

**Strategic Plan
Wenonah Free Public Library
2016-2019**

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Mission and Goal Statements

The mission of the Wenonah Free Public Library is to provide quality materials and services which fulfill educational, informational, cultural, and recreational needs of the entire community in an atmosphere that is welcoming, respectful, and professional.

The general library goals of the Wenonah Free Public Library shall be:

- a. To serve all residents of the community of Wenonah Borough.
- b. To acquire and make available to all residents of the above area such books, periodicals, pamphlets, audio visual materials and other services as will address their needs to:
 - i. Become well informed,
 - ii. Locate answers to important questions,
 - iii. Cultivate the imagination and creative expression,
 - iv. Develop skills for career and vocational advancement, and
 - v. Enjoy leisure by means of reading and other media services.
- c. To acquire the means to provide the most frequently requested material locally and upon demand.
- d. To maintain a program of services which locates information, guides reading, organizes and interprets material for people of various backgrounds, and stimulates thinking and intellectual development in individuals of any age.
- e. To strive consistently to discover new methods and improvements for better service for the library's customers.
- f. To review regularly these goals of the Wenonah Free Public Library and, when necessary, revise them to reflect the changing needs.

Letter from the President

November 2015

This strategic plan is the work of the Wenonah Free Public Library Board of Trustees, the staff and many of Wenonah's residents who participated in a survey to define the direction that the Wenonah Free Public Library should take going forward. The Library has solicited suggestions from our patrons concerning services, educational instruction and staying current in the electronic age.

The Wenonah library is committed to using our available funds to provide the best value for our patrons. This includes preserving our beautiful building, story hour for the children, new books, e-books, videos, some evening classes and host of other programs.

The Board of Trustees will be reporting to you again in the coming months through the Wenonah newsletter, public announcements and events. Some of your suggestions have been put into place and more are being considered. We thank you for your time and your support.

Sincerely,

Thomas Curry

President, Wenonah Library Board of Trustees

Acknowledgments

Wenonah Free Public Library Board of Trustees

Tom Curry, President,
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Wenonah Free Public Library Strategic Planning Committee

Janice Colman, Facilitator
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Overview

The Strategic Planning review process began in May 2015 with communication from the Director to the Library Board and staff about the requirement to define the future vision of the library for the next few years. The committee met over five times during the summer to determine the steps involved and to update the strategic plan that the library had been following since 2012.

The SWOT analysis was done to start the planning process. A SWOT analysis serves to collect information on the library's **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats. This analysis was performed by using an electronic data collection instrument. To maximize participation, a paper version of the online survey was also distributed to all residents as a back up to those who were unable to access a computer to submit the data.

The director of the library was responsible for providing an overview of the data collected and presented this data to the committee in August 2015. The SWOT analysis provided the committee with a wide range of information in each area and served as the foundation for the next steps in the planning process. The team met in August 2015 and determined the plans priorities.

Once the priorities were identified, the committee began to write the first draft of the plan and analyze its contents. Revisions were made to the draft after review of committee feedback.

Planning Process

Data Analysis

The initial phase of the data collection was based upon library statistics from the past three (3) years, the census data for the Borough of Wenonah. After identifying fixed demographic and circulation statistics, the following data was collected as noted:

- Residential survey was administered through both an electronic (e-mail) method as well as a hand-delivered method of delivery.
- Staff interviews were held at a staff meeting.

In addition to a SWOT analysis, the planning team utilized the following guidelines to establish priorities:

- Does the goal support and further the mission and vision of the library?
- Will the goal help to meet or exceed patron expectations?
- Will the goal challenge the status quo?
- Will this goal fill a unique niche or is it unique from what other libraries are doing?
- Is the goal set high enough to be challenging, energize the organization, and/or build confidence?
- Is the goal SMART?

Specific- Well defined and understandable to all

Measurable – Can we measure the output? How many? How often, How much?

Agreed upon- Does everyone agree with what the goal should be?

Realistic- Can we achieve this goal with available resources such as money, staffing and time?

