeth Carillo, Library Board President
 Mary Heveran, Library Board Trustee
 John Kendrick, Library Board Treasurer
 Matt Latham, Library Director

Citations and Survey Questions

Citations

- 1) The Aspen Institute Dialog on Public Libraries – Action Guide for Re-Envisioning Your Public Library – Version 2.0. The Aspen Institute. P. 4.
http://csreports.aspeninstitute.org/documents/ActionGuideFINAL_7_12_17.pdf
- 2) 2016 American Community Survey – Leonia.
https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml?src=bkmk

Survey Questions

1. You can fill this survey out for yourself or on behalf of small children or other household members. Please indicate which category describes who you are answering on behalf of.
2. Do you currently use the library to check out materials?
3. If so, what materials do you use the library to check out? Check all that apply.
4. Do you attend any library classes, children's events, workshops, performances or other events?
5. If so, which of the following have you attended in the past? Check all that apply.
6. Do you currently use any of the following library services? Check all that apply.
7. The library currently offers the following. In your opinion, which are the most important? (check all that apply)
8. How do you hear about library services, events and announcements? Check all that apply.
9. How often do you visit the Leonia Public Library?
10. What is your preferred time to visit the library?
11. In your opinion, what are the main strengths of the Leonia Public Library?
12. In your opinion, what are the areas of the Leonia Public Library that can be improved?
13. Are there resources you have seen at other libraries, or anywhere else, that you think should be available at the Leonia Public Library?
14. Do you have any other thoughts or comments you would like to make in regard to the Leonia Public Library?
15. What is your age?
16. Are you a Leonia resident?
17. Do you have a Leonia Library card?
18. Are you signed up for the library's monthly email newsletter?
19. If you would like to be signed up for the library's monthly email newsletter and are not already signed up, please provide us with your email address below.
20. Would you like to be entered into our survey raffle drawing to win a free Kindle tablet? If so, please provide us with your name and email address in the box below.