

Rockaway Township Free Public Library Strategic Plan 2016-2018: A Road Map to the Future

September 2016

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Strategic Plan Overview

The Rockaway Township Free Public Library's (RT Library's) new strategic plan establishes a road map to guide investment in and development of the library for the next three years. This brief overview provides the essence of the library's plan, in which library service programs will be strengthened and transformed in response to changing community demographics and needs.

Our Vision

The RT Library plans to provide everyone in our community with a modern library environment that supports personal growth and community experiences important to 21st-century library users.

Our Mission

The RT Library, the heart of our community, offers an innovative and engaging public environment, as well as resources to support the cultural, intellectual, and lifelong learning needs of the Rockaway Township community.

To achieve that vision and that mission, the library will:

- Position itself as the heart of the community, a welcoming and safe place where people of all ages gather.
- Offer a warm, engaging environment that creates opportunities for quiet study, conversation, browsing, and reading.
- Provide an intellectual and cultural focus for the community.

- Offer materials, programs, and staff to support lifelong learning.

Our Values

Our values ensure that we remain focused on a set of commonly held principles in pursuit of our vision and mission.

The RT Library:

- Supports the community's personal and intellectual growth.
- Collaborates with individuals and community organizations to meet residents' library needs.
- Seeks to provide open accessibility to all library facilities and its website.
- Offers excellent and diverse collections and programs that respond to the changing community.
- Improves the library experience by providing modern facilities and engaging new technologies.
- Embraces innovation and change.
- Builds community support for the library by demonstrating sound stewardship.

Strategic Issues

Library planners identified seven strategic issues to guide their thinking about the future in preparation for obtaining information from community focus groups, an online survey, and an analysis of library usage and demographic trends:

- Policy Review
- Services
- Spaces
- Technology
- Children's Programming
- Adult Programming
- Hibernia Branch Library

Measuring Success

The RT Library's trustees and staff will annually track progress toward achieving the plan's goals and objectives and thereby determine how well the library is responding to the community. Such measurements include (1) a commitment to review and update the plan annually, (2) ongoing assessment of customer satisfaction, and (3) review of library-use metrics.

The Planning Process

The Library Trustees felt the best way to develop a comprehensive strategic plan was to involve Library Board members, the Library Director, members of the staff, and members of the community to create a 8 person Strategic Planning Committee.

This committee contributed much of their personal time and energy to the strategic planning process and to the development of the plan.

Involve the Community

Before launching the planning effort, RT Library trustees determined that to be successful, the plan should reflect the needs and interests of the community served by the RT Library. Through the use of focus groups and an online survey, the Planning Committee reached out to more than 300 residents to solicit ideas and suggestions about ways the library could become a more essential part of their lives. Library planners listened carefully to this community input, identified the most frequently mentioned suggestions, and devised a plan to improve the library.

Focus Groups

Library staff, trustees, residents, and others met in one or more of 10 focus groups or a town meeting facilitated by members of the committee. At those sessions, participants discussed their ideas for improving library service; they communicated what they liked best about the library; and they identified areas in need of improvement.

Online Survey

Over three hundred residents and library users responded to an online survey about the library. Their comments and suggestions assisted with development of the plan. The survey results are available in the library.

Results

Through the library's outreach efforts, many offered ideas for library improvements. Although many were satisfied with current library offerings, they wanted to see services and facilities enhanced and expanded to meet changing needs and to provide even better service.

Suggestions from the survey included:

- Increased access to computers
- Revised loan periods for materials
- Alternative forms of identification for library materials check out
- Additional instruction for both new and experienced computer users
- Improved selection of popular books, music CDs, DVDs, and audio books
- More opportunities for social interaction with friends and other residents

- More comfortable, quiet, and inviting spaces within the library
- Changes in the main library layout to provide more comfortable seating and study space
- Improvement of the Hibernia branch to modernize it and make it more comfortable

Thinking about the Future

A planning committee of trustees, staff, and community members met to review the outcomes of the focus groups and survey, review staff and board recommendations for the plan, and finalize recommendations for future library direction.

