

Norwich Public Library 2011-2014 Strategic Plan



October 1, 2010



Norwich Public Library
PO Box 290
368 Main St.
Norwich, VT 05055
www.norwichlibrary.org

Mission Statement

**The Norwich Public Library:
Connecting people, ideas,
and resources**



Young readers returning books



Patrons utilizing the Wi-Fi

Library Staff

Lucinda H. Walker – Director
Lisa Milchman – Assistant Librarian
Beth Reynolds – Children’s Librarian
Stephanie Smith – Library Assistant
Tina Avery – Cataloger
Wendy Forrester – Public Relations and Program Coordinator

Board of Trustees

Ann Waterfall – President
J. Lisa Christie – Vice President
Mike Cahoon – Treasurer
Holly Westling – Secretary
Lars Blackmore
Lisa Low Cadow
Kathy Menard
Mary Otto
Mindy Penny
Laurie Rosen
Beth Ryan
Anne Goodrich (ex-officio) – President of the Friends



NPL Staff at the “Altered Books” Gala

Strategic Planning Committee

Mary Otto – Chair
Uwe Bagnato
Ken Cadow
J. Lisa Christie
Jeff Doyle
Ann Waterfall
Lucinda H. Walker

Charge to the Committee: January, 2010

The Norwich Public Library Strategic Planning Committee 2010 has been invited by the library trustees and the librarian for a series of meetings that will lead to updated goals and objectives for our library, to be addressed in the three years between 2011 and 2014. The work will entail:

- gathering, understanding, prioritizing, and communicating town-of-Norwich and library facts, statistics, wishes, and possibilities for the Norwich Public Library;
- reviewing the accomplishments of the library staff and trustees based on the 2003 Long-Range Plan;
- and publishing a document that will guide future decision making for the library.

Plan design & layout: Laura Osborn

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Patrons reading outdoors

Introduction to the 2011-2014 Plan

The previous Norwich Public Library Long-Range Plan was published in 2003. The committee that produced that plan, chaired by Nancy Osgood, was energized by a recently completed library addition, the arrival of a new librarian, and economic times that encouraged dreaming and expanding. The goals highlighted development: of the collections,



Fiddleheads,
by Jim Sardonis

of programming for adults of all ages, of the hospitality of the library toward its patrons, of outreach within Norwich as well as the surrounding area, and of the efforts toward building the long-term financial sustainability of the library.

Several reports documenting the progress toward those goals are filed in the library archives.

In January of 2005, librarian Lucinda Walker noted the addition of a program coordinator

to the staff of the library; the morphing of the position of youth services assistant into that of full-time children's librarian, leading to the library's current success in serving Norwich children; the increase of funding for collections; and the installation of air conditioning. Walker also stated in that report that a number of issues remained: the library staff needed a better benefits package, a problem made obvious by the loss of two staff members to other area libraries; there was more work to be done to create cozy areas for work and reading; and the need for a comprehensive technology review and purchase of equipment was ever more obvious.

A later progress review from 2008 suggested several additional areas in which the library had succeeded in meeting the 2003 goals: increasing circulation of newspapers and magazines, raising the numbers of annual patron visits, continuing to grow the children's programs, establishing a website useful to patrons and the community, collaborating on programs with the Norwich Historical Society and the Marion Cross Parent Teacher Organization, maintaining staff cohesion and excellence, and providing interesting and well-attended art exhibits in the Community Room. Further issues to focus on, according to this report, encompassed drawing in fifth and sixth graders to a variety of library programs, continuing to increase library-sponsored events for adults, recruiting more volunteers, and updating computers.



A comfortable reading area created in 2007

The 2003 plan provided appropriate and attainable goals for the library while leaving a number of tasks still to be accomplished. Now, in 2010, a new trustee board has engaged a new committee to review the past and to look ahead. In the process of re-envisioning the “areas of strategic opportunity” that face Norwich and its library, this committee has gathered and analyzed information and established a working document of goals and objectives to direct members of the library community from 2011 through 2014.

Why only three years? Most obviously, working within a shorter timeframe affords increased flexibility and opportunities for coordination; changes in one area can more easily be correlated with changes in other areas. Second, 2010 is a census year, so the trustees felt it unwise to recommend a longer plan that would be based on data nearly 10 years old. Certainly the committee members considered demographics from the 2000 census; however, wanting as much relevant information as possible, the committee also chose to construct a comprehensive community survey that would inform the plan more relevantly. The survey results, along with information gathered through visits to community groups and organizations, have been used to support the recommendations made in the three-year plan. Finally, a shorter plan can, by its immediacy, reinforce the forward motion already apparent within the library community itself.

