



EMBRACING THE FUTURE: STRATEGIC PLAN 2020-2025



WORTH-PINKHAM
MEMORIAL LIBRARY

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MESSAGE FROM THE BOARD OF TRUSTEES

The following strategic plan is the compilation of tireless input from the Library Director and her staff, the Strategic Plan Committee, Friends of the Library, and the HHK community. Together we created a vision of an accessible library for the whole community.

The past five years have seen a major metamorphosis for our library, beginning with hiring a new Director and Youth Services Librarian. Our programming, collections, and resources have been majorly updated and have been well received by the community.

Accessibility is our focus for the future. Our staff currently struggles with helping patrons conquer the physical limitations of access by helping moms with strollers, patrons with handicaps, and seniors with curbside book returns and checkouts. Accessibility to STEAM technology is imperative to bring our library into the future for all ages. Not to mention the constant issues that arise daily when dealing with a 100+ year-old building and the wildlife that choose to call this space home! Last but not least is a need for accessibility to the HHK community as a meeting space for local organizations, seniors, and various borough events. We are extremely excited at the prospect of creating an accessible library for all to enjoy, and we thank the planning committee for all their hard work in conveying the community-wide need for these changes.

2019 Board of Trustees:

John Mongelli, President	Jeff Clutterbuck, Trustee
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Caroline Richards, Secretary	Leann Surz, Trustee
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ABOUT THE STRATEGIC PLAN COMMITTEE

The Strategic Plan Committee met regularly throughout 2019 to craft this plan. Members participated in the development of our community survey, and some facilitated focus groups during the summer. All lent their careful thoughts and expertise to the finished product.

Members:

Gretchen Kaser Corsillo, Library Director

Patricia Crossley, Trustee

Caroline Richards, Trustee/

Liaison to the Friends of the Library

Leann Surz, Trustee

Robert Andresen, Staff

Alyssa Harvey, Staff

Pam Portsmore, Staff

EXECUTIVE SUMMARY

The library's Strategic Plan Committee began work on this plan in early 2019 by reviewing the progress made during the 2014-2019 plan. Recent statistics were reviewed, and comparisons were made between the library's offerings at the beginning and end of the plan. Committee members felt strongly that community input was essential in determining the future course of the library and its services. As a result, a community survey was developed and distributed in June. Focus groups were held for both patrons and library staff later in the summer. The committee used the data and anecdotal evidence gleaned from these tools in crafting its new goals and objectives. Thoughtful analysis was given to the library's current strengths, weaknesses, opportunities, and threats. Demographic data on the Borough of Ho-Ho-Kus was obtained through Census data and the 2017 American Community Survey.

METHODOLOGY & FINDINGS

A community survey was developed by the Strategic Plan Committee with the goal of gathering data about participants' opinions on the current library and their thoughts on future changes and offerings. Select demographic data was also gathered to contextualize results and gain insight into residents' interests in order to provide more relevant programming. An effort was made to reach all segments of the Ho-Ho-Kus community, including those who do not currently use the library. Library staff were asked to complete the survey as well. Paper copies were available at the library and at Borough Hall, and a virtual counterpart was offered via Google Forms. The digital version was promoted heavily via the library's e-newsletter and social media outlets, as well as through the Borough of Ho-Ho-Kus' Facebook page, Ho-Ho-Kus School's Wednesday Notes, the Ho-Ho-Kus Moms Facebook group, and via various community clubs and organizations. A copy of the questions is included in Appendix A, as well as a full report of the data. Altogether, 164 individuals completed the survey.

Once the response period for the survey was complete, a series of focus groups was scheduled. Some survey participants had expressed interest in attending a group session, and they were invited back as soon as the schedule was complete. Other participants were recruited through the library's traditional marketing outlets (e-newsletter, press releases, social media, signage, etc.) and via word of mouth. A separate session was held for library staff. Altogether, 25 individuals participated in five focus groups, and one individual who missed her scheduled group met one-on-one with the Library Director. A list of the questions asked during focus groups is included in Appendix B.

Overall, the findings from both tools were consistent with what the committee anticipated. Respondents like the library but find it limited both in terms of space and accessibility. Potential users are often deterred by the stairs and steep driveway required to access the building, as well as the limited amount of parking. Positive comments from respondents included an affinity for the library staff and their customer service, as well as children's programs and the library's cozy atmosphere and small town feel. Both survey respondents and focus group participants expressed a strong desire for a central, free meeting space that could accommodate both library programs and meetings of Ho-Ho-Kus' many nonprofit organizations. They were also very interested in Sunday hours, quiet study and collaborative space, foreign language collections, and more STEAM-based learning for all age groups.

COMMUNITY PROFILE

Ho-Ho-Kus is a small town of 1.7 square miles located in Northwest Bergen County. As of the 2010 Census, its official population was 4,078. The 2017 American Community Survey estimates moderate population growth with a new total of 4,162. There are 1,449 total households in the Borough. The median age of Ho-Ho-Kus residents is 43.1 years, with 10-19 year-olds making up the largest segment of the population at 19%. The next most numerous age groups are 50-59 year-olds and 40-49 year-olds at 16% and 15%, respectively. 83% of residents identify as White, with Hispanics (9%) and Asians (7%) comprising the next most common demographics. 11.8% of residents were born outside the United States, as compared to 22.1% of New Jersey residents. 84% of adults live in a household in which only English is spoken.

Ho-Ho-Kus' per capita income of \$74,605 is nearly double that of New Jersey (\$39,069). The Borough's median household income of \$176,518 is more than double New Jersey's median of \$76,475. The average Ho-Ho-Kus worker spends 36.1 minutes commuting to work each day, slightly more than the New Jersey average. Many Ho-Ho-Kus residents commute into New York City for their jobs.

CENSUS
POPULATION

4,078

PER CAPITA
INCOME

\$74,605

16%

SPEAK MORE
THAN ENGLISH
AT HOME

Housing in Ho-Ho-Kus is largely stable, with 97% of single-unit dwellings occupied, and a mobility rate of only 6.6%. Property values are more than double the average for New Jersey, coming in at \$727,900. Residents are highly educated, with 98.2% of adults having graduated from high school or equivalent, and 78.6% holding a bachelor's degree or higher.