A number of key assumptions helped establish the groundwork for the plan. Planners agreed that:

- The library needs to continue improving and expanding its support among residents, community leaders, and township officials.
- Significant improvement to and remodeling of library space would result from a combination of the library's budget and funding requests from the Foundation and Friends Group.
- The library needs to establish itself as a center for community activity and lifelong learning, bringing people together to share common values and concerns.
- Because people access the library in many different ways—either in person at the main library or the Hibernia branch, via the Web, and through the MAIN catalog—each access point must serve as an opportunity to provide great customer service.

Evaluate Current Library Space

The committee held a special focus group to discuss and review the library's current physical arrangement in an effort to analyze and discuss the most efficient way to use the space while meeting the community's needs.

Assess Current Library Environment

Population Changes

According to the U.S. Census Bureau's Census 2010, Rockaway Township's population was 24,156. Current projections estimate the 2015 population at 24,679. The forecast 2030 population is approximately 29,960.

Ethnicity and Language

Rockaway Township may be becoming slightly more ethnically diverse. According to recent statistics and studies, residents of Asian background make up 6.7%, and of Hispanic background, 11.2% of the 2010 population. Asian languages and Spanish are spoken by more residents of Rockaway Township today than in the past. African Americans represent 2.6% of the population.

Educational Attainment

In Rockaway Township, educational attainment is above the New Jersey average of the population age 25 and older: 47.3% have a bachelor's degree or higher; the New Jersey average is 36.4%.

Library Use

Circulation

Overall library use has been steadily increasing in the past few years, according to statistics provided by the library. Although the number of adults' and children's books had been in decline in the past, they are rebounding very quickly as the staff add new collections and provide library customers with easy access to materials. Circulation figures

at the Hibernia have remained low, but we expect to see improvements in the near future.

Information and Reference

Use of public libraries for reference and extensive research has changed because of easy access to information on the Web. That trend is reflected in reference statistics for both the main library and the Hibernia branch.

But a new trend has emerged. The number of computer and Internet users at the RT Library has increased significantly the past few years, bringing more people than ever to the library. Use of the library has increased, with much of that increased use driven by the demand for access to public computers.

The number of programs and participation in those programs has likewise increased among adults. Additionally, participation in children's programming has surged, especially during the Summer Reading Club, despite seeing a reduction in the number of reading logs turned in. It is believed that with a more convenient method of logging participants' read books, we'll see an uptake in reading statistics.

Library Achievements

The 2016-2018 Strategic Plan will continue to build on recent library successes during the past few years.

Technology

- A new, centralized print system that makes it easier for customers to print their work
- A new staff network server that provides better security and the ability for staff to share information more easily
- Increased bandwidth that makes information available more quickly to library PC users

- Installation of a door counter to provide for more-accurate data about library use
- Increased access to local information through digitization of local newspapers and content accessible on the library's website
- Redesign of the library's website to more closely follow current design trend and create a more streamlined site allowing for ease of navigation

Collection Development

- Introduction of new materials, including graphic novels, Playaways, video games, Blu-ray DVDs, and e-books for children
- Improved options for meeting reader demand such as Reader's Choice; leased books; hardcover fiction; and more just-in-time purchasing
- A commitment to systematic and regular weeding to ensure that the collection remains fresh and that old and worn materials are replaced regularly
- Introduction of new services such as the Book Clubs To Go, purchase of large-print titles, multiple copies of DVDs, and more unabridged audiobooks

Building Improvements

- Completed phase one exterior renovations, including repointing brickwork and repairing parapets
- Completed phase two of exterior renovations included new roof membrane, and addition of decorative flashing
- Added a new exterior return box to make it more convenient for customers to return items to the library when closed
- Repainted public areas, including the meeting room
- Added diaper-changing stations in restrooms
- Create new exterior reading garden

- Repave sidewalks
- Re-brick the library's front patio
- Pressure wash the exterior of the building
- Install and implement green technologies such as motion sensors and automatic shut-off faucets in the restrooms

