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Executive Summary

In late 2011, the Board and staff of the Mahwah Public Library began developing a long range Strategic Plan to guide the Library’s continued growth by anticipating and exceeding community expectations for services during 2012-2015. Based on community input, demographics and recent trends in how people use the Library, the Strategic Plan highlighted priorities for the coming years. While there are many factors leading to the Library’s ongoing success, its long-range objectives are furthered by leveraging professional development, digital content, mobile computing and connectivity, online services and communications with residents to extend the Library into the home, business and broader community.

Among the many factors influencing libraries today, the significant shifts in how information is created, distributed and consumed in an increasingly digital culture are paramount. More than ever, digital services are transforming the Library. As a result of the sea-changes in how information is created and delivered, Mahwah residents have access to a wealth of information at their fingertips. Maintaining the Library’s relevance in this increasingly digital culture is critical. Beyond digital services, other priorities such as ongoing staff training, enhancing infrastructure, expanding access to public computers, improving access via mobile devices, using technology to improving communications and empowering customers through self-service emerge as goals.

The Strategic Plan and this Technology Plan work together to ensure that the Library identifies and adopts technology that enhance customer service or improve efficiency. This Plan includes five broad objectives that tie directly into the Strategic Plan. It also provides a mechanism for ongoing evaluation and continual improvement.

The Library believes that the relevant, future-focused goals identified in this Plan will significantly enhance customer service and improve efficiency. While technology should not be an end unto itself, the Library is embracing technology as a means of fulfilling its mission of connecting everyone in the community with ideas, information, technology and each other.

Mission Statement

The mission of the Mahwah Public Library is to be an essential resource, connecting everyone in the community with ideas, information, technology and each other to further life-long learning opportunities and the cultural and business interests of its residents.

Vision

The Mahwah Public Library Board of Trustees and staff will work together to:

- Provide current materials of high interest to the community in a variety of formats – e.g., books, magazines, electronic data, videos and recordings – for people of all ages.
- Employ relevant technologies to improve operational efficiency and enhance access to information.
- Partner with other organizations to improve access to local historical and civic information (museum info, town records, key religious and other community organizations).
- Provide timely, accurate information and reference services, employing a highly qualified staff to form a link between library materials and users in a congenial and professional manner.
- Be a central meeting and gathering place for people and businesses of Mahwah.
- Promote and encourage a lifelong love of reading and learning, particularly in our young people.
- Celebrate the diversity of our community by providing multi-cultural programs.

Guiding Principles

- Service Excellence: We are customer focused and deliver positive experiences. Our
employees are knowledgeable and seek to understand our users’ needs and points of view. We provide convenient and timely service, demonstrate friendliness and reliability, and are proactive in offering options and solutions to the public and each other. We are committed to accessibility.

- Welcoming Environment: We maintain an attractive, clean, environmentally sustainable and comfortable facility, recognizing its unique value to the community.

- Innovation: We pursue innovation as a means to keep our services and technology contemporary and vibrant. We implement appropriate advancements in technology for operational efficiency and enhanced customer service.

- Life-long Learning: We play a unique role in our community so that learning can thrive. We offer comprehensive services and programs that encourage intellectual and professional development of individuals throughout their lives. The Library supports reading and life-long learning within its walls and by taking services out into the community. We provide services for learners of all ages and especially for children.

- Freedom to Know: We provide free and equal access to library resources and facilities. We support the open exchange of information and ideas that represent multiple points of view. We value the benefits of diversity. Our employees handle requests for information in a manner that protects and respects every user’s right to know and right to read.

- Integrity & Trust: We serve the residents of Mahwah with financial integrity. We act with honesty and fairness as we conduct our business with patrons and each other. We assume personal responsibility for accomplishing the goals of the organization.

- Staff Appreciation: We recognize that the Library’s employees are our most valuable resource. Therefore, we treat each other with respect and value team work. We encourage staff to pursue their professional goals. We attract, celebrate and retain outstanding staff members.

- Communication: We engage in the open and honest exchange of information as a critical process for creating synergy of ideas within our library and with our community.

**Relevance to the Long Range Strategic Plan**

Reviewing the Library’s Mission Statement, Vision and Guiding Principles, it is clear that the ongoing evaluation and adoption of new technology is intrinsic to the Library’s long range plans. By design, this Technology Plan seeks to leverage technology to achieve the goals and objectives identified in the Strategic Plan.