Ho-Ho-Kus adheres to a borough form of government. Its school district encompasses one school, Ho-Ho-Kus School, which enrolls grades K-8. High school students typically attend Northern Highlands Regional High School in nearby Allendale. The borough is home to a modest downtown area, featuring a variety of local businesses such as restaurants, salons, and boutiques. A small industrial park is located on the north end of town.

The construction of several new housing developments is slated to take place over the next five years. These projects will incorporate a mix of low-income and traditional housing. As such, it is anticipated that the population size and density of the borough will increase over the life of this strategic plan.



LIBRARY HISTORY

Although Ho-Ho-Kus was settled in 1698, the Ho-Ho-Kus Free Public Library Association was not officially formed until 1924, sponsored by the Ho-Ho-Kus Woman's Club. The very first library was housed in a jail cell intended, but never used, for female prisoners. Three years later, in 1927, a referendum was passed to municipalize the library. Shortly thereafter, the Borough purchased a real estate office on East Franklin Turnpike to house the library. This site was expanded in 1933 to include an entrance porch, two wings, and a furnace room. In 1953, two larger wings were built on the east and west ends of the building.

The library remained in this location until 1988, when it moved up the street into its current location at the corner of Warren Avenue and North Franklin Turnpike. This building, constructed in 1905 and one of the first bungalow style homes in Bergen County, was the private residence of Caroline Mildreth Worth-Pinkham and Francis Lloyd Pinkham. When Mrs. Worth-Pinkham passed away in 1984, her will reflected the gift of her home to the Borough of Ho-Ho-Kus with the condition that it be used as a public library. After careful consideration, a committee comprised of library trustees and Ho-Ho-Kus residents recommended to the Mayor and Council that the gift be accepted in 1985. Renovations began, and the library officially moved in Spring 1988. The former library building still stands today and is occupied by a commercial tenant.

Since 1988, renovations to the present building have been negligible. The library's collection was computerized in 1991, and Internet access was provided for the first time. In 2016, the reference room was repurposed to create the library's first dedicated young adult room for students in middle school and high school. Upgraded LED lighting was also installed in 2016.



THE LIBRARY AT A GLANCE

2019 Budget Breakdown:

\$441,000: Total Operating Budget

\$436,422 Municipal Funds

\$1,785 State Funds

\$2,793 Misc. Income

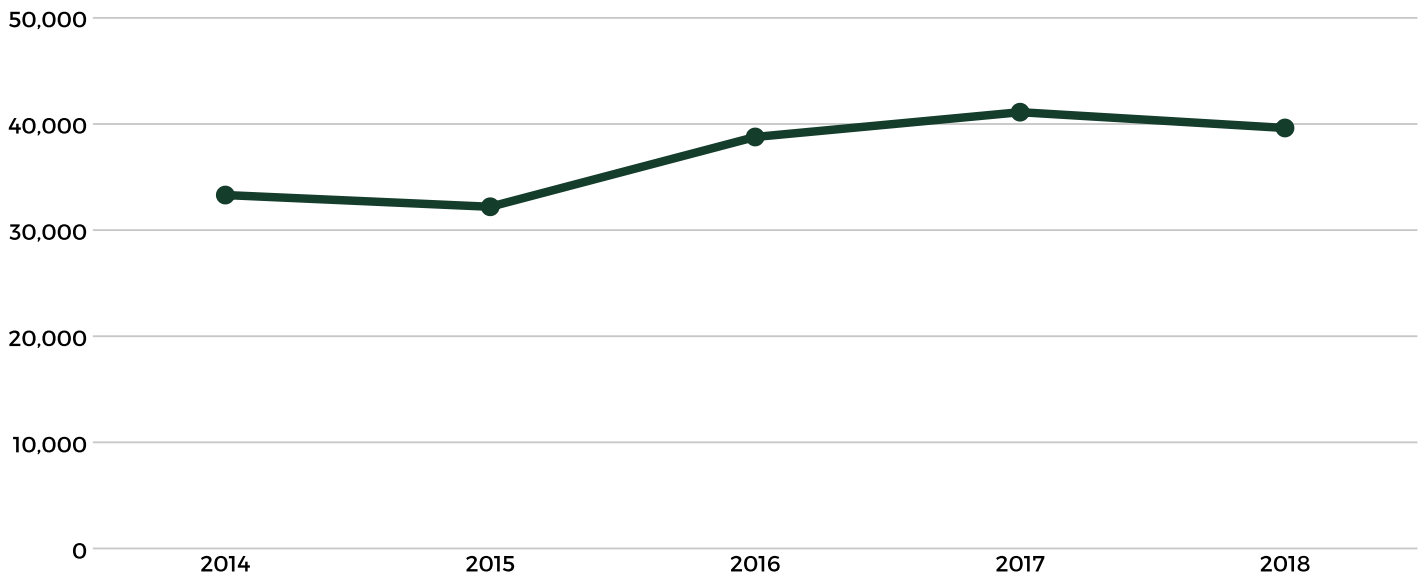
57%

*of Ho-Ho-Kus residents
are cardholders*

\$533

*average annual value to
cardholder*

Annual Circulation:



2018 Numbers:

Annual Circulation	39,634	Foot Traffic	28,869
Physical Items in Collection	23,105	Building Square Footage	4,789
Digital Items in Collection	24,906*	Operating Hours/Week	44
Registered Cardholders	2,338	Operating Budget	\$443,000
Program Attendance	2,784	FT Professional Staff	2
Programs Offered	251	PT Paraprofessional Staff	8

**does not reflect Hoopla holdings*

SWOT ANALYSIS

The Strategic Plan Committee has evaluated the current environment surrounding the library and identified the following strengths, weaknesses, opportunities, and threats.