Programming

- Bi-monthly Movie Matinees
- Information programs on topics such as gardening, space, nature, furniture appraisal, Gustav Stickley, foreign cultures, and more.
- Developed Documentary & Discussion Group
- Topical children's programming such as STEAM classes and MineCraft sessions
- Basic Computer classes and one on one technology instruction sessions
- Initiated book clubs for both adults and teens
- Introduced teen programs such as the Teen Advisory Group, Creative Writeen, and Wii gaming

Community Outreach

- Increased community involvement with the library by involving the community in the strategic planning process
- Introduced new methods for improved communication with Rockaway Township residents such as via an electronic newsletter, Facebook, and Twitter
- Collaborated with local historical society, the Lion's Club, and the Women's Club
- Improved library's visibility by marching in the White Meadow Lake Day Parade, conducting storytimes at the Parks Lake Gazebo, hosting information booth at the Mayor's Senior Picnic, etc.

- Launched a number of programs to bring more people to the library: Food for Fines, Project Night-Night, library anniversary, and a memorial for the former library director

Strategic Issues

Focusing on the Future

The focus groups, surveys, community analysis, and planning committee discussions surfaced a number of critical issues that the RT Library needs to consider as it plans for the future. Many of the issues are specific to Rockaway Township; others reflect the current public library environment.

Customer-Targeted Services

Successful libraries provide a wide array of services that are convenient and easy for customers of all ages to use and enjoy. The plan will help focus the RT Library on how it can work more efficiently to provide customer-targeted services. Both self-checkout and return of library materials, one-on-one and group technology instruction classes, drop-in story hour programs, and after-school homework help are among the services that will be considered.

Library Space That Works

Creating flexible and inviting library space is essential to the library's long-term success in attracting new customers and retaining current customers. Renewed focus on library layout and design will improve library functionality and enhance its aesthetic appeal. This will enable the RT Library to provide the widest variety of community activities, from quiet reading and research spaces to group study space as well as space for programs and socializing.

Changing Technology

The impact of information technology is transforming the way libraries deliver service. Many people rely on the library as their only source of technology, and as more people find their way to the library to use its public-access computers, library staff is increasingly being asked to provide instruction and coach customers in the use of new technologies.

Investing in modern, easy-to-use technology will enable the RT Library to accomplish its technology objectives more effectively.

Community Connections

The RT Library plans to work with other local organizations to extend library service. By collaborating with cultural and educational organizations, the community will benefit from expanded and dynamic programming.

Building Awareness

Rockaway Township's population is continuing to grow, with more retirees moving to the area and older adults choosing to age in place. At the same time, new families are finding their way to town. It is imperative that the library redouble its efforts to (1) inform the community about all the library has to offer and (2) respond to population and lifestyle changes. Current and potential users should know what the library has, where to find it, and how to use it.

Services to Preteens and Teens

Teens and preteens are valued library users. Consistent programming, staff dedicated to these age-groups, library resources that support preteens' and teens' educational and leisure-time reading interests, and a wide variety of programs are essential to get teens and preteens thoroughly engaged in the library.

Staff Development

Great staff is vital for producing great library service. The RT Library intends to provide highly knowledgeable staff in sufficient numbers to support the level of service expected by the community. The library will invest resources to ensure that staff receives ongoing training and the skill development needed to provide excellent service.

Resource Development

The RT Library depends primarily on tax support from Rockaway Township to deliver library services. Increasing needs for additional private and public funding will require that the library explore other avenues for generating support.

The aforementioned strategic issues were used in the development of broad goals for achievement during the course of this plan along with specific suggestions for steps to assist in implementation.

Goals, Objectives, and Strategies

Policies:

Factors such as planning, growth, changes in technology, and community needs, require a review and/or revision of library policy on a regular basis. The Library Board of Trustees is responsible for the currency and efficacy of the Library's policy. Our research has indicated that our policies are dated and in need of review with specific emphasis on loan periods and meeting room usage.

A committee of three library Board Members, the Library Director, and Staff members will be formed and will report to the Library Board on its review of policy, and will recommend to the Library Board of needed revisions and changes to library policy.

