



***EVALUATION OF THE CURRENT AND FUTURE
SERVICES OF THE WATERFORD TOWNSHIP PUBLIC
LIBRARY***

WATERFORD TOWNSHIP, NEW JERSEY

June 2018

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INTRODUCTION

For several decades, public libraries have evolved in many ways and as a result have become safe and inviting places for learning and as sites for residents to interact. As a community gathering place, the modern public library is now providing residents with the opportunity to become enlightened in music, art, literature, technology and public affairs. In other words, libraries have become much more than just books and magazines, but community hubs that serve as centers for learning and professional development.

Moreover, and perhaps most importantly, libraries continue to be integral partners in child development and learning by offering multi-generational programs and services for young children, pre-teens, teens, parents, and caregivers.

The Waterford Township Public Library (WTPL) was established by referendum in 1964 as required by New Jersey statute and moved into its existing facility in 1966. In order to keep pace with the current and future needs of its resident in the 21st century, the Library's Board of Trustees has set forth a vision to ensure that *"every citizen of Waterford Township would have use of a fully accessible facility that provides adequate space for current and future library programs and services, including state of the art technology, as well as convenient off-street parking."*

However, achieving this vision in its existing, aging facility has become a challenge that prompted township government to re-evaluate the facility and services of its public library, recognizing that the current facility is inadequate in meeting the library needs of its citizens.

BACKGROUND AND PURPOSE OF THE STUDY

PRO LiBRA Associates, Inc. was contracted by Waterford Township to provide consulting services to determine the best course of action for the future delivery of effective and efficient library services to township residents. Since 1964, residents have been served by a library that is funded by a dedicated library tax as specified in the New Jersey State Statutes governing municipal libraries.

Then in 2008, a referendum was held to determine if the township should dissolve its municipal library and become a member community of the Camden County Library System (CCLS). If approved by voters, residents would no longer be required to pay the tax to support a municipal library but rather would pay the county library tax and have borrowing privileges in any of the county library facilities. The result of the referendum however was that residents voted to maintain its municipal library as an independent entity and anyone wishing to obtain a borrower's card from the CCLS

would have to pay a fee. The township is now interested in revisiting this issue and is looking for guidance from an independent consultant.

APPROACH AND METHODOLOGY

The consultant for this feasibility study was Jim Hecht. (See Addendum A for list of his qualifications and experience.) His approach to the study was conducted in 5 phases that included the following:

1. Information Gathering and Organizational Analysis
2. Library Services Analysis
3. Library Facilities Analysis
4. Financial Analysis
5. Findings and Recommendations

INFORMATION GATHERING AND ORGANIZATIONAL ANALYSIS

Introductory Meeting

At the onset of the study, the consultant met with Committeewoman Rita Hanna, the Mayor's representative to the Library Board; Susan Danson, Township Administrator; Kathleen Banes, President of the Library Board; and Tanya Estrada, Library Director to review the purpose of the feasibility study and discuss the possible outcomes. In order to become familiar with the town, the consultant asked attendees questions about the community and any potential changes in the community that might impact on the library. The discussions centered around the fact that Waterford is a close-knit, friendly community and there appears to be a distinct division between new and longtime township residents. There are very few commercial properties in the town, which puts the tax burden mostly on the residents. The Haines Boulevard Redevelopment Plan is currently under consideration and if the area is developed, could add nearly 800 housing units. The redevelopment of Atco Ave., the street on which the library is located, has also been discussed by the township.

Library Tour and Meeting with Staff

The consultant met with the Library Director at the library to tour the facility and learn about the organizational structure of the library staff as well as get a quick review of current library services.

The consultant attended a second meeting at the library with the Library Director and staff to delve more deeply into library services and learn about the challenges facing staff in providing those services to residents. The staff felt that the library's strengths include:

- Providing one-on-one service to patrons
- Ability to get library materials via interlibrary loan
- Free computer services that are needed by many residents
- Adult and youth programming
- Makerspace programs
- Museum pass program
- Wi-fi hotspot lending program

The staff members appear dedicated and willing to provide good library services to residents, but they felt strongly that the small, cramped library facility that has limited seating, no space for library programs, and does not have handicapped accessibility to the second floor were major factors that were hindering their efforts. The lack of parking and a limited budget for staffing, up-to-date library collections and technology were also cited as major challenges.