The Technology Plan expands on the Strategic Plan by elaborating on how technology is currently used in the Library and how it can be better utilized to enhance customer service or improve efficiency. Five key objectives – supporting digital content, maintaining technological currency, expanding self-service, enhancing communications and integrating audiovisual systems – were identified as most relevant to the Strategic Plan and the Library’s long-term growth.

**Current Technology and Allied Services**

**Technology Infrastructure**

The Mahwah Public Library is a member of the Bergen County Cooperative Library System (BCCLS). BCCLS provides all member libraries with an equal technological base, including; staff and public computers; an integrated library system (ILS) and web-based catalog (OPAC); cooperatively-purchased online resources; and infrastructure (network connectivity, switching, internet access, etc.). BCCLS provides access to the shared catalog and internet via a high-speed (50Mbps) cable connection with a dedicated modem and static IP address and Cisco router. Within the building, PCs are connected to the network via Category 5/5e/6 fast Ethernet cabling and a Cisco 48-port switch.

In order to further leverage technology, the Library installed a separate internal network as part of the lower level renovation project completed in early 2011. This locally managed network is designed to connect a Windows Small Business Server 2008 server, staff PCs, networked printers, multimedia displays, and peripherals in a fully networked environment to better store, retrieve and share information among all staff to facilitate improved
public service. The Library network is built around gigabit Ethernet standards using gigabit HP ProCurve switches and Category 6 wiring to the devices. Multiple VLANs (e.g. public, staff) are deployed on this network for improved versatility and security. Internet access is provided through a separate high-speed (50Mbps) cable connection with a dedicated modem and SonicWall firewall/router. This network is fully extensible and will allow the Library to expand capabilities as new technologies become available and relevant.

The Library offers free wireless internet access to the public via a third, discrete network. The wireless network provides high-speed internet access to the public via six access points throughout the Library. The access points connect to a 5Mbps cable modem. The access points installed can be configured with multiple wireless LANs (WLANs), which may be used in the future for secure staff access to networked resources.

Public Workstations

Demand for access to public computers has risen dramatically in recent years. Despite the prevalence of high-speed internet access in homes and now on mobile devices, the use of Library computers continues to grow. In 2011, public computers were used over 15,000 times – nearly double the number of sessions during 2001.

The Library offers age-appropriate public access computers in its adult, teen and children’s departments. Depending on the department, most public computers are configured with self-service time management, internet access, office productivity software, educational games and age-appropriate learning resources. All public PCs are configured with security software that prevents access to system configuration settings and with software that returns the PCs to a default configuration when rebooted.

The Library currently offers eleven multipurpose adult PCs. These PCs are equipped with a self-service time management system from EnvisionWare. The public can use these PCs to create or edit documents using Microsoft Office and OpenOffice; access the Internet and World Wide Web for lifelong learning and recreation; access local, regional and State-wide online resources including subscription databases, ebooks and digital audiobook services; access BCCLS online catalog of books and media, including facilitating interlibrary loan. All adult PCs are fully networked via the BCCLS high-speed cable connection and print to a networked black and white laser printer.

Teen computers were upgraded in early 2012 by the installation of three new Dell laptops to replace two older laptops. As with the adult PCs, these laptops have access to the internet and online resources, the Microsoft Office suit, and selected software. These laptops access the internet via the wireless network and connect to a shared color inkjet printer.

Four educational & gaming PCs are installed in the Children’s Room. These PCs were built by participants in the Library’s “Technology, Science and the Arts” program that offers students the opportunity to work hands-on with building and configuring computers. These PC are configured to allow access to a variety of educational and gaming software that was selected specifically for use by juvenile patrons. Each PC has a different selection of software catering to different ages. Software titles are reviewed and changed based on demand and feedback from juvenile patrons and caregivers. Children’s PCs are not networked and do not have internet access per the Library’s Computer and Internet Use Policy.

In addition to the multi-purpose PCs, the Library offers three dedicated OPAC terminals. These standalone OPAC are designed to facilitate searching the shared BCCLS catalog, the Library’s website and selected online resources while preventing general internet access.
Staff Workstations

Staff have access to twenty multipurpose workstations. Capabilities include but not limited to: access to all ILS functionality, including searching, circulation, cataloging and patron maintenance; creating and editing documents using Microsoft Office and OpenOffice; accessing the Library’s financial management and human resources applications; accessing shared files and networked resources; accessing the Internet and World Wide Web for research, public service and professional growth; accessing local, regional and State-wide online resources including subscription databases, ebooks and digital audiobook services; accessing BCCLS online catalog of books and media, including facilitating interlibrary loan. As with the public PCs, staff PCs are configured with security software that returns the PCs to a default configuration when rebooted. Currently all staff PCs are networked via the BCCLS high-speed cable connection. These PCs print to a variety of printers, including networked laser printer and local inkjet printers.