Time based- Does the goal have a specific deadline or time frame? Is enough time available to achieve the goal?

Executive Summary

The mission of the Wenonah Free Public Library is to provide quality materials and services which fulfill educational, informational, cultural, and recreational needs of the entire community in an atmosphere that is welcoming, respectful, and businesslike.

Wenonah Public Library participates in a shared borrowing consortium with 25 other libraries in Gloucester, Salem and Cumberland Counties. The technology services provided by Wenonah Public Library are comparable to all libraries in the area of circulation services, but the development of additional online information sources and new digital products through our website and convenient instructional services to our patrons is a goal.

Determining the needs of, and communicating well with our patrons as technology advances, is an ongoing goal and vision of the Wenonah Public Library. The weaknesses identified through analysis of the data compiled include inadequacies in the communication of the programs, activities and services currently offered by the library. The public is not well informed about how the library is funded.

The property would benefit from continued use of a professional plan to update and maintain the building. To that end, further and regular inspection by the borough engineer will be established. Through this communication the library trustees hope to develop a more integrated relationship with the borough planning authority and avail ourselves of useful grant opportunities.

As the role of New Jersey's public libraries evolves into a more complex service entity, Wenonah Public Library will strive to develop more programming to interest, educate, and entertain our community.

To achieve these goals the library board of trustees has developed this strategic plan in the most efficient and expeditious way possible to assist the Borough of Wenonah in addressing and adapting to the challenges of these hard economic times and the suggestions and regulations put forth by the New Jersey State Library and the State of New Jersey.

Profile of Municipality and Community Needs

The Borough of Wenonah is a 1.0 square mile community approximately 10 miles south of Philadelphia. Wenonah was founded in 1871 and established as a Borough in 1883.

Throughout its history, Wenonah has been almost exclusively a residential area. The Borough has a large protected conservation area. There are trails for hiking trails that are threaded around lakes and alongside waterways in these conserved areas.

Wenonah's total population is about 2,300 and is nearly equally split between men and women. The median age of residents is between 45 and 64, with the majority of residents being white, native born citizens. Of the over 750 households in Wenonah, 85% of those homes are families. Over 95% of residents over the age of 25 have high school diplomas, and more than half have a bachelor's degree or higher. The average household income was over 100,000.

Background and Analysis of Current Situation and Library Profile

The library is governed by a library board consisting of seven members; including the mayor, chief school administrator and five citizens appointed by the mayor. Currently, the library is open 38 hours per week and operated by a part-time director and four (4) part-time staff members. The hours of operation are Monday, Tuesday and Thursday 3-9pm, Wednesday 9am-9pm, Friday 1-5pm and Saturday 10am-2pm. The library is 100% funded by borough appropriations as mandated by state library law. The structure was erected in 1927 and is valued by its citizens for its charm and character. The upstairs of the building houses sections for adult fiction, non-fiction, periodicals, DVD's, audio books (CD's) and notices for local group and programming opportunities. The downstairs is dedicated to children's fiction, non-fiction, juvenile and children's DVD's and audio books, young adult and graphic novels. Adult short story, science fiction, classic fiction and biography are also shelved downstairs. The building is a Wi-Fi hot spot and has 4 computers for public use. All computers are networked to a printer/scanner/fax. The library has a strong community connection as it provides all local community newsletters from the school, borough and groups. It is a central source of information to all residents. Wenonah library provides a number of opportunities for the residents to participate in entertaining and educational activities such as the Summer Reading Program, Computer Basics Training (weekly), the S.M.I.L.E., Silent Mentors In Literacy Education program, (twice monthly), and S.A.T. Math Training sessions, (monthly). We offer story time to children ages 2-5 once a week during the school year.