Strengths: Patrons and library administration alike recognize the importance and strength of the library staff. Due to its small size, Worth-Pinkham Memorial Library prides itself on offering personalized customer service to all patrons, and all staff are regularly trained and evaluated in this area. The Friends of the Library, officially founded in 2019, are a strength as well, thanks to their unwavering support of and advocacy for the library. The strong sense of community in Ho-Ho-Kus - one that is committed to lifelong learning and values educational and local government resources - is another strength.

Weaknesses: The Committee recognizes that the library's current building presents significant hardships to users, due to its difficult access and insufficient parking. In addition to the steep location, the small size of the building also inhibits staff from offering as wide a collection as is appropriate, and the lack of dedicated programming space severely impacts the types of activities the library is able to offer. Funding is also a weakness at its current level; the library has historically always been funded by the Borough of Ho-Ho-Kus at the minimum level permissible by state law. Capital funding has historically not been provided to the library, which limits the improvements that can be made. A final weakness is the reversion clause present in Caroline Mildreth Worth-Pinkham's will: if the present building ceases to be used as a public library, it must revert back to the Worth-Pinkham estate. This prevents the library from easily moving to another, more accessible location.



Opportunities: The largest and most realistic opportunity for the library at this time is expansion of its current site. In 2018, the library retained an architect to conduct a feasibility study pertaining to expanding onto the two vacant lots at the north end of the building. This property was included in the Worth-Pinkham will and has not yet been developed. Now that the Friends of the Worth-Pinkham Memorial Library exist, greater community advocacy - both in terms of public relations and fundraising - is a more actionable opportunity.

Threats: In coming years, the population of Ho-Ho-Kus is expected to grow due to new housing developments. Like many other community services, the present library infrastructure is insufficient to meet this added strain. Funding fluctuations are always a threat to the library, as well; because library funding is based directly on property values, it varies from year to year. Timely and accurate disbursement of these funds from the Borough of Ho-Ho-Kus has also been identified as a threat. Finally, due to the large number of small towns in New Jersey, the threat of regionalization of community services (libraries, school districts, emergency services, etc.) is always a low-level threat.



RECAP OF THE 2014-19 PLAN

The Strategic Plan Committee feels confident in saying that substantially all the goals set forth in the library's 2014-19 strategic plan have been met.

Library Collections: 16,621 items were added to the library collection between January 2014 and December 2018. By hiring professional librarians to apply best practices in collection development, the organization has seen tremendous growth in circulation. Outdated, unused, and inaccurate materials have been removed from all aspects of the collection and replaced with newer, more accurate and appealing items. In 2019, the library began purchasing its own items in ebook and digital audio formats, rather than relying solely on BCCLS' shared collections. This lessens wait times of popular items for Ho-Ho-Kus residents and ensures that local high-interest titles, such as children's summer reading assignments, are available. The library also purchased a subscription to Hoopla in 2018, which further augments its digital collections and adds downloadable movies, music, TV shows, and comics. The addition of a dedicated Young Adult Room in 2016 has allowed for additional purchases in this area as well. In 2019, the Youth Services Librarian began making regular classroom visits to Ho-Ho-Kus School, which has helped align the library collection with the school's curriculum.



Programming: At the start of the outgoing strategic plan, the only youth programming offered at the library was Summer Reading Club and intermittent story times throughout the year. No programs were offered at all for teens or adults. When the current Library Director came on board in 2015, adult programming was offered for the first time. The addition of a dedicated Youth Services Librarian in 2016 allowed for more programming geared towards children and teens. Partnerships were forged with various local organizations (Ho-Ho-Kus School, the Hermitage, and the Ho-Ho-Kus Community Church) so the library could utilize their space for large events that cannot fit in the present building. The library also began partnering with other local groups, including CERT, the Ho-Ho-Kus Volunteer Fire Department, and local businesses, to offer special interest programming for all age groups.

Community Involvement: The Friends of the Worth-Pinkham Memorial Library was formed and achieved 501(c)3 nonprofit status in 2019. This group brings together members of the Ho-Ho-Kus community to advocate for the library. As noted above, the library has also collaborated extensively with Ho-Ho-Kus School and various community groups and businesses. Through community engagement, the library has received grants in recent years from the Contemporary Club (2018, 2019) and the Ho-Ho-Kus Volunteer Fire Department Ladies Auxiliary (2017). A mural created by middle school students at Ho-Ho-Kus School was installed in 2017 and is a permanent fixture in the Young Adult Room.

Communication: The library has made significant strides in its communication and marketing efforts over the last five years. The subscriber base to its e-newsletters has grown exponentially, and three publications are offered regularly with high subscriber engagement. Social media outlets were developed in 2015 and 2016, and the library now engages with followers on Facebook, Instagram, and Twitter on a regular basis. A new website was designed by the Library Director in 2015, which conveys a wealth of information about library services, and a new domain (hohokuslibrary.org) was introduced in 2019. Traditional press releases are still sent to the Town Journal on a regular basis, and youth events are cross-promoted through Ho-Ho-Kus School's Wednesday Notes to garner sufficient attention.

Technology: The library now offers robust digital collections both independently and in cooperation with BCCLS. An upgraded wi-fi network was installed in 2015, and two of the three public computers were upgraded in 2018. Upgraded public printing, featuring a new color laser printer, was introduced in 2017. The library successfully completed all aspects of its 2014-17 Technology Plan; a new plan will be developed once more information is known about renovation possibilities.

Facility: In 2016, the Library Board contacted the next known heir to the Worth-Pinkham estate to seek clear title to the present library building. This would allow the library to sell the current property and move to a more desirable location. They learned that clear title would be possible for a fee. In 2018, an architect was retained to conduct a feasibility study in terms of expanding and improving access to the current site. Various other properties throughout Ho-Ho-Kus have been investigated, but, thus far, none have proven to be realistic for a new library. The 2014-19 strategic plan also requested the Library Board investigate the possibility of contracting with another town for library services. The Board recognizes the importance of Ho-Ho-Kus residents having their own library and has opted not to move forward in this regard.

Customer Service: Staff continues to be regularly trained and evaluated on best practices in customer service. Customer service received high ratings from patrons in this year's community survey and focus groups. Library staff continues to go above and beyond in helping patrons achieve what they set out to accomplish in the library, even going so far as to hand deliver items to patrons who are physically unable to access the building.