Even before the new strategic plan is presented, improvements are occurring at the Norwich Public Library. In terms of technology, the library staff made the change to the Koha circulation system in the summer of 2009. Koha is described on its website as “the

first open-source Integrated Library System (ILS). In use worldwide, its development is steered by a growing community of libraries collaborating to achieve their technology



Circulation desk volunteer with a patron

goals.” Koha is a first step toward a revised technology plan for the library.

In addition, the Norwich Library website continues to be more informative and engaging nearly every month. Most recently, patrons have been able to access “Lisa, Lisa and the Book Jam,” which “features the latest in new releases” including both reading recommendations from Norwich Public Library trustees Lisa Christie and Lisa Cadow as well as access to a regular podcast by these two reading women.

The “Altered Books” fundraiser of the fall of 2008 received an enthusiastic response from the community and served to raise significant money to support library programs. Enthusiasm is building for another fundraiser scheduled for the fall of 2010, “BookFeast: Read It and Eat.” Such activities suggest that the new strategic plan will provide the library a welcome framework for ongoing decision-making, as staff, trustees, friends, volunteers, and patrons look toward the future.

The Norwich Public Library: Vital to the Town of Norwich

The Norwich Public Library was first established

“For the purpose of promoting literary and scientific knowledge...”.

– from a draft of the new Town of Norwich history

“If we can touch the imagination, we serve...”.

– Ralph Waldo Emerson, appearing at the base of the “Fiddleheads” sculpture outside the library

From its beginnings in the 1880s, the Norwich Public Library has adeptly and deliberately served patrons by promoting literary and scientific knowledge as well as by touching the imagination. Dating back to December of 1880, when the first organizational meeting was held in the vestry of the Congregational Church, the library has demonstrated resilience. From its earliest home in the vestry, it moved to borrowed rooms in the Norwich Academy building, where in

the original parlor, and the antique clock that stands in the original room all serve as reminders of our long and solid history.

Since 1902, the story of the Norwich Public Library includes the replacement of kerosene lights with electric fixtures in 1929, the installation of water and plumbing in 1971, the addition of a new wing in 1975, and the construction of the most recent new space in 1999. The expansion of the physical plant over this period of more than a hundred years accommodated the growth of the collections, the staff, and the programs. Initially, the library began with 265 volumes, many donated, and the sole librarian, a volunteer, kept the library open for a half day each week. Patrons were allowed to take out only one book at a time. Today, the library has a staff of seven full- and part-time employees. It is open a total of 44.5 hours a week and maintains a collection of 36,111 items including books, CDs, DVDs, downloadable audio books, and interlibrary loan items. And of course, access to resources via computers is an ever-increasing aspect of library services.

Responsiveness to the wishes of the community has been a constant theme in the relationship between the Norwich Public Library and its town. The library began when citizens realized they needed public access to books. Each addition to the building was supported and guided by input from a community survey. Today’s library is continuing the tradition, as the 2010 Strategic Planning Committee presents this latest set of goals and objectives.



Original library building, 1902

1897, 20 percent of its collection was lost to fire. From there the library was housed on Main Street, near the Grange Hall, as plans were made for a permanent new building. Citizens responded positively to a fundraising effort in 1901, and Thomas and Lizzie Hazen transferred property to the Norwich Library Association for the building site. That building—still in use—was dedicated on February 26, 1902. The stained glass of the front door,

Fortunately, the current committee has a legacy of accomplishment on which to base its recommendations. The library is strong. We have outstanding staff members; a vibrant children's program; a growing and maturing series of adult programs, including art exhibits; and an enthusiastic, motivated library community which includes dedicated volunteers who together donate over 2400 hours a year to library work.

A final word in presenting the story of the library and its role in the town must be about finances. In recent years, the Town of



The original catalog of the collection notes the first volume as "History of our Country to 1876"

Norwich budget has provided generously for the work of the library, a fact for which we are grateful. The 2010 operating expenses of the library are estimated to be \$265,918. Of that, \$162,114 will be met by the town appropriation, which remains identical to the 2009 appropriation. Library Annual Appeal efforts are budgeted to meet \$47,000 of the expenses, and the balance will be made up by support from the Friends organization, by various small fundraisers, by book fines, and by out-of-town membership fees. It is obvious that finances are a major issue in the future of the library, if we are to maintain our present level of services and grow appropriately to meet the needs of an increasingly diverse community. Today's uncertain economy is already confronting the Norwich Public Library, and it offers a less-than-ideal environment for a



Interior, circa 1901-02



Addition in 1975

library such as ours to set out to accomplish new goals. Library trustees will have to establish as a priority exploring options to guarantee the financial future of the library. Meeting the challenges of the years ahead will require both perseverance and creativity.