Strengths and Successes

Based on both a residential survey and leadership interviews, the committee was able to decipher that Wenonah Public Library has many strengths of which we are quite proud. First and foremost, the staff at the library has overwhelmingly been described as friendly, knowledgeable and helpful. The structure is viewed by the majority as beautiful and a vital community asset with historical significance to our town identity. There is a sense that although our building may lack size, it does not lack resources. Wenonah Public Library is highly capable of reaching out and getting what people want and need. This fact is due primarily to our relationship with the LOGIN consortium; a shared on line catalog and borrowing system. Wenonah is also above average at utilizing 19% of their budget on purchasing materials for patrons (the average is 12%). The technology offered to library patrons is more than adequate to fulfill their needs. It is believed that most people have their own computer and do not need to use public computers. In addition, we live in close proximity to Gloucester County Institute of Technology as well as Gloucester County College for computer instruction.

During the past 3 years the library has made great strides toward achieving the goals set forth in the Strategic Plan 2012-2015. The expansion of programming to serve a more varied audience, including teens and older adults includes the offering of the S.A.T. Math Grade Builder program and Computer Basics Training sessions. The S.M.I.L.E. Silent Mentors In Literacy Education program is designed to reach struggling readers of all ages and animal lovers.

Our goal to improve the physical surroundings of the library was a huge success. We performed most of the improvements suggested by the borough engineer for water abatement and have dramatically lessened the incidents of flooding in the basement area of the library. At the same time, the grounds of the library are now beautiful and inviting. There is a patio area for outdoor programming, a rain garden used by the teaching staff at Wenonah Elementary School for ecology lessons, and safe, well lit pathways to the library entrance.

The maintenance schedule being followed by the library director has kept the roof, interior of the building, systems, and grounds in good repair since the implementation of the plan.

Most of the technology goals set forth in the last strategic plan have been accomplished. We have a well maintained, attractive webpage; a contract for eBook services that provides our patrons with access to the South Jersey Audiobook and eBook Download Center; have availed ourselves of training offered through the New Jersey State Library and LibraryLinkNJ; and provided the opportunity for customized computer help for our patrons on a weekly basis. We have purchased a variety of mobile devices with which to provide training in the use of digital library services.

Weaknesses and Opportunities

The weaknesses identified through analysis of the data compiled include inadequacies in the communication of the programs, activities and services currently offered by the library. The public is not well informed about how the library is funded. The building is small by today's standards and not well suited to large group activities. The building was built in 1927 and, therefore, does not meet today's standards for the Americans with Disabilities Act; including handicapped accessibility for the entrance, restroom facilities, and the lower level of the library. The hours of operation are set to meet the needs of daytime working people and students. Other library patrons would be better served by offering open hours during the morning. The physical limitations of the building limit the size of our collection; including books, DVDs, and periodical collections and limit our ability to control the noise level and provide a quiet study area.

Most of those responding to our survey would most like to see improvement in services.

A significant number of respondents, 32%, asked for more open hours.

The public would like improvement in programming for all age groups listed; children, teens, adults, and seniors.

While a lesser number of patrons would like an improved meeting space, the current library building has such limited space in which to provide additional programming requested by so many, that an addition to the library may be the answer to both of these weaknesses.

During the last 5 years the funding amount for the public library has declined significantly. New Jersey State Library Law dictates that the formula for funding municipal libraries in New Jersey is based on the equalized valuation of the real property in our town. The assessed value of the real property in Wenonah has declined dramatically while the tax rate has been adjusted to fulfill the funding needs of the borough of Wenonah. This has resulted in a rise in property tax paid by some residents, while the amount of funding to support the library has decreased by nearly 18%. The library board needs to investigate additional funding options.

Level of Use (past 3 years)

The circulation statistics recorded show a decrease in material circulation from 2011-12 by 6%. From 2012-13 another decrease in circulation of 23%. From 2013-14 and increase of 2.5%.

During the past three years, Wenonah Library began offering our patrons access to the South Jersey Audiobook and eBook Download Center. This allows our patrons to download audiobooks and ebooks through the use of their Wenonah Library membership card. In 2012, the first year of service, our patrons downloaded 385 items. In 2013, 793 items were borrowed, a 105% increase. During 2014, Wenonah patrons borrowed 1037 digital titles, another 31% increase in electronic circulation.