Capital Improvements: The library is presently working with a grant writer to identify potential capital funding sources above and beyond its regular funding, and it plans to apply for the New Jersey Construction Bond program when it becomes available in 2020. The Library Director and representatives from the Library Board have maintained ongoing communication with the Borough of Ho-Ho-Kus and the Board's Council Liaison to convey the need for capital improvements in the current building. A capital plan was created for the first time in 2016 and updated in 2019. The Friends of the Library are also able to fundraise through private donors now that they are an IRS-recognized nonprofit entity.

Library Funding: The library took over managing its own budget and paying its own bills in 2015. This allows for better accounting of its operating and capital funds. In the same vein, the library began undergoing independent financial audits - separate from the Borough - in 2015. The Board's Finance Committee and Library Director have worked cooperatively with the Borough's finance staff and Council to advocate for fairer practices in the assessment of overhead expenses, eliminating the longstanding annual chargeback. They also understand the implications of recent funding cuts on key areas of the operating budget, including, but not limited to materials, programs, and staff training and regularly seek ways to offset these losses.

Library Management: The library hired its first professional Library Director in 2015. Later this year, official policies and procedures - included, but not limited to, a code of conduct and policies on technology, circulation, and collection development - were codified for the first time. Other policies, including a personnel manual, were enacted as needed during the 2014-19 plan. The library remains in compliance with the BCCLS Bylaws.



MISSION

It is the mission of the Worth-Pinkham Memorial Library to provide and promote open and equal access to the resources and services of the library in order to meet the informational, educational, and cultural needs of the community. The Library seeks to encourage reading and the use of current technology for lifelong learning and the enhancement of the individual's quality of life.

VISION

Worth-Pinkham Memorial Library will be the center of the Ho-Ho-Kus community, providing free access to information, entertainment, and collaboration for all segments of the population. We will connect our users to their neighbors through dynamic spaces, collections, and programming, making our community a more accessible and enjoyable place to live.



CORE VALUES

- **Accessibility** - The library is committed to accessibility of all types: a welcoming environment, a physically accessible space for all abilities, free access to information, and 21st-century technology.
- **Community** - Worth-Pinkham Memorial Library strives to be the center of the Ho-Ho-Kus community, uniting all residents and providing a forum for them to come together as they choose.
- **Freedom of Information** - The library deeply values free, unrestricted access to reliable and timely information, through both print and digital forums.
- **Innovation** - Through timely, forward-thinking programs, collection development, and technology, the library strives to provide access to the future while recognizing the importance of the past.
- **Lifelong Learning** - Through its physical and digital collections and year-round cultural programming, the library is committed to promoting lifelong learning in its users, from birth through the end of life.





GOAL II: PROGRAMMING

The library will provide dynamic, engaging programming services for all ages and abilities that are valued by the community, resulting in ongoing library usage and the encouragement of lifelong learning.

Objective: Continue to provide adult programming throughout the year that is relevant and appealing to a full range of age groups, from emerging adults through senior citizens.

Objective: Continue to provide year round children's programming with primary focuses on early literacy, creativity, collaboration, and STEAM education.

Objective: Offer more programs and services that engage local tweens and teens, ages 10-18, and encourage their continued patronage of the library.

Objective: Continue to support and enhance artistic and cultural activities which benefit the greater Ho-Ho-Kus community, through collaboration with creative professionals.



GOAL III: COMMUNITY INVOLVEMENT

The library will serve as a hub of the Ho-Ho-Kus community through collaboration with local organizations in order to strengthen its awareness of the community's needs and appeal to those who are not yet engaged with the library's services.

Objective: Work collaboratively with the Friends of the Library to engage the community through programming and fundraising efforts.

Objective: Foster school and library collaboration by encouraging the use of library resources for student growth. Continue annual class visits and determine additional collaborative programming as needed.

Objective: Continue partnerships with the borough and local community organizations through co-sponsored programming.

Objective: Aid local organizations in fulfilling their missions by offering meeting space and access to library resources.



GOAL IV: COMMUNICATION

Through consistent and engaging marketing communications, the library will strive to ensure the community is aware of its resources so as to expand its base of local users.

Objective: Formalize consistent print and digital communications strategies through a codified marketing and branding plan.

Objective: Continue to produce flyers and other print materials as appropriate, highlighting library programs and services.

Objective: Maintain and grow the library's existing e-newsletter subscriber base. Continue to use listservs to raise awareness of library news and events.

Objective: Maintain the library's website as a relevant and timely source of information concerning physical and digital collections, programs, and other services.

Objective: Continue to use social media to promote library news and initiatives, remaining tapped into new digital marketing developments and trends.

Objective: Investigate the addition of clearer exterior and interior signage to make the library, its services, and its collections easier to find.

GOAL V: TECHNOLOGY

The library will offer cutting edge technological resources that will enhance services and provide equal access to digital information sources, with a focus on furthering users' skills for the 21st century.

Objective: Maintain a timely, relevant, and robust collection of digital resources that are widely accessible to cardholders both inside and outside the library.

Objective: Maintain a modern, robust wireless network with speed, ease of access, and security as central priorities.

Objective: Provide users with access to recent, high quality hardware, such as computers and printers.

Objective: Provide technology instruction to library users as needed, with a focus on promoting STEAM fields and other 21st century skills.

GOAL VI: FACILITY

The library will upgrade its current facility in order to meet the diverse needs of the Ho-Ho-Kus community and maintain a welcoming, comfortable physical environment for users.

Objective: Allow users access to an upgraded, safe, and welcoming environment with access to library collections and a mixture of areas for studying, quiet reading, and formal and informal gathering.

Objective: Provide easy, barrier-free access to the library building - including, but not limited to, ground-level entry and on-site parking.

Objective: Incorporate green and sustainable elements into the library's physical plant where possible in order to maintain a more environmentally responsible footprint and forward-thinking focus.

Objective: Provide a modern physical space while respecting the history of Ho-Ho-Kus and Worth-Pinkham Memorial Library.