Beyond the dedicated desktop PCs, staff have access to three wireless laptops. In addition to the core functions available on staff desktop PCs, these laptops can be used to display multimedia content on audiovisual systems and facilitate live “in-the-stacks” collection development. Staff laptops are connected to the public wireless network and, when necessary, to direct-attached inkjet printers.

Handheld and Mobile Devices

In 2011, the Library began purchasing handheld devices for staff to become familiar with eBooks and other services available on mobile platforms. Currently, the Library owns a color Nook, a black-and-white Nook and late model Kindle. Staff are able to use these devices and “borrow” downloadable materials for personal and professional exploration and growth.

Audiovisual Systems

Audiovisual systems allow the Library to display multimedia presentations including lectures and educational presentations, art, and information about upcoming events in the Library and community at large to a wide range of visitors.

As part of the Lower Level renovation project completed in early 2011, the Library installed a fundamental audio-visual distribution network whereby AV content can be sent from a central station to any display point. Currently, a BluRay disc player and PCs are configured as a “head end” playback devices, while six 60” LCD multimedia displays and two LCD projectors with speakers constitute the displays. Displays in the meeting rooms also accept local input for direct-connected playback from PC, BluRay/DVD and other sources.

On the main floor, there is one multimedia display is setup adjacent to the checkout desk that is connected to a cable TV to display local access programming that highlights upcoming Library programs and events around the community. The Winter Room, the Library’s largest programs and meeting space, contains an older sound system and a standalone projector and portable sound system that are used for presentations, movie playback and public performances.

Website and Online Resources

Patrons increasingly expect that information and content will be available 24/7 via the internet. In order to anticipate and respond to this growing segment of use, the Library has targeted its website and online services as an area for continued development.

Starting in 2011, the Library undertook a comprehensive redesign of its website, transforming the site from static HTML to a dynamic, Drupal-based content management system. The new site, completed in 2012, was designed to be patron-centric, allowing visitors to find the information they need quickly and easily. Over 8,300 visitors viewed 20,000 pages in the first month after the new site was launched; clearly online services are an important part of the Library’s service profile. The new site also allows responsibility for ongoing updates and changes to be distributed among staff.

Beginning in 2011, the Library aggressively pursued enhancing its selection of online services, including databases, eBooks and downloadable music. In addition to resources provided by the State, the Library offers access to eBooks and digital audiobooks through Bergen eAudio Team (BeAT), Digital Library NJ and TumbleBooks; financial research through Value Line; genealogical research through Ancestry Library Edition; test preparation and review through LearningExpress.
Library; and language instruction through Mango Languages. All are available free of charge and, with the exception of Ancestry Library Edition, all of these resources are available off-site.

The Library evaluates these resources annually in order to make effective purchasing decisions. Funding for online resources is provided through a dedicated line in the collection development budget.

Maintenance & Support Contracts

BCCLS installs and maintains the ILS and allied equipment and software in their headquarters in Hackensack. BCCLS also installs and maintains local equipment purchased through the consortium, including hardware, peripherals and supporting software which exists as part of the system. All maintenance performed on BCCLS terminals and printers is provided by the consortium, by trained, certified personnel. This arrangement guarantees installation, maintenance and trouble shooting of relevant current technology. Maintenance is billed annually and funded through a dedicated line in the Library’s operating budget.

Maintenance on all other computer equipment and peripherals is contracted, and is paid on an “as needed” basis, parts and labor. Funds have been set aside in the operating budget to ensure that maintenance and upgrades are adequately funded. In addition, the Strategic Plan calls out for significant computer upgrades to be paid for with capital expenditures.

Training

The Library recognizes the importance of staff training with established technologies and familiarity with emerging trends.

All members of the staff have received computer training in the use of the Windows, word-processing and spreadsheet applications, HTML, and other applications as appropriate. Public services staff have received specialized training in the use of the Sirsi ILS, including the WorkFlows client and custom ILS programming by BCCLS. Selected staff have received specialized training in use of QuickBooks Premier 2011. The Library will continue to make staff training a priority in order to maintain a skilled, well-qualified workforce. The cost of staff is included in the annual operating budget.