Library visits fluctuated over the last 3 years. Between 2011 and 2012 we saw an increase of 4.3% in the number of patrons visiting the library. Between 2012 and 2013 attendance dropped by 12.5%. From 2013 to 2014 attendance dropped another 6.5%.

Records indicate a steady decrease over the past three years of computer sessions. Gathering statistics on this library service has become increasingly difficult due to readily available internet access on patrons' own mobile devices. Use of the libraries computers has become unnecessary for many of our patrons.

Over the past three (3) years, we have had between 90-100 children's programs annually. In 2014, we implemented the S.A.T. Math Grade Builder program and averaged about 6 students per month. During 2014, the Basic Computer Training class has been offered on a weekly basis and has had, on average, 2 patrons attending each week. During 2015, the FURever As Friends's, S.M.I.L.E. program, began visiting our library twice per month for reluctant readers spend time with therapy pets.

The Summer Reading Program had a surge in attendance in 2013, 75 children, nearly double the usual number of participants, possibly due to population fluctuations in the preschool age group in our small town. In 2014 and 2015, we had 33 and 34 children attend, respectively. We present the program for four week each summer, 2 sessions per week for each of 2 age groups. The number of books read by the children participating in the Book Club portion of the programs remains consistent, around 230 books.

Future Challenges and Service Priorities (Goals)

1. Improve Public Relations

Build community awareness and proudly promote the Wenonah Library. Wenonah residents will be more aware of the programs and services offered by the library. The library will be a public gathering and learning place that will inspire community spirit and local pride.

1. Improve communication to the community

- Continue to utilize the Wenonah Borough quarterly newsletter to inform residents of the latest news and developments and to promote the library as the hub for community information.
- Continue to utilize the Wenonah Elementary School weekly electronic newsletter to inform parents of available programs and events relative to children (i.e. summer reading program, spooky story time).
- Maintain the library website to include not only pertinent information but also newly acquired books and DVDs as well as upcoming events. The website includes how the library is funded to educate residents.
- Maintain the library Facebook page to highlight upcoming events and to create interest among members
- Collect email addresses of library users and investigate the feasibility of developing an email newsletter to be done quarterly.

2. Increase residents' awareness of and interest in the library's services through formal marketing methods

- Provide articles about the library for the local newspaper and other organization's newsletters.
- Maintain a professional brochure about the library for new residents and realtors.

3. Build the Friends of the Library

- Restore a community advocacy group of library supporters to promote the library. Seek out members through borough newsletter, library website, Facebook page and placard at circulation desk.
- **Work closely with Friends of the Library to plan events that attract a broad range of constituents (i.e. Cinco De Mayo Celebration for children, book sale during borough wide yard sale in spring and at the Fall Festival in autumn sponsored by the Wenonah Home & School.**

4. Reach out to groups that are currently underutilizing the library

4A. Provide additional services to adults

- Continue to offer electronic device instructional time
- Develop a year round adult reading program.
- Where feasible, continue to promote the library as a center for local cultural events (i.e. local book signings).
- Investigate using other buildings (i.e. train station, elementary school, coffee shop) to hold events such as adult education programs, book clubs when space is an issue.
- Create a symbiotic relationship with other community associations and clubs to establish new programs and services that promote both organizations (i.e. Wenonah Historical Society hosting a wine and cheese event at the Library).
- Investigate co-sponsoring adult-focused events with other local libraries.
- Add links to the library web page to local and regional cultural organizations.
- Provide outreach to individuals who are homebound

4B. Develop services specific to pre-teens and teens

- Continue to offer SAT testing tutoring sessions
- Enlist teens in developing programs and teen use of the library
- Coordinate library activities for teens with other community associations and clubs
- Investigate co-sponsoring teen-focused events with other local libraries.
- Consider a collection of video games.