GOAL VII: CUSTOMER SERVICE

Maintain user experience as a top priority by focusing on customer service and positive interactions for all patrons.

Objective: Hire and maintain a motivated staff who actively work towards upholding the library's mission and core values.

Objective: Provide excellent customer service by empowering the library staff through continued training, professional development, and regular staff meetings.

Objective: Provide feedback to all staff and evaluate employees regularly on customer service skills.

Objective: Provide clear guidelines for uniform staff behavior through ongoing review of library policies.

Objective: Evaluate and amend library policies and procedures on an ongoing basis.

GOAL VIII: CAPITAL IMPROVEMENTS

Focus on both long and short term planning for improvements to the library facility.

Objective: Seek funding for the expansion and refurbishment of the current facility through municipal and private contributions.

Objective: Regularly apprise the Friends of the Library as to the library's capital needs.

Objective: Research, identify, and apply for relevant grants to offset capital expenses.

GOAL IX: LIBRARY FUNDING

The Board of Trustees and the Library Director will provide careful stewardship of the library's financial and operational resources to make the most efficient and effective use of both public and private funding.

Objective: Continue to effectively and transparently manage state and municipal funding.

Objective: Continue to meet New Jersey State Aid requirements by submitting the New Jersey State Library Annual Report.

Objective: Evaluate and address any changes in funding and their impact on the ability to provide robust library services; in the event of diminished funding, seek supplemental municipal assistance.

Objective: In conjunction with the Friends of the Library, seek funding through fundraising drives, donations, and grants.

GOAL X: LIBRARY MANAGEMENT

The library will establish and maintain appropriate policies and procedures for the efficient and safe operation and compliance with regulatory requirements.

Objective: The Library Director, with the Board's approval, will establish and maintain appropriate operating and administrative procedures.

Objective: The Library Director will maintain appropriate operating procedures required as a member of BCCLS.

Objective: The Library Director, in conjunction with the Board, will identify new regulatory requirements and other matters requiring new written policies and procedures or revisions to existing policies and procedures.

MEASURING SUCCESS

The Strategic Plan Committee recognizes that goals are insufficient if their success is not evaluated on a regular basis. As such, the committee will meet at the end of each year to determine progress towards each goal and objective. This shall help shape the library's actions for the following year. The Library Director will provide regular feedback as needed to the Committee and full Library Board throughout the year. The library will remain in close contact with the Borough of Ho-Ho-Kus and any other organizations, such as BCCLS or the State Library, as needed to ensure the success of the plan.



Appendix

A

Worth-Pinkham Memorial Library is currently working on its 2020-2025 strategic plan, and we need your help! Please complete our brief survey to share your thoughts, whether you currently use the library or not. Your answers will help shape our future. Prefer to answer online? Visit our website at hohokuslibrary.org.

Your zip code: _____

Do you have a valid library card?

- ☐ Yes
- ☐ No
- ☐ I used to have a library card, but it expired.

How You Use the Library

On average, how often do you visit Worth-Pinkham Memorial Library?

- ☐ Daily
- ☐ A few times a week
- ☐ Once a week
- ☐ A few times a month
- ☐ Once a month
- ☐ Less than once a month
- ☐ Never

For what reason(s) do you visit the library? Please check all that apply.

- ☐ I borrow materials, either through browsing or by placing requests.
- ☐ I attend library programs.
- ☐ My children attend library programs.
- ☐ I use the library's computers, printers, and/or copier.
- ☐ I connect my own device(s) to the library's Wi-Fi.
- ☐ I read or study.
- ☐ I am tutored at the library, or my children receive tutoring.
- ☐ I provide tutoring or other services at the library.
- ☐ I purchase materials from the book sale.
- ☐ I meet and/or socialize with friends or colleagues.
- ☐ I seek tech support from library staff.
- ☐ I seek information or research assistance from library staff.
- ☐ I browse or display work in the rotating art exhibit.
- ☐ I do not visit the library.

What time of day are you most likely to visit the library? Check all that apply.

- ☐ Weekday mornings (10am-12pm)
- ☐ Weekday afternoons (12pm-5pm)
- ☐ Weekday evenings (5-8pm)
- ☐ Saturday mornings (10am-1pm)
- ☐ I do not visit the library.

Have you ever utilized the following library services?

	Yes	No	Was not aware of this service
Book or movie recommendations from staff			
Business databases (Reference USA, Small Business Reference Center, Business Source Elite)			
Delivery for homebound residents			
Downloadable e-books, audiobooks, or magazines (e.g. Libby/Overdrive, Hoopla, RB Digital)			
Library desktop PCs			
Library printers and/or copiers			
Library Wi-Fi			
Loanable Launchpads (educational pre-loaded tablets for children)			
Museum passes			
Notary Public			
Online account management (e.g. renewing items, paying fines, etc.)			
Online career resources (Job & Career Accelerator, Teacher Reference Center)			
Online catalog			
Online program registration			
Rosetta Stone foreign language database			
Streaming movies, TV shows, or music (e.g. Hoopla)			
Tech help			
Volunteer program (for community service hours or personal enrichment)			

If you do not visit the library, please indicate why. Select all that apply.

- ☐ Library hours are not convenient to my schedule. (*The library is open Monday, Wednesday, and Friday 10am-5pm; Tuesday and Thursday 10am-8pm; and Saturday 10am-1pm*).
- ☐ The library location and/or parking is not convenient.
- ☐ I prefer to use the library's online apps (e.g. Libby/Overdrive, Hoopla, RB Digital, etc.) only.
- ☐ I visit another library exclusively.
- ☐ I prefer to purchase my own books, media, etc.
- ☐ I have outstanding fines.
- ☐ I don't have time.
- ☐ I am not satisfied with the library building (e.g. uncomfortable seating, lighting, etc.).
- ☐ I have had a poor experience with the library staff/received poor customer service.
- ☐ The library's programs and events do not interest me.
- ☐ I have had a poor experience with the library's computers and/or wifi.
- ☐ Other (please explain):

How do you find out about library news and events? Check all that apply.