In the absence of a computer lab, the Library provides training to the public in two ways: 1) members of the public are trained on an individual basis as needed, by attending staff; and, 2) formal lectures highlighting technology and how it impacts and shapes peoples’ lives are presented throughout the year.

Recently Completed Projects

The following projects were identified as part of the previous years’ technology plans. They are summarized here with their status and outcome.

- **New Children’s PCs**: New PCs were constructed by participants in the Library’s “Science, Technology and the Arts” program and installed in the Children’s Room. Children’s room staff selected and installed age-appropriate software, including games and early literacy and math fundamentals was installed. Completed spring 2010.

- **Lower Level AV & Infrastructure**: In conjunction with the lower level renovation project, the Library build out the infrastructure necessary to fully integrate technology into the lower level meeting rooms and public space. Robust audiovisual systems, including multimedia LCD displays, projectors, speakers and an audiovisual distribution network were included in the lower level during renovation. Both wired and wireless network connectivity was included via multiple Cat6 network drops and access points. Completed spring 2011 as part of a major capital project.

- **Self-Service PC Reservation System**: The Library implement a “PCReservation” system from EnvisionWare on adult PCs to better utilize this heavily-demanded resource by allowing patrons to manage their own computer use while reducing staff involvement. Completed fall 2010.

- **Integrated Workforce Management System**: Ensuring that employee records, schedules, time and attendance, payroll and accruals comply with established Library policy is critical to efficient operations. “TimeForce” workforce management software by Qqest Software Systems was selected and installed to handle these tasks. Staff now use the software to record attendance, manage time off requests and other
personal information. Administrative staff use the software to manage multiple human resources functions. Completed fall 2010.

- **Microsoft Office Upgrade**: Previously, office 2007 was installed only on selected staff PCs. MS Office Professional Plus 2010 was installed on all public PCs and most staff PCs with access to Access, Excel, One Note, PowerPoint, Publisher and Word. Completed spring 2011.

- **LED Message Center**: A new LED signage system that can be controlled and updated via a network connection allows the Library to better promote awareness of services and programs run throughout the year was installed, replacing a "letter board" sign. Completed fall 2011 as a capital project.

- **Enhanced Wireless**: Wireless access throughout the Library was significantly expanded by the installation of new access points. Now all interior spaces have a strong WiFi signal, and there is spillover to the parking lot for after-hours use. Completed fall 2011.

- **Upgrading Staff PCs**: Nine aging PCs were recently upgraded under BCCLS support agreement to new HP 6200 desktop machines featuring Core i3 processors and 3GB of memory. Completed winter 2012.

- **Replace existing teen laptops**: Two heavily-used Compaq laptops in the teen area were replaced with three new Dell Latitude E5520 laptops. Completed winter 2012.

- **Website Redesign**: The website was redesigned around a leading-edge content management system, Drupal. The new website was designed from the ground up to be content rich, user-centric and easy to navigate. It features improved access to Library information, including upcoming events and access to online resources. Completed spring 2012.

- **Staff Email**: All staff email was transitioned to "@mahwahlibrary.org" email accounts from "@bccls.org" accounts. The new system offers improved access and "groupware" functionality, including shared calendaring and task management. Completed spring 2012.

### Goals and Objectives

The following technology-based initiatives mesh with the long-range values and objectives identified in the 2012-2015 Strategic Plan. Specifically, these projects allow the Library to either enhance customer service, or improve operating efficiency.

#### Goal 1 – Support Growth of Digital Content

- **Grow Digital Collections**: The Library currently participates in eBook and digital audiobook services through DigitalLibraryNJ, eBCCLS and the Bergen eAudio Team ("BeAT"). In addition, it offers online services that are comparable to those received in a physical format. (E.g. online language tutorial systems are a digital alternative to traditional CDs-and-booklets; digital reference collections have supplanted many print equivalents.) The Library will periodically review digital services and collections to ensure they are appropriate and relevant and will promote these services to the public. Ongoing with operating funds.

- **Offer eBook Readers**: The Library will purchase additional eBook readers for staff to become comfortable with these devices and assist customers in using the Library's eBook services. It will investigate purchasing additional eBook readers for loan to patrons, possibly pre-loaded with best-sellers or other popular titles. Ongoing with operating funds.