2. Develop physical surroundings

The Free Public Library of Wenonah is housed in a beautiful building, donated to the Borough of Wenonah by the Edward L. Farr family in 1927. It is located in the center of Wenonah. It is built of stone, has a slate roof, leaded windows, exposed beams and is a classic early 1900 building which means that there is much maintenance necessary to keep it in good repair. Also, since it occupies a central place in Wenonah, it is important that the grounds be well kept to reflect well on the Borough. For these and other reasons, we have the goal of maintenance, preservation and beautification as part of our strategic plan.

Included in plans for future maintenance:

In a continuing effort to keep rainwater from damaging the building, a pump and drain system located in the basement flooring needs to be considered.

Areas of improvements to the physical surroundings include:

Building Interior

In an effort to improve the usage of the library file storage is needed. A circulation desk downstairs would be helpful. Storytime materials require storage space.

A comfortable reading space with chairs could be considered in place of one of the rectangular tables upstairs.

Lighting needs are many. Interior lights over the book cases upstairs along with larger ceiling fans with up shooting lights are possibilities while downstairs overhead light replacement is considered both for the bookcases and the interior of the ceiling.

Building Exterior

Additional lighting has been suggested for the outside front of the building to better illuminate the stairway. A lamppost and/or a flag pole are options to consider.

An outside shed is being considered for additional storage space for tables, etc.

Continue to follow a routine maintenance schedule to avoid building maintenance issues.

Unique issues include slate roof, gutters and downspouts, stone and mortar structure, slate entrance steps, stone chimney, interior plaster, drainage problems below ground level, humidity/dampness below ground level.

*See attached maintenance schedule.

3. Develop Technology Services

Current State of Technology

Our internet connection is offered to the library at no cost by Comcast/Infinity Cable Company as a community outreach service to public libraries.

Wenonah Library has one central circulation desk on the upper level of the library. The main level of the library also has 2 public access computers connected to the Internet through the Comcast cable connection. There is a router/hub setup connecting the network printer. There is an office computer with a wireless connection used by the director in an area not “open” to the public. The lower level of the library also has 2 public access computers connected to the Internet via another router, as well as an OPAC catalog computer on which our patrons can search for library materials.

The Wenonah Public Library website provides a link to the catalog, public information for the elementary school and borough, and other links to databases and resources funded by the New Jersey State Library, such as HomeworkHelp.org and GetHelpNJ. The page also has links to the Wenonah School Media Center collection, the Borough of Wenonah website.

The server for the library data is managed remotely through an agreement with Sirsi/Dynex that is funded annually by the LOGIN consortium. Each library contributes membership dues annually based on the size of their library holdings.

Wenonah Library uses the shared WorkFlows system purchased from Sirsi/Dynex Company. The LOGIN (Libraries of Gloucester/Salem Information Network) consortium has a shared catalog and borrowing that can be accessed on the website www.Login-libraries.org. Each library maintains its own collection data and website.

In 2013, the LOGIN consortium also contracted with Ebsco Information Services to provide a discovery tool overlay to the catalogue to access full text databases, journals and reference materials to our patrons.

Wenonah Public Library provides access to the Overdrive Digital Library through an agreement with the South Jersey Audiobook and eBook Download Center. The library patrons can use their Wenonah library card to download eBooks and Audiobooks via an internet connection on their desktop computer or mobile devices.

The library purchased four tablets with which to provide instruction to our patrons in a variety of technological processes, including, but not limited to; document processing, internet search, email retrieval and writing, library catalog search, eBook download. The equipment uses a variety of operating systems to facilitate instruction for our patrons with any device.

Our telephone service is provided by AT&T. There are 2 lines; one for telephone and one for our fire security system which is monitored remotely through a contract with a private service provider.

The library has an in house security monitoring system with a Digital Video Recorder connected to the computer at the main desk. There are 6 cameras connected to the DVR that monitor areas both inside and outside the library. There is a monitor at the main desk to allow the staff to keep an eye on things in more than one area of the building.

All staff members are not fully trained to use or maintain all facets of the technology offered at the Wenonah Public Library.

Technology Vision:

Determining the needs of our patrons as technology advances is an ongoing goal and vision.