- ☐ In-library signage or by speaking to a staff member
- ☐ Library e-newsletters ("This Week at Your Library", "Youth Services")
- ☐ Library website
- ☐ Library social media outlets (Facebook, Twitter, Instagram)
- ☐ Word of mouth
- ☐ Local newspaper (*Town Journal, Bergen Record*)
- ☐ Ho-Ho-Kus School Wednesday Notes
- ☐ Other (please explain):

How You Feel About the Library

On a scale of 1-5 (5 being the highest), please rate the LIBRARY STAFF.

1 2 3 4 5

On a scale of 1-5 (5 being the highest), please rate the LIBRARY COLLECTION.

1 2 3 4 5

On a scale of 1-5 (5 being the highest), please rate the LIBRARY BUILDING.

1 2 3 4 5

On a scale of 1-5 (5 being the highest), please rate the LIBRARY COMPUTERS AND PRINTERS.

1 2 3 4 5

On a scale of 1-5 (5 being the highest), please rate the LIBRARY PROGRAMS/EVENTS.

1 2 3 4 5

On a scale of 1-5 (5 being the highest), please rate the LIBRARY HOURS.

1 2 3 4 5

Overall, how would you rate the library as a whole?

1 2 3 4 5

How important is the library to the Ho-Ho-Kus community?

1 2 3 4 5

How interested would you be if the library were to offer the following services?

	Very Interested	Interested	No Opinion	Not Very Interested	Not At All Interested
Additional desktop computers					
Community meeting space					
ESL (English as a Second Language) classes					
Foreign language materials					
Later evening hours (Currently, the library is open until 8pm on Tuesdays and Thursdays)					
Makerspace or STEAM lab					
More devices available for checkout (e.g. mobile hotspots, e-readers, Go Pros, etc.)					
Quiet study rooms or other collaborative space					
Sunday hours					

Are there any additional services or features you would like to see the library offer? For example, have you seen something offered at another library that you would like to see in Ho-Ho-Kus?

Short Answers

Think about the Ho-Ho-Kus community as a whole. Is there something missing from our town? Is this something the library could provide?

How do you typically spend your free time?

If you have elementary-aged children, how do they spend their free time?

If you have middle or high school-aged children, how do they spend their free time?

What do you like best about Worth-Pinkham Memorial Library?

What do you like least about Worth-Pinkham Memorial Library?

Is there anything else you would like to add?

Final Questions: About You

Please select the age group that best describes you:

☐ Under 18

☐ 18-24

☐ 25-34

☐ 35-44

☐ 45-54

☐ 55-64

☐ 65-74

☐ 75 or Above

Are you the parent or guardian of one or more children under 18?

☐ Yes

☐ No

Which of the following best represents your employment status?

☐ Employed full-time by somebody else

☐ Employed part-time by somebody else

☐ Self-employed

☐ Retired

☐ Unemployed but looking for work

☐ Unemployed but not looking for work

☐ Student

☐ Military

Are there any languages spoken in your home besides English? If yes, please specify which one(s).

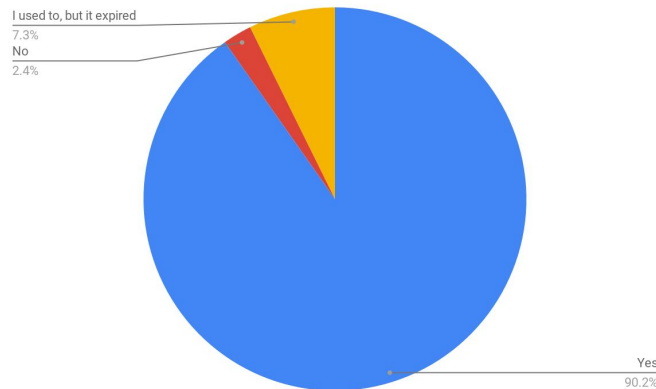
Please provide your email address if you would like to subscribe to the library's e-newsletter.

Would you be interested in providing more information during an in-person focus group? Focus groups will last for one hour and will take place at the library this summer. If you would like to participate, please leave your name and contact information below. Space is limited! If you are selected, a member of the Strategic Plan Committee will reach out to you directly.

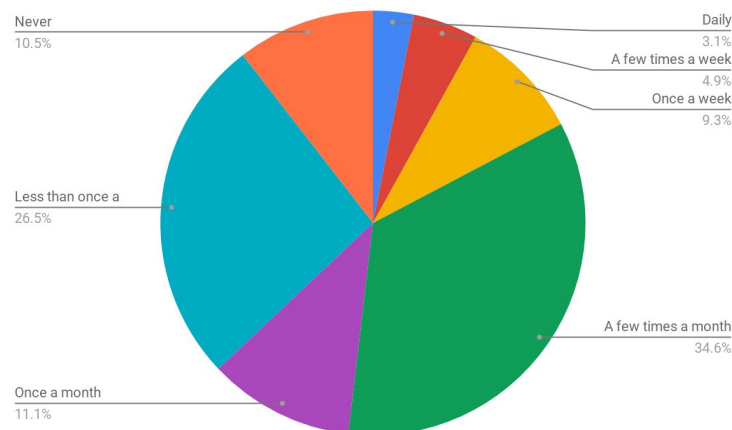
Results:

A community survey was distributed to members of the public beginning on Monday, June 10. Responses were due by Monday, July 1, yielding a data gathering period of three weeks. A virtual copy of the survey was created in Google Forms and was widely shared through the library's various online platforms, including social media, e-newsletters, and the website. It was also shared on the Borough's Facebook page and in the Ho-Ho-Kus Moms Facebook group. Various patrons, employees, and board members shared the link on their social media pages as well. Print copies were placed at the library's circulation desk, as well as in Borough Hall. The vast majority of responses were via the online form. Because Google Forms is capable of gathering and analyzing the data submitted, all print responses were eventually typed into the online form by library staff.