Meeting with the Board of Trustees

The consultant attended the May meeting of the Board of Trustees and reviewed the methodology for completing the study. When asked, Board members mentioned that the staff's one-on-one interactions with library patrons and excellent customer service were strengths. It was also noted that they know many residents who prefer having a library in their town rather than using a branch of the Camden County Library System. While small and outdated, the library was a sense of pride in the community. But the financial burden of maintaining the library facility made it difficult to allocate adequate funding for library services and the lack of handicapped accessibility often was a deterrent to using the library to its full potential, particularly by senior citizens.

There was also a discussion regarding the Camden County Library System and the possibility of Waterford Township becoming a member community. It was noted at the meeting and verified by the consultant during a phone conversation with Millard Wilkinson, a longtime member of the Berlin Library Board, that Berlin Borough had been a member of the CCLS and withdrew when residents voted to establish a municipal library in 2012. As per New Jersey State statutes, the borough had to continue paying the county library tax as a member community for 2 years (as well as the mandated 1/3 mil municipal library tax) following notice to withdraw from the

CCLS. According to Mr. Wilkinson, the period after becoming a municipal library was one that allowed for great growth, building improvements and service expansion of the Berlin Borough Library.

The WTPL Board members also questioned the high cost of membership in the CCLS to taxpayers if WTPL were to join.

Meeting with the Camden County Library System Administration

The consultant met with the Director and the Assistant Director of the Camden County Library System to discuss the details of the study and learn about the organizational structure of the CCLS, its branch and member library system and the services provided to member communities. CCLS operates 8 libraries (branches) located in Bellmawr, Camden (2), Gloucester Township, Haddon Township, Merchantville, Voorhees and Winslow Township. The South County Branch Library in Winslow Township is located approximately 2 miles from the Waterford Township Library.

There are 26-member communities served by the CCLS that are assessed the county library tax and have full borrowing privileges at any of the 8 locations. There are 6 towns that are members of the CCLS that also maintain a public library, although none of these libraries are municipalized (as per State Statute) and not required to collect the 1/3 mandated funding. They are Audubon Park, Berlin Township, Clementon, Gibbsboro, Lindenwold and Oaklyn.

Residents of a non-member community like Waterford Township who wish to purchase a CCLS borrower's card are charged \$85 a year, \$50 for 6 months, or \$25 for 3 months. Residents 65 or older are assessed \$20. Cards are issued for the entire household. Also, courtesy cards are issued to county employees, teachers, literacy volunteers and others for a one-year period.

According to the CCLS Director, this is the current breakdown of the 257 households (196 paid) in Waterford Township that have CCLS cards:

Senior:	89
1 Year:	60
6 Month:	4
3 Month:	43
Courtesy:	61

Community Survey

An online survey was created and posted in May to garner input from the community regarding the Waterford Township Public Library. There were 196 responses. Of those responding, 77.6% or 152 respondents indicated that they had a WTPL borrower's card. Of that number, 38% use the library once or twice a month, a relatively high number by most standards. However, 22% said they seldom or never used the library.

Of the 44 who do not have a library card, the main reason was that the person had no need for one. Three respondents indicated that they used the CCLS. Other notable comments were that the library's book collection was inadequate, there is no accessibility to the second floor and the library facility is outdated.

When asked if consideration has ever been given to purchasing a CCLS borrower's card or if the person had a card, the responses were evenly divided. The main reasons for those responding "no" was that the local library was sufficient for their needs, the staff at the WTPL is friendly and helpful, the cost for a CCLS card was too high and there was a preference for having a local, neighborhood library.

Overwhelmingly, respondents who answered "yes" indicated that the county library had a greater selection of resources and more modern, accessible facilities. Of the 109 comments, there were 7 respondents who felt that Waterford should join the CCLS. A few people commented that they joined the CCLS for its many programs, although its programs are free to anyone living in Camden County.

Respondents indicated that books, museum passes, DVDs and downloadable digital media were collections that were most important to them. Borrowing items not owned by the WTPL from other libraries, adult and children's programs, the museum pass program and accessing to photocopiers/scanners were all services that were cited as important.

Of the services that people would like to see offered or expanded, the most popular were the museum passes, books (especially new adult titles), more comfortable seating, meeting room(s) and quiet study areas.

See Addendum B for a summary of the survey results.