Goals and Objectives for Improving Technology Services:

1. Staff training-An organized plan for staff training would allow our library stay in touch with technological advances and to provide better service to our patrons.
2. Group instruction setting- As our facility is small and has an open floor plan; we need to investigate the possibility of sharing another space in our town to provide group technology instruction.
3. Stay Current with new technology-Diligence must be maintained to stay informed about the most up to date technological advances in library services and communication devices to aid the public in learning to use these advances.

Technology Needs:

1. Staff training

- LibraryLinkNJ provides continuing education opportunities through notices and webinars on a regular basis. These notices arrive via email from the library development bureau or can be researched on the New Jersey State Library website.
-
- Staff needs to be assigned to investigate these opportunities and schedule sessions when needed.

2. Group instruction setting

- Opportunities for shared space agreements need to be explored through contact with the Chief School Administrator of Wenonah Elementary School and the Wenonah Board of Education, the Wenonah Historical Society and the Borough Clerk of Wenonah and Borough Council.
- These agreements would have to include access to internet connections either by physical or wireless connections.
- Equipment needs to be purchased to support group training sessions. This could include additional wireless routers, laptops, wireless printers and LCD projectors.

3. Stay Current with new technology

Action Plan:

Staff Training/Professional Development Strategy: how to use the services.

1. Staff training

- A staff member will be assigned the responsibility of proactively investigating opportunities for staff development. This would be done through the use of web searches, reading email contacts from the

New Jersey State Library, perusing periodicals and mailings, and forwarded emails sent to the library director from other librarians and library service providers.

- Opportunities for staff development and instruction should be communicated to staff members at regularly scheduled staff meetings. The agenda for these meetings is set by the director of the library. Training may be offered during a staff meeting.
- Staff development is often offered through webinars from the New Jersey State Library. These sessions would have to be scheduled. Many of these sessions are archived on the New Jersey State Library website; www.newjerseystatelib.org, and could be viewed by staff during time allotted for this task outside regularly scheduled desk time.
- If group instruction is required, this staff person will schedule and coordinate the event with those that manage the location needed. This could be the local elementary school library, the local community college computer lab, the community center/train station, or the borough municipal building/court room.

2. Group Instruction setting

- Much individualized instruction in areas of technology use is offered on an 'as needed' basis by the desk staff at our library. Often this unscheduled instruction is counterproductive to the smooth running of the library circulation desk. Not all staff members are fully trained and adept at providing this instruction. In an attempt improve service and alleviate the need for these occurrences, group technology instruction could be a goal for our library.
- The facility is not well suited to this type of service, but sharing a facility within the community may be a solution. An enhancement of the already excellent partnership we share with the Wenonah Elementary School might be one avenue to pursue. The Wenonah School Media Center has 6 desktop computers and wireless laptop carts that may be available for shared use during evening hours.
- The Community Center/Train Station is a space that might also be utilized for group instruction by library staff. This space has tables and seating for several dozen people, but internet access would have to be confirmed and enhanced. The borough municipal building is another location that could be utilized for group instruction. Sharing the equipment necessary to facilitate group instruction could be arranged with the borough clerk and/or office employees.
- A staff person would be selected to oversee these opportunities. Coordinating the scheduling, equipment set up, and site management would be done by that staff person.
- Instruction could be given by a library staff person or other persons qualified to teach the subject matter.

3. Stay Current with new technology

Budget

1. Staff training

The costs for ongoing staff training may be minimal if we continue to take advantage of the excellent continuing education offered by the New Jersey State Library Development Bureau. Workshops and webinars offered may have nominal charges of under \$100.00 per participant. Our annual library budget includes a line to cover such costs. Further investigation by a library staff person into availability of outside training sessions may have an impact on the salary and wage totals of our budget, but not to a degree that would have a noticeable effect on our total budgeted amount. The cost of outside training opportunities is not known at this time.