2016 Opportunities:

- The Board will begin a review of all existing policies at the library to ensure best practices in library services are being met.
- Based on the recommendation of the Strategic Planning Committee the Library Board will implement the following changes as of August 1st, 2016.
 - New DVD/BluRay Movies will be loaned for 3 days. New DVD/BluRay Movies are considered “new” for 90 days.
 - New Books will continue to be loaned for 14 days while all other lendable books will circulate for 28 days. New Books are considered “new” for 6 months.

2017 Opportunities:

- Continued review of all existing and newly created policies.
- Review library mission statement to ensure that its Mission stays current as its role in the community, and services offered transform.
- Review whether the library’s fines are considered punishment, or a gentle reminder, and if the ultimate goal of fines is the on time return of materials the library needs to identify options that may be more effective.

2018 Opportunities:

- Continue monitoring policies to ensure best practices and forward thinking.

Spaces:

Our research indicates that while the current library set up and arrangement of materials makes sense to patrons, i.e. materials are where they’re expected to be, there is much to

be desired. Since the footprint of the library cannot be expanded, we must maximize the use of space to ensure we are both using our space efficiently and in our patrons' best interest. Everyone involved in Committee, and participants in the questionnaire and focus groups, agree the library looks dated and tired.

2016 Opportunities:

- Complete long neglected projects such as painting and carpet repair.
- Repurpose underutilized office space to create new public meeting room.
- Manage meeting room upgrades with funding from the library's foundation.
- Complete redesign of Hibernia Branch.
- Work with Gardening Club to beautify the library grounds.

2017 Opportunities:

- Create new seating and study area in the central area of the Adult Section on the upper level.
- Rebrand Reference area by improving signage and furniture.
- Improve library signage and marketing.
- Investigate new location for computer classes.

2018 Opportunities:

- Work with Foundation to create potential new Quiet Study area where Children's Non-Fiction is currently housed.
- Investigate the ability to centralize the children's collections.

Services:

2016 Opportunities:

- Investigate online programming registration software.
- Continue adding additional number and variety of programs: see Adult and Children's Programming sections.
- Begin review of marketing campaigns, newsletters, and press releases, as well as identify additional channels of communication to help promote library services and programs.

2017 Opportunities:

- Review hours of operation to ensure the best service hours available to the public.
- Investigate new services such as Library Birthday Parties.
- Conduct a systematic audit of all library service procedures to ensure efficiency, accuracy and best practices.
- Continue adding additional number and variety of programs: see Adult and Children's Programming sections.
- Investigate and test the incorporation of mobile technologies into Reference and Circulation services.

2018 Opportunities:

- Revisit the idea of self-checkout machines and its integration with a smartphone app.

Technology:

One of the most important roles the library plays in our community is that of technology provider and supporter. Despite the popularity of smart devices and infiltration of high speed Internet services, many individuals cannot afford

to purchase computers, pay for Internet access at home, or lack any support for technological advances. Our research had uncovered that there is a strong demand for additional training classes and an expanded variety of computer/technology classes which we'll implement in time.

Furthermore, if we proactively strive to keep pace with new developments in technology, the library can utilize that technology and other electronic resources, to reach those hard-to-reach population such as young adults, professionals, and residents that don't utilize the library due to lack of time or our "inconvenient hours of operation".

2016 Opportunities:

- Initiate technology replacement program whereby the library will replace 11 staff and public computers.
- Add additional computers at Hibernia.
- Review the potential of additional e-book purchasing and sustainability of materials outside of those provided by the library's consortium.

2017 Opportunities:

- The Library will further investigate and implement additional technologies such as WiFi printing and purchase of MACs, and Tables for flexible library computing

2018 Opportunities:

- Investigate Library App.