In total, the survey yielded 164 responses. All but one member of the library staff completed the survey as well. The vast majority of responses (156) came from Ho-Ho-Kus residents, although the survey was open to library users from any town. 90.2% of respondents currently possess a valid library card. 7.3% were cardholders previously but have allowed their membership to lapse. 2.4% have never had a WPML library card.



The majority of respondents (34.6%) visit WPML a few times a month, with the next most common frequency being 26.5%. Once a week, once a month, and never received about equal responses.



Patrons visit the library for many reasons, with the most popular being as follows:

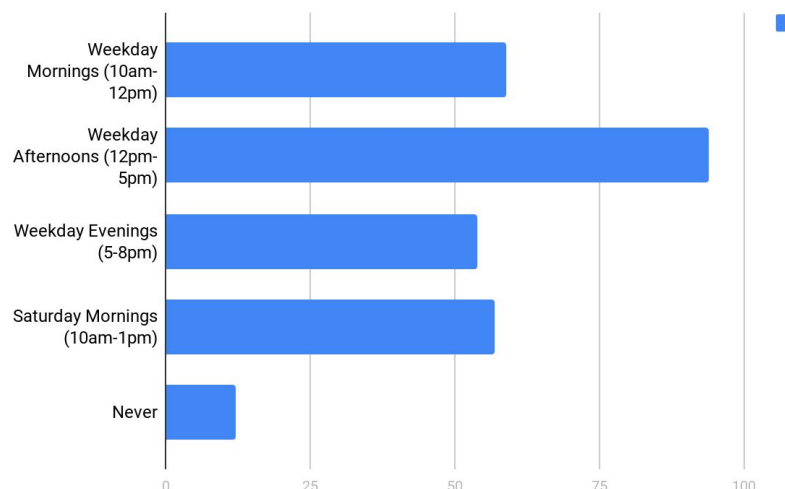
- To borrow materials (133)
- For children to attend programs (43)
- Respondent (adult) attends programs (14)
- To purchase items from the book sale (14)
- To read or study (10)
- To seek information or research assistance (9)
- To use library computers, printers, etc. (8)

Other answers receiving at least one response include:

- Connecting their own device(s) to library wi-fi
- To receive tutoring
- To provide tutoring or other services
- To meet friends or socialize
- To receive tech support from library staff
- To browse or display work in the rotating art exhibit
- To borrow museum passes (write-in)
- To bring children to the library (write-in)

14 survey respondents stated they do not visit the library.

Weekday afternoons (12-5pm) proved to be the most popular time to visit the library. Other times of day - mornings, evenings, and Saturdays - were about evenly split.



The most popular services offered by the library include staff recommendations, downloadable ebooks, audiobooks, and magazines (Libby/Overdrive and RBDigital), museum passes, online account management, and the public catalog. A full list of our services' usage rates may be found at the end of this report.

The survey also sought to ascertain why non-users do not visit the library. The most common responses to this question were as follows:

- Inconvenient location/parking (27)
- Use another library exclusively (12)
- Inconvenient hours (9)
- Not satisfied with the building (8)
- Prefer to purchase own materials (7)
- Don't have time (7)

Other anecdotal reasons for non-usage included:

- Use library apps only so no need to physically come in
- Poor experience with staff
- Not interested in programs
- Children's programs not as good as neighboring towns (write-in)
- Do not like "inherited" staff (write-in)
- Sends spouse to pick up books (write-in)
- Timing of children's programs (write-in)
- Don't see a need now that kids are grown (write-in)
- Too hard to access with infant (write-in)

The most popular ways in which respondents keep up to date about library events included WPML e-newsletters, the library website, in-house signs/speaking to staff members, and social media.

Respondents were also asked to share their opinions on various aspects of the library, using a numerical rating system of 1 (worst) to 5 (best). Average rating are as follows:

- Staff: 4.45
- Collection: 3.60
- Building: 3.15
- Computers & Printers: 3.44
- Programs: 3.65
- Hours: 3.69
- Overall: 3.79
- Importance to HHK Community: 4.62

For greater context, many respondents elaborated on these ratings in the short answer questions near the end of the survey. Numerous comments requested increased physical space for collections and programs. The building itself and access to it received many negative remarks.

The next question provided a list of potential service offerings and gauged respondents' interest levels. The most popular requests included community meeting space, foreign language materials, a makerspace or STEAM lab, quiet study rooms, and Sunday hours. A comprehensive list of resources may be found in the appendix to this report. In the short answer question immediately following, many respondents requested general services such as more children's programs, senior citizen events and socials, more parking, and fewer stairs.

Respondents were asked if they felt anything was missing from the Borough of Ho-Ho-Kus in general, and whether the library could meet these needs. Although not all responses are actionable by the library - particularly the widespread requests of a town pool, playground/park, increased diversity, and a centralized communication outlet - many were. They included a senior center, space for community meetings, resources for new residents, a historical society, arts and culture (concerts, art shows, coffeehouses, etc.), and an accessible library.

In an effort to provide programs and services that more accurately depict the interest of residents, the survey inquired about how respondents enjoy spending their free time. The most popular activities for adults included reading, fitness, spending time with family and friends, watching TV, cooking, gardening, and traveling. Respondents with elementary-aged children stated their kids enjoy playing, participating in sports, using mobile devices, and gaming. Middle and high school-aged children most enjoy sports, using their devices, gaming, and hanging out with friends.