Other Information Data Collected

1. Community Analysis

The consultant reviewed selected community characteristics of Waterford Township that were gleaned from the U.S. Census Bureau (see Addendum C). The data included 2016 estimated population figures showing changes from the 2010 census, educational attainment and school enrollment, employment figures

and characteristics, and housing information. Based on the consultant's experience with other libraries across New Jersey, Waterford Township's demographics with respect to age, income and education is indicative of a community that typically uses and values its public library.

2. Library Statistical Data

This chart compares various statistical data that show how the WTPL compares with other municipal libraries in Camden County in 2017. It also includes data for the CCLS. See Addendum D. The information clearly shows that the WTPL lags behind other libraries in the county in several areas, including the size of the facility in relation to the population served and the amount of money spent on library materials, key factors that have a significant effect on library usage.

3. Circulation and Usage Statistics of WTPL

In order to analyze the library's usage, the consultant created a table that charts circulation and other usage statistics of the WTPL over a 5-year period. See Addendum E. The data clearly indicates a gradual reduction in circulation of materials over that time period. However, it should be noted that most libraries across New Jersey have experienced this phenomenon.

4. Information Brochures

The consultant collected and reviewed various brochures produced by the WTPL and the CCLS. The information provided was useful in the analysis of library services and facilities, as well as the financial liabilities of various options.

LIBRARY SERVICES ANALYSIS

The consultant analyzed library services offered by the WTPL and examined 4 areas: personnel and programming, collections and technology.

Personnel and Programming

The WTPL has a small but dedicated staff that faces challenges in providing a full array of services to residents. Considering that the library is open 52 hours/week and the total number of annual staff hours is 7,660, there are on average fewer than 4 staff members in the library each hour the library is open. When administration responsibilities of the library are factored in, the number of available public service staff is marginalized. Programming is also limited due to the small staff accounting for the fact that the Director does much of the programming, including the highly

popular Maker Camp for grades 1-12. Staff time to do adequate publicity for its programs is also difficult to find and that likely is a contributing factor to the low per capita attendance.

Yet despite the small staff, the library is able to provide many interesting programs throughout the year. (See Addendum F, the WTPL May 2018 program bulletin.) And according to the CCLS Director, county residents can attend programs offered at any of the branch libraries. Moreover, the WTPL library staff received praise from many respondents to the survey who cited the courteous and helpful service. Staff members know most of the patrons and as one person said on the survey “it’s like walking into *Cheers*.”

Collections

As indicated in the survey results, books, and in particular new titles, are important to library users. And in small, community libraries like the WTPL, the latest best sellers are what most people over the age of 30 are looking for. A cross analysis of the survey indicates that of the respondents over the age of 38, over 48% wanted a better selection of new titles. An important factor in this request and the resulting low annual circulation of items is the fact the library is only able to allocate a very small sum of money to buying new books and other items. In 2013, the library spent \$54,195 on library materials and circulated 25,671 items. In the years 2014 to 2017, the amount spent on materials decreased sharply. In 2017, the library spent only \$12,668 and the circulation of items decreased by nearly 38%. Furthermore, with less money spent on materials, the library’s collections will continue to age, limiting the availability for residents to access newer sources of information and do research for school and lifelong learning.

To compensate, the library staff spends as much time as necessary to get requested items not owned by the library from other libraries via interlibrary loan, including from the large collections at the Camden County Library. However, it should be noted that most “new” items (typically 6 months from publication date) are not available for loan from other libraries.

Technology

The WTPL has 8 public computers, well below the number available in most of the other municipal libraries in Camden County. However, respondents to the survey did not indicate that this was a deficiency in the library.

The library seems to have an adequate integrated library system to handle all library functions. Downloadable digital content made available through a library cooperative is plentiful and the library subscribes to e-books for kids. There are many subscription databases available mainly through the State Library of New Jersey and the library has several web links to helpful information. And while online resources were important to 27% of the respondents, there were only a few requests for expansion of the library's offerings. Here again, the library probably needs to do a better job of publicizing the technology and digital resources that are available at the library.

The CCLS has a much larger collection of e-content materials but it should be noted that the library system's subscription databases, while not accessible from home without a CCLS borrower's card, can be accessed at any of the system's branch libraries free of charge.

Facilities

Waterford Township Public Library The WTPL has been operating out of its current facility since the library first opened as a municipal library in 1966. The library consultant toured the facility with the Library Director and was on site for two meetings during which the Library Board and the staff described the challenges they face providing library services in the building. The consultant also reviewed a document that was produced by the Board of Trustees in 2017 that explains in detail the deficiencies of the building as well as the spaces that the Board would like to see in a larger, more modern library facility.

The consultant observed that the existing Waterford Township Library is not handicapped accessible and there is a severe shortage of seating for library patrons. The growth of the library's collections has been severely limited by the amount of available shelf space. Constant weeding is necessary to accommodate new titles and as new formats grow in popularity, space must be taken from the existing collection. There is no meeting room for library programs and community meetings and gatherings, nor are there smaller, private areas for quiet study. Staff work space is grossly inadequate and there is very little storage for supplies and equipment. Other deficiencies include:

- An overcrowded and insufficient area for public computers that lacks privacy
- Poor sight lines for adequate patron supervision
- An overall crowded appearance to the library
- Lack of sufficient parking

Furthermore, during the discussion with the Library Board and Library Director, other building deficiencies were mentioned such as deteriorating plumbing and HVAC units that have required numerous repairs over the years and structural concerns including roof leaks.

South County Regional Branch – CCLS The consultant conducted a walk-through of the South County Regional Branch of the CCLS located in Winslow Township, across from the Winslow Township Middle School and High School. It is the closest CCLS branch to Waterford Township and the county library branch most likely to be used by township residents. However, students from Waterford Township do not attend either of these schools. The branch was built in 2000 and appeared to be well-maintained. The library has a computer lab, a large number of public computers, a quiet study room and meeting rooms that can be reserved for community use. The library meets the requirements of the American with Disabilities Act and there is plenty of parking.

The CCLS Director said that she thought the library could accommodate use by the residents of Waterford Township.

FINANCIAL ANALYSIS

In 2018, Waterford Township will collect \$253,667 from taxpayers for the support of the library, applying the New Jersey State mandated tax of 1/3 mil to the equalized valuation of all properties in the township. This is a decrease of 18.6% since 2013. The current average assessed value of a home in Waterford is \$174,000 with an average equalized value of a home of approximately \$187,000 to which the 1/3 mil tax is applied. That means that the average homeowner will pay approximately \$62.00 for support of the library in 2018.

According to the CCLS Director, the 2017 county library tax rate was a little over 1/2 mil, or a tax rate of .000517664 applied to the equalized valuation of all properties in the county. If Waterford Township were to join the CCLS, the rate would be reduced to .000498085 due to adding Waterford Township's valuations to the net valuations of all member communities.

Assuming that the 2018 CCLS tax rate remains the same in 2018, the following is a comparison of costs to Waterford Township and township residents for the various scenarios:

	<i>Municipal Library Only</i>	<i>Member of the CCLS Only*</i>	<i>Both Municipal Library and Member of CCLS**</i>
Township	\$253,667	\$372,962	\$626,629
Household	\$62.30	\$93.14	\$155.44
Per Capita	\$23.66	\$34.79	\$58.45

Notes:

**The voters of Waterford Township are required by NJSA 40:54-7.1 to approve by referendum the dissolution of its municipal library. If approved, property owners would then be required to pay the county library tax that would give residents access to all library services and collections available at any county library branch facility.*

*** According to the CCLS Library Director, the Waterford Township Library would likely not be considered a branch library. Therefore, the costs to continue to maintain a municipal library (facility, staffing, collections, programs and services) would still be borne by the township. There are no municipalities currently in Camden County that support a municipal library and are member communities of the CCLS. As previously mentioned, there are six towns that have a small public library but are not required to tax at the mandated 1/3 mil level.*

The 2018 WTPL budget calls for expenditures of \$261,634. While most costs are typical for a library the size of WTPL, it is notable that again in 2018, very little is being spent on library collections. Only 5% of the library's total budget is spent on the various print and non-print collections and a review of statistical data for Camden County libraries (Addendum D) shows that WTPL spends less than any of the other municipal libraries, even those with smaller population service areas. Most libraries strive to spend between 10% and 15% of its budget on collections.

The consultant also did a cursory examination of statistics for all libraries in New Jersey and it is clearly evident that the libraries spending the highest amount of money on collections have a larger number of items being borrowed as well as the more library visits per capita annually than the libraries spending less on its collections.