Four Areas of Strategic Opportunity for 2011-2014

Drawing on responses to the community survey; on meetings with organizations and groups within the town of Norwich; and on input and analysis by library personnel, trustees, and committee members, the Strategic Planning Committee has agreed that these four areas are the priorities to be addressed by the library community during the next three years.

1. Sharpen the Norwich Public Library's focus on technology

This will require that a special technology committee assess community wishes; review and evaluate all current aspects of technology within the library; and propose an integrated, versatile plan to meet current and future needs of the library.

3. Raise the visibility of the Norwich Public Library within the community

A number of responses to the community survey used by the Strategic Planning Committee suggest that some aspects of the library are not as well-known among patrons and town residents as would be ideal. Staff, trustees, friends, and volunteers can heighten community awareness of the library's services, programs, collections, and opportunities for involvement, as well as of the need for continuing financial support to maintain these offerings.

4. Address issues of space within a Norwich Public Library whose most recent addition is now 10 years old

Discussions and survey results show that there is an increasing need to reconfigure the uses of space in the adult sections of the library. Possibilities will include providing more personal work and reading space; an area in which to socialize; and additional rooms to accommodate large and small-group community meetings, programs, and performances. Development of outdoor space for patron use should also be considered.



Teens at work

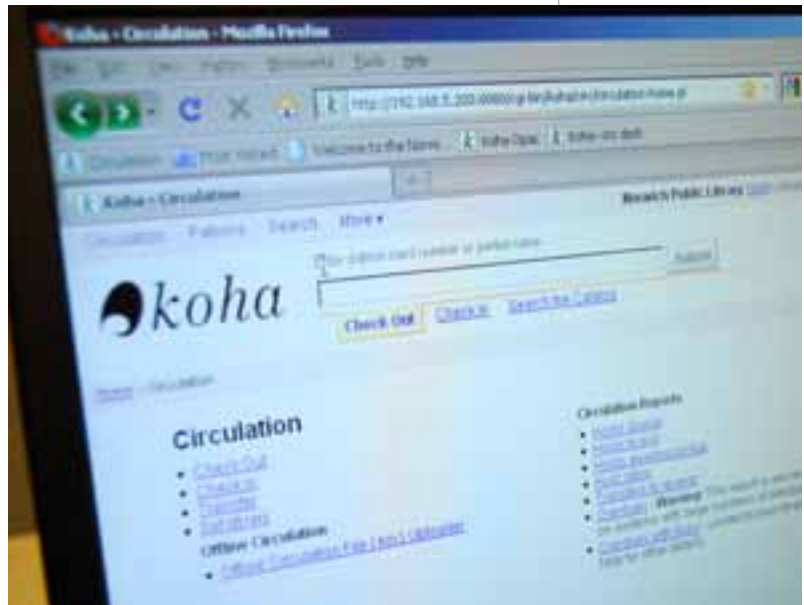
2. Build collections in response to the community's needs

Plans will emerge from a staff evaluation of the worth and usefulness of our current collections and from an exploration of the possibilities of more diverse or more appropriate collections for the population of Norwich, within the context of the twenty-first century.

Specific Goals and Objectives for each Area of Strategic Opportunity

1. Sharpen the Norwich Public Library's focus on technology

- **Develop a technology plan**
 - Form a technology committee by January of 2011 and schedule regular meetings during the winter of 2011
 - Adopt a technology plan by May of 2011
- **Redesign library's website to be more interactive and user-friendly**
 - Hire a web designer to assist in this project
 - Survey library patrons on ease of website use following the redesign and make adjustments based on the responses
- **Educate NPL patrons to use the library's resources by offering classes and creating webcasts**
 - Have NPL staff offer monthly classes on using the catalog, downloading audio books, using the Vermont Online Library, and becoming familiar with other library online resources
 - Make classes available 24/7 through the use of webcasts
- **Allow for staff participation in ongoing technology training**
 - Encourage all staff to take at least two courses annually from those offered through the Vermont Department of Libraries, Web Junction, and other providers