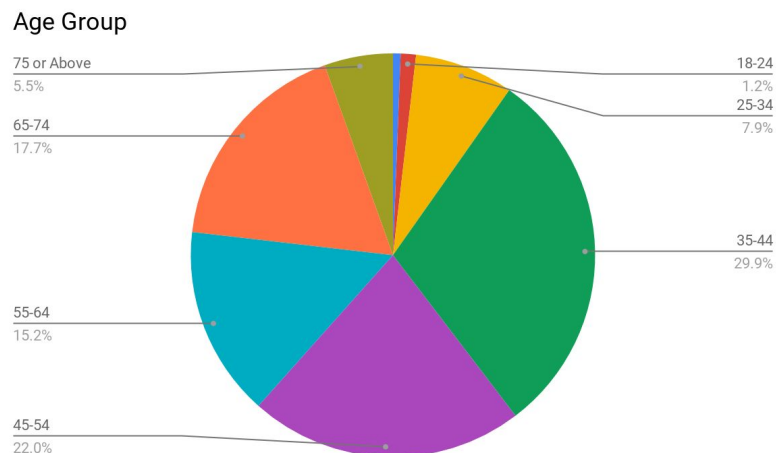
Respondents were asked in an open-ended question what they most like about the library. The most popular responses were:

- Library staff
- Location and proximity to downtown HHK
- A small town, cozy feel
- Children's programs

Respondents like the following items least:

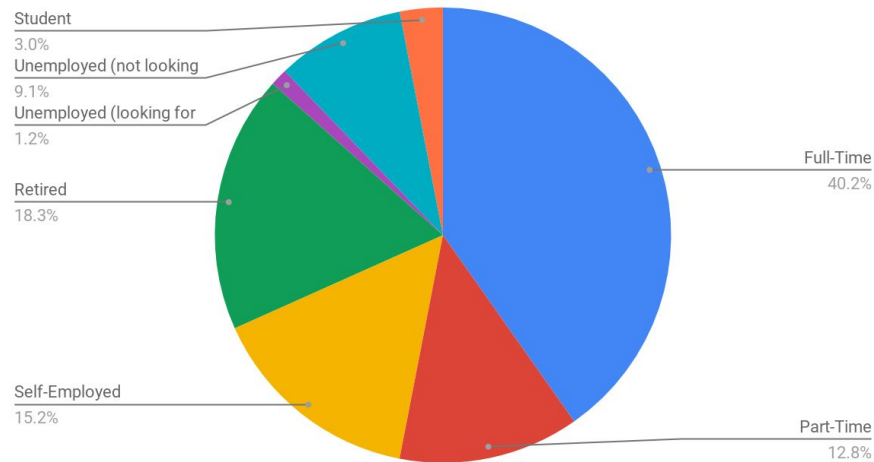
- Location
- The library building - stairs, size, age
- Lack of parking
- Small collection
- Lack of programming space

Finally, the survey collected demographic information in order to contextualize results. The most common age group to respond were 35-44 year-olds, and many responses were also received - in near uniform numbers - from the next three decades.



53.7% of respondents identified as parents or guardians of children under 18, while 46.3% did not. Most respondents are employed full-time by someone else, which large segments also representing those who are retired, employed part-time by someone else, or self-employed.

Employment Status



The most common household language other than English was Spanish, with the runners-up being Italian, Chinese/Mandarin, French, and German.

Discussion:

Overall, the majority of respondents are generally positive regarding their perceptions of and experiences with the library. Almost all respondents believe the library is a very important resource within Ho-Ho-Kus and support its continued existence, as well as its participation in BCCLS. The complaints were near uniform in nature and reflected the limitations of the physical building, including its lack of space for programming, collections, and modern technological amenities, and - most overwhelmingly so - its poor access. Even respondents that were pleased with WPML's events and collections often criticized the lack of parking and the stairs required to enter the building. This is most notable among senior citizens and parents/caregivers of young children. Based on this commentary, it is essential that WPML work to correct these limitations so it is able to offer the services its community members desire - services which, according to numerous respondents, are already available in most other nearby towns. Various residents indicated a preference for the Ridgewood, Waldwick, and Wyckoff libraries due to their larger and more modern offerings.

Respondents were also asked to indicate whether they were interested in expanding their thoughts in a focus group. 21 individuals asked to participate in one of these discussions, which will be the next step in the strategic plan process.

Respectfully Submitted,

Gretchen Kaser, Library Director
July 16, 2019

APPENDIX

Have you ever utilized the following library resources?

	Yes	No	Not Aware
Recommendations from Staff	102	50	12
Business Databases	13	117	38
Homebound Delivery	3	124	45
Downloadable ebooks, audiobooks, magazines	63	82	21
Desktop PCs	28	134	2
Printers/Copiers	41	121	3
Wi-Fi	43	116	5
Launchpads	11	121	35
Museum Passes	51	87	31
Notary	12	90	68
Online Account Management	94	58	14
Career Databases	5	130	30
Catalog	96	62	8
Online Program Registration	45	110	10
Rosetta Stone	14	117	36
Hoopla	19	102	49
Tech Help	11	130	26
Volunteer Program	10	127	30

How interested would you be if the library were to offer the following services?

	Very Interested	Interested	No Opinion	Not Very Interested	Not At All Interested
Additional Desktop Computers	8	22	83	25	26
Community Meeting Space	38	68	36	8	14
ESL Classes	11	14	84	20	35
Foreign Language Materials	27	53	52	14	18
Later Evening Hours	27	46	60	20	11
Makerspace or STEAM Lab	36	33	67	11	17
More Devices for Checkout	25	46	64	14	15
Study Rooms	24	58	61	7	14
Sunday Hours	50	57	27	7	23

Appendix B

Questions for Focus Group:

- When you think about the town of Ho-Ho-Kus, what are the first words that come to mind?
- When you think about Worth-Pinkham Memorial Library, what are the first words that come to mind?
- How do you think the library fits into the HHK community? How should it fit in?
- If money were no object, what would you most like to see our library offer? Think broadly: it could be a new collection, a certain type of space, a program, etc.
- What changes do you feel would make WPML most competitive with other nearby libraries? What is missing from WPML that other area libraries have?
- What is the biggest thing holding us back from being the library of your dreams?
- How would you most like to hear about WPML news and events?

Warm-Up Activity

Think about your ideal library. If WPML were to renovate tomorrow, which of the following features or services would you be most interested in? Please rank your selections in order of preference, with 1 being the highest.

- Community meeting space, accessible for both library programs and outside groups: _____
- Coffee bar or cafe _____
- Quiet study rooms, for individuals or small groups of up to 5 people: _____
- Outdoor seating area: _____
- Increased space for physical library collections (books, media, etc.): _____
- Parking lot with stair-free access to building: _____
- Additional computers/devices for children and teens: _____
- More seating and “hang out space” for children and teens: _____