Children's Programming:

2016 Opportunities:

- Programming will be changed and expanded in Fall 2016 to include an after school option for Kindergarteners, a STEAM based program for children

- in grades 2 and 3, a pop-up book workshop, a pilot of a special needs story time and additional Saturday programming. Going forward, we will continue to regularly assess if the programming being offered best meets the needs of the families in Rockaway Township.
- Beginning with the August 2016 Firefly event, we will include a minimum of 2 programs for the entire family per quarter as a part of the schedule.
 - There will be a Saturday morning music performance for preschoolers in the Fall. Going forward we will try to have at least 1 children's performer each quarter in addition to our Summer series.
 - STEAM manipulative kits are being assembled and will begin circulation this Fall.
 - An initial mailing list for the children's newsletter mentioned in the 2017 goals will be assembled.
 - The dated game computers will be replaced by educational learning tablets for in library use.

2017 Opportunities:

- We will revamp our marketing and publicity, including making better use of social media and the Facebook calendar.
- Starting in January 2017, a bi-monthly email newsletter focusing on the Children's and YA departments will be sent out. In addition to upcoming programs, space could be filled with resources about collections in the department and booklists. The mailing list for this could be used for additional news blasts as needed.
- Better signage will be created, highlighting popular sections, to encourage patrons to use the children's non-fiction collection. New signage with pictures will be placed within that collection.
- We will evaluate ways to ease overcrowding in the Summer programs.

- The raffle option on the Summer Reading Club will be extended to all ages, not just to the children in grades 1-5.

2018 Opportunities:

- Online sign-up software will be implemented to help ease the sign-up process for both patrons and staff.
- 10 extra staffing hours will be added to the Children's Department. If this is not possible by this point year round, a Summer intern can be hired to ease the busiest time of year.

Adult Programming:

2016 Opportunities:

- At least one Saturday program will be held each quarter to broaden the availability of adult programs. Tuesday and Wednesday evening programs will also be offered.
- Offer 1 – 3 programs at the Hibernia branch in 2016 of various types. These will be tailored to the space, which can only accommodate up to 20 people. As such, programs which draw a large number of people or have a high cost will need to be held at the main library.
- Add craft related programs, as requested through our information gathering.
- A portion of general purpose computers will be replaced (# and timeline will be determined by management and the board) and repositioned to other areas in the library. These computers can be purposed for classes and integrated into programming (for example, a basic coding or maker type workshop).
- Use of social media for promotion will be increased and tailored to best practices of other similar organizations.
- Our newsletter will be re-evaluated (to be launched in 2017).

2017 Opportunities:

- Evening hours will be extended. This will ideally be accomplished by adding hours and staff to fill that time. Alternatively, this could be achieved by moving our start time to 10:00 am and close time to 9:00 pm.
- Offer 3 – 6 programs at the Hibernia branch in 2017 of various types. These will be tailored to the space, which can only accommodate up to 20 people. 2016 programs will help the library to determine which types of programs work best here.
- Foster learning through the availability of materials and teaching of related classes. Classes on how to use the library and learning tools, such as Lynda (potential subscription) or iTunes U. A more robust section of our website with links to learning sites will be made available.
- Starting in January 2017, a bi-monthly newsletter focusing on adult programming will be sent out using Constant Contact. Special programs or ones needing more reach will be sent out individually to help with promotion.
- Seek out programming to engage demographics that do not typically come to library programs (20-30's, young men, weekday workers, etc.) by consulting Morris County Programmers group and researching other libraries.
- Partner with the Children's / YA departments for 2 – 4 programs that all ages are welcome to attend; Family Art Night, Game Night, Movie, Computer Coding Project, or similar.
- Research and implement new forms of social media, such as Tumblr, Instagram, etc.

2018 Opportunities:

- Reach out to community to hold some adult programs 'off-site'. Area senior developments and housing would be an obvious choice. Also, having a library presence at local events, where a small craft, activity, or just making information (handouts, bookmarks, etc.) available would keep the library in people's minds. The amount this can be achieved is dependent on staff/volunteer availability.
- Create a 'learning kiosk'. A dedicated computer with easy access to learning links, such as Lynda, iTunes U, Khan Academy, and the like will be made available along with selected books, videos, and other materials.
- Continue to provide a variety of programs that are geared toward a variety of populations and interests, including 3-6 for Hibernia and 8-10 per quarter.
- Increase advertising through creative outlets, such as increased interaction through social media (YouTube, Instagram, other popular 2018 outlets), participation in local events, following local organizations (in the hope that they will follow us back), and researching best practices of other libraries and organizations.
- Expand craft programs to include 'maker' culture. Some possibilities include purchasing Raspberry Pi, Arduino, or similar kits, or storing a variety of supplies for various crafts (as determined by patron evaluation)

Hibernia Branch Library

Based on both our survey results and the Hibernia Library Focus Group, it is evident that The Hibernia Library continues to be a polarizing subject, with some people viewing it as essential and others feeling it should be closed.

At this point the Library Board of Trustees has no intention to close the Hibernia Branch.

Because of its location, the Hibernia Library is a welcome addition to its area of town. The Hibernia library is frequented by many of the people who live in the northern areas of the Township, especially those in Hibernia, Lake Telemark, Lake Denmark, Marcella and Green Pond. All age demographics use the Hibernia Library, from families with small and school-aged children, to older residents who do not want to travel too far to the Main Library Branch. It is apparent that the patrons that visit this library regularly would like to continue to use it as a regular library, complete with programming, not necessarily solely for picking up and returning books from Interlibrary Loan.

Services:

2016 Opportunities:

- Revitalize Hibernia materials by adding new/additional books, DVD, magazines, newspapers.
- Explore the possibility of rotating various collections of circulating items from the Main Branch.

2017 Opportunities:

- A second, follow up, Hibernia Branch only survey should be conducted.
- Contact Neighbor News regarding becoming a distribution point for the newspaper.
- Review hours of operation. Strong interest in weekend hours and dissatisfaction with too many Monday holiday closings at branch.

2018 Opportunities:

- Explore book lockers for hold pickups for times when the branch is closed.

- Hibernia Library should receive an Audio/Visual drop.

Computers/Technology:

2017 Opportunities:

- More public access computers, with faster computing speeds are needed
- Technology at Hibernia should be similar to what is offered at the main branch, just in a smaller quantity.

Spaces:

2016 Opportunities:

- Add signage to stacks and areas as more books and materials are returned to the Hibernia Library.

2017 Opportunities:

- Create a new computer area to accommodate the technology improvement noted above.

2018 Opportunities:

- As the library budget allows, Hibernia should be a priority for a “facelift.” While the new paint from a few years ago helped to improve the overall look, new carpeting or other flooring would certainly be beneficial to the overall appearance. Other (lower cost and budget-minded) improvements should also be considered at the recommendation of the Library Board, Director and Staff members.

Programming/marketing:

- Adjust school year Children’s programs start time to 4:00-4:15 or later. The local elementary school, K.D. Malone is not dismissed until 3:15, with many children not returning home until 3:45 or later.
- Implement more programming for school-aged children, i.e. a monthly book club, craft days, LEGOS.
- Bring back Evening Story Time – This is a good option for working parents who still want to attend the library with their children.

- The Summer Reading Program should receive similar attention at the Hibernia Library as it does at the Main Branch with similar offerings across all age groups.
- Consider offering duplicate classes/lectures/events at Hibernia of those that are offered at the Main Branch.
- Consider offering separate classes/lecture/events at only Hibernia to draw a larger crowd.
- A bulletin board and/or other information center should be maintained and updated with fliers that advertise all Library events (happening at either branch) as well as community events
- Whatever is posted at the Main Branch, should also be posted at Hibernia. See above regarding the Bulletin Board the Hibernia Library.
- A determination should be made as to other ways of disseminating Library, information. Mentioned as possibilities were Green Pond newsletter, Woman's' Club newsletter or Recreation Department newsletter/email.
- The Facebook page and Library emails should have continued sign-ups posted to make all patrons aware of these services. All Library events, classes, information should continue to be disseminated via these routes, as well.
- Advertise at Hibernia and Main Branches for Hibernia Book Group using a flier with pertinent information. Club to resume in September.

Measuring Success

Each year, library staff and trustees will conduct a planning session or retreat to assess their progress in meeting the plan's goals and objectives. Goals and objectives will be modified, added, or eliminated depending on changing needs and circumstances during the planning cycle. The results of such an annual assessment will be shared with all library stakeholders.