FINDINGS AND RECOMMENDATIONS

The consultant approached this study with an open mind about solving the short and long-term facility and service issues of the WTPL. In analyzing the various components of this feasibility study, the consultant has attempted to put forth the pros and cons of the four options available to Waterford Township for the future of the WTPL. They are:

1. Continue to operate the library under current conditions
2. Continue to operate the library under current conditions and join the CCLS
3. Remain a municipal library and build a new library
4. Dissolve the library and become a member of the CCLS

Following are the recommendations of the consultant for each of these options. Factors such as the services offered by both the WTPL and the CCLS, an analysis of the existing WTPL library facility and the financial implications of each option have been taken into account.

Option 1 - Continue to operate the library under current conditions

The existing library facility has been outgrown by the community and lacks the infrastructure to support modern library service needs. Furthermore, the potential for a spike in the town's population could further add to the space inadequacies. The building's size, deteriorating structure, inaccessibility, cramped user space and insufficient parking simply cannot support the public demand for library services. Moreover, the dwindling financial resources will continue to present a challenge to the Library Board as it attempts to keep pace with the need to have up-to-date collections in many different formats as well as staffing levels to assist library patrons of all ages. Analyzing the use of the WTPL over the last 5 years indicates a significant drop in usage and when comparing library usage of the WTPL with other municipal libraries in Camden County, it is obvious that larger, better funded libraries are more successful. To continue to operate the library as it is today will likely result in less use by the public in the years ahead and the tax dollars spent on library operations will, from the consultant's viewpoint, be wasted.

Considering these factors, the consultant does not recommend this option.

Option 2 - Continue to operate the library under current conditions and join the CCLS

While enjoying the benefits of a community library and having access to the resources of county library branches is a desirable option, the cost analysis on page 10 clearly shows that it is not a financially affordable solution.

Because of the extremely high cost of both maintaining a municipal library and joining the CCLS, the consultant does not recommend this option.

Option 3 - Remain a municipal library and build a new library

Today's public library is the community's "third-place" – a community destination where residents choose to gather, connect and interact when they aren't at home or work. Respondents to the online survey describe the WTPL as convenient and the staff friendly and helpful. Several commented that the library is a sense of pride in the community. Still there were a few residents who have a CCLS borrower's card either by paying for it or getting one as a courtesy and enjoy the access to the many print and non-print resources that are available as well as the comfort of a larger, more modern facility.

The existing 2,800 square foot WTPL has continued to age since opening in 1966 and obviously is increasingly unable to support collections, service innovations and technology requirements today. This is evident in and very likely the cause of the overall decreasing statistics shown on the 5-year usage chart (Addendum E).

The approach the consultant took in weighing these two options is a cost/benefit analysis. First, let's look at the benefits to maintaining a good public library in the township.

Benefits Analysis A community library is much more than another building for the town to operate and maintain. Often a good, well supported public library is a catalyst for revitalizing neighborhoods and in many instances an incentive for people to move into a community. This is especially true for younger families that view the public library as a stepping stone for their children's educational endeavors. This was evident in the 22-53 age group that represented 53.8% of the survey respondents and showed a high interest in library collections and programs for children.

A community library is also a place for people to come to connect with others. Young moms and dads connect at story-times; elderly people who are often facing difficult life transitions will attend events and find that they make new friends; teenagers meet up in libraries' teen spaces after school; and readers discuss

current events in the library's meeting room. At the local level, the library becomes a vibrant hub and community center for social engagement, discovery and lifelong learning. And depending on the location in the town, residents can either walk to the library or would have only a short drive, a factor that is welcomed by parents, children and senior citizens.

Finally, a community library provides the user with a friendly environment that most library users treasure. Library staff members often get to know frequent patrons who relish the personalized face-to-face interactions that come with a small community library.

But for a community library to be successful, it is imperative that the library facility be built for the 21st century and properly funded. Today's library users expect more than the basics; they want an exceptional library experience. With more options of places to spend free time, libraries must live up to expectations and standards set by other good libraries as well as the private sector. No matter how many items in the library's collection, library patrons will lose interest if the Wi-Fi is not lightning fast, if seating space is not plentiful, comfortable and conducive to their needs, or if the collections are outdated. If the local library is under-funded, it will be under-utilized and if facilities aren't current, residents will inevitably choose to spend their free time elsewhere.

Cost Analysis In its existing library building and at the current level of funding, the existing Waterford Township Library falls short of meeting the expectations of its residents. But from a funding standpoint, providing a good public library in the community must be affordable to the taxpayers. The current operations of the WTPL are funded primarily by the mandated 1/3 mil tax on all property owners. In 2018, that amounts to \$253,667 or just over \$62.00 for the average homeowner. In addition to the money raised by taxes, the library receives \$4,617 in State Aid and is able to budget an additional \$3,350 in other revenues – for a total of \$261,634 available for all library operations. And looking back to the 2017 statistics of all libraries in Camden County (Addendum D), the WTPL had the lowest total expenditures per capita and the lowest amount spent on library collections. In terms of output measures, the library had the lowest circulation of items per capita as well as the lowest number of library visits per capita. It also ranks very low in per capita program attendance and usage of library computers.

Based on the information presented with respect to the existing facility and the current services provided by the WTPL, as well as the cost/benefit analysis, the consultant has concluded that a new modern library would be welcomed and used by its residents and therefore recommends that a library facility of approximately 8,000 square feet that meets the demands of a modern public library be built in the township.

The benchmark of 0.8 square feet per capita is based on the most recent recommendations for public libraries published by the Connecticut State Library in 2017.

In general terms, an essential public library should be built to provide the following:

- A location that is convenient to all residents in the township
- Open flexible space designed to accommodate current and future community and technology needs
- Space that can be modified and expanded to meet the needs of the different groups the library serves as well as future population growth in the township
- Meeting room(s) available for members of the community to meet

See Addendum G for possible allocation of space in a new 8,000 square foot library that takes into account.

Note: A larger facility of 10,000 square feet should be considered if the Township wants to include space for other activities and create a true community learning resource and activities center.

According to architect John Veisz of Fraytak Veisz Hopkins Duthie P.C., the cost of building a new library averages about \$350 per square foot. However, there are many factors that affect the cost of a new building including the purchase and development of a suitable site and the final design and layout of the library. The township should consider hiring a building consultant and architect to assist in developing an efficient cost strategy for the new library. The building program defines the specific needs of the library in both quantitative and qualitative terms and will bring together the thinking of governing officials, the Library Board, the Library Director and staff, and the community on the purpose, scope, and function of the new library. The architect can then use the building program in designing the library.

The estimated cost of a new 8,000 square foot library would be \$2.8 million. However, if the township is able to secure a state construction grant that matches local funding dollar for dollar, the cost could potentially be reduced to approximately \$1.4 million. And while having a new building may be the best answer, it is not always the most practical and should be measured against other options such as the purchase or lease of an existing building and renovating and/or expanding it to fit the library's needs. Regardless, there is no better time than now to consider a new library for Waterford Township.

But building new library that is responsive to the expectations of today's citizens will come with added annual costs to the taxpayers. The current revenues from the dedicated library tax will need to be supplemented to pay for the additional

expenditures that may be required such as higher cost of utilities, some additional staff (although the design of the library could help reduce the number of staff needed to operate the library), as well as the additional money for collections, technology and programs. The consultant estimates the additional annual revenues above the mandated 1/3 mil library tax needed to adequately support a new library facility to be \$30,000 to \$50,000, depending on possible increases in the township's net valuation in the years ahead. Using the higher figure, the annual township allocation for the library would be around \$300,000, still well below the cost of membership in the CCLS that in 2017 would have been \$372,962. In theory, the balance saved by maintaining a modern library and not joining the CCLS could be applied to the annual bond payment for a new library.

Note: Based on averages, Increasing the township's annual allocation to the library to \$300,000 would mean an increase in the library tax to the homeowner of approximately \$11.38.

Option 4 - Dissolve the library and become a member of the CCLS

As stated above, the consultant does not recommend that the township continue to operate the library under current conditions. Nor is it recommended that the township consider maintaining the library in its current location and becoming a member of the CCLS. Neither of these options for reasons previously mentioned are fiscally sound. Building a new, modern public library that can be looked at with pride by the residents of Waterford Township and become the center piece of future development in the township is in the opinion of the consultant the best option, considering both the benefits and the cost.

However, if the township does not feel it can commit the funds necessary to build and adequately maintain a new library, it is the consultant's recommendation that the township submit to the voters a referendum to dissolve the WTPL and join the CCLS.

If this option is selected and a referendum is placed on the ballot, residents should be made aware that it will mean not only the dissolution of the municipal library, but that there no longer will be a library facility in town.