2. Group instruction setting

Costs involved in offering group training sessions at a remote location in our town may be negotiated with the managers of the locations. The cost of equipment required to provide this service could include an LCD projector at anywhere between \$400.00 and \$800.00. If cabling is required it could be up to \$100.00. A router could also cost approximately \$50.00. A wireless printer might cost \$250.00. If an outside trainer is presenting the training session their fee would become part of this budget.

Additional costs:

We spend \$2500.00 in annual membership dues to LOGIN library consortium to participate in the shared on line database and borrowing system.

To maintain a secure setting for internet use in our library, we use security software of varying levels. The public access computers in our library have a product called Deep Freeze by Faronics. The annual licensing (4) for this product is \$45.00. In addition, we have installed Netnanny by Content Watch on the public computers in the downstairs children's area. The annual licensing (3) for this product is \$29.97. We also maintain a license for Norton Internet Security software (3 licenses) to use on the office computers used at the circulation desk and director's area computer, at a cost of \$59.99.

Our internet connection is offered to the library at no cost by Comcast/Infinity Cable Company as a community outreach service to public libraries.

Our telephone service costs about \$125.00 per month for both lines; for telephone service and for security system monitoring.

We pay an annual monitoring fee to GCSI, the company that installed the system and inspects it annually. The cost for the annual service contract is \$378.00 and \$135.00 for the inspection each year.

Additionally, we pay Start Logic a domain name registration fee of \$12.99, plus \$155.40 annually for webhosting.

These costs are not new, but must be included to maintain the technology that is being used in our library.

Evaluation

Evaluation of the progress of the technology plan should be done on an annual basis by the director of the library and reported to the board of trustees. The most logical time to do this would be at the annual reorganization meeting held in January each year.

The direct contact that the circulation desk staff has with the patrons is a vital resource in evaluating the progress of the plan. The director would poll the staff members at each staff meeting to discern the progress of the implementation of each step toward our technology goals. The staff might be asked if they are being asked to support the use of the eBook usage by patrons or if the patrons are referring to information being posted on the new webpage. They might ask for patron input about services and data to be included on the webpage. The director's appraisal of the level of staff knowledge is an ongoing tool for evaluation of the implementation of the plan.

A survey might be offered again after the services hoped for in some of our goals have been achieved. This survey might include a question about what other services our patrons would like to see offered. The technology plan would then be modified to include changes in technology since the plan was written.

4. Alternative Funding Strategies

Minimum support for municipal and municipal joint libraries is 1/3 mil (about \$33.33 per \$100,000) on equalized evaluation (NJSA 40:54-8); over half of the libraries in New Jersey are funded above this amount.

- Many municipalities provide additional funding to keep their libraries solvent in times of economic downturn. The borough might be asked for additional support.
- Through cooperation with other organizations in town, programming expenses might be shared and the impact on the library budget minimized. One such project currently in place is the sale of photo notecards printed in cooperation with the Woman's Club of Wenonah. Initial costs were shared by both organizations and future proceeds are also to be shared. The Girl and Boy Scouts could participate in staffing sales, helping with special projects, and organizing events.
 - Activities such as building a Story Walk path around the park and managing Little Free Library kiosks around town. Projects for the library could be offered to prospective Eagle Scout and Silver Award candidates.
- Development of an active Friends of Wenonah Library group could provide opportunities for creative fund raising activities.
 - Activities such as entertainment events; banquets, carnivals, author events, local artist visits, home sales parties, and special day story time events could be used as fundraising activities.
 - Food sales could be organized to provide a percentage profit to go to the library. These might include hoagie sales, pizza sales, or dessert and cookie sales.
 - Coupon books or cards could be sold to support local businesses and share proceeds with the library.
- Memorabilia of the library and or town could be sold. Items such as Cat's Meow Village wooden keepsakes of the library and various notable buildings around town; handmade Christmas ornaments, coffee mug with pictures, customized story books for children as gifts for births, birthdays, and holidays.
- Crowdfunding website options must be investigated to raise funds for future capital projects. Large projects such as installation of a lamppost or flagpole might be well suited to on online funding pledge drive.