#### Goal 2 – Add/Upgrade Infrastructure, PCs and Mobile Devices

- **Expanding Adult PCs**: All existing adult PCs can be fully utilized during busy times, leading to shorter sessions and/or longer wait times to use a computer. The Library will evaluate re-arranging existing furniture to add more adult PCs to meet this demand. Scheduled for 2012/13 with operating and capital funds.

- **Replacing Children's PCs**: Juvenile patrons currently have access to four PCs with basic games. These PCs are well-used, but do not cohesively support early literacy and computer skills. Five or six dedicated children's PCs with robust educational software will be installed on new task-specific furniture. Scheduled for 2013 as a capital project.

- **Routine Hardware Replacement and Upgrades**: The Library recognizes the need for ongoing
upgrades in technology. These projects encompass routine PC replacement, adding IT infrastructure, improving efficiency by implementing targeted technology, and developing new technology-based services. The Strategic Plan includes funding for annual technology upgrades. Ongoing with operating and earmarked capital funds.

- **Maintain Software Currency:** With the upgrades to Microsoft Office 2010 and QuickBooks Premium in 2011, most software used is the current release. Going forward, the Library will evaluate new software releases and, when appropriate, upgrade so that software is not more than one version behind the current release. Ongoing with a dedicated line in the operating budget.

- **Windows Domain:** Migrate to a Windows domain environment for staff and public wherever possible to promote more efficient use of technology for application and file sharing, networked printing and related technologies on the Library’s internal network. Scheduled for 2012 with operating funds.

- **Integrate Multifunction Copiers:** Utilizing the two new Sharp multifunction copiers as networked printers and scanners allows for improved customer service without significant financial burdens. The Library will investigate how these devices can be better integrated with other technology. Scheduled for 2012 with operating funds.

**Goal 3 – Enhance Communications**

- **Mobile Website Interface:** The new website was developed using the Drupal content management system which allows for multiple “front end” presentations for the same content. Since an increasing number of patrons access the site via a mobile device, a mobile-friendly interface will be developed. Scheduled for 2013 with operating funds.

- **Email Newsletter:** The Library communicates with patrons via a “listserv” email distribution list. Feedback from the strategic planning survey showed that patrons were either unaware of this service or found it difficult to use. A new email newsletter service will be developed and promoted. Scheduled for 2012 with operating funds.

**Goal 4 – Expand Self-Service**

- **Print Cost Control System:** Public PCs currently rely on an “honor system” of paying for printouts. A self-service print cost control system will be installed on public PCs that will allow the public to manage and pay for their computer printouts without taking staff away from other duties. Scheduled for 2012 with operating funds.

- **RFID Security System:** The Library’s current material security system relies on older radio frequency (“RF”) technology to deter loss. However, this system is costly and requires considerable staff involvement with each transaction. A radio-frequency identification (“RFID”) system will allow for much more efficient circulation transactions, including self-service, potentially reducing personnel costs. Scheduled for 2014 as a capital project.

**Goal 5 – Integrate Audiovisual Systems**

- **Upgrade Winter Room Audiovisual System:** The Winter Room, the largest and most-used meeting room, has a standalone audiovisual system that is neither integrated into the room, nor connected to the lower level audiovisual distribution network. Staff must wheel out a cart and setup the projector and sound system manually for each program. This project will install a new AV system in the Winter Room and integrate it into the AV distribution system on the lower level so that content can be delivered bi-directionally. The updated audiovisual system will also be fully networked, allowing easier remote control. Scheduled for 2012 as a capital project.

**Ongoing Evaluation**

The Library will review this plan annually to summarize completed projects, gauge the impact of adopted technology, and identify new technologies that are relevant and aligned with the Library’s mission, vision and core values.

A primary objective of evaluating this plan will be to understand the impact of new technology on enhancing customer service and/or improving efficiency. Impact will be evaluated by gathering data from customer visits, computer use, resources
used, new customers served, and direct customer feedback through periodic surveys. Specific examples of data to be evaluated include:

- Statistics for computer use, including the number of computer sessions and the length of time used.
- Wireless network use, including – if possible – the number of wireless sessions;
- Registration for technology related services, workshops, and programs.
- Customer satisfaction surveys.

- Comments and suggestions from users

Beyond understanding how current technology impacts services, ongoing evaluation allows the Library to anticipate future changes in the field. Staff will be encouraged to become familiar with technological shifts in libraries and the world at large. Relevant new and emerging technologies will be identified and evaluated for further consideration.

Each year, the Director will report to the Board of Trustees on progress made in the previous year and new technologies for potential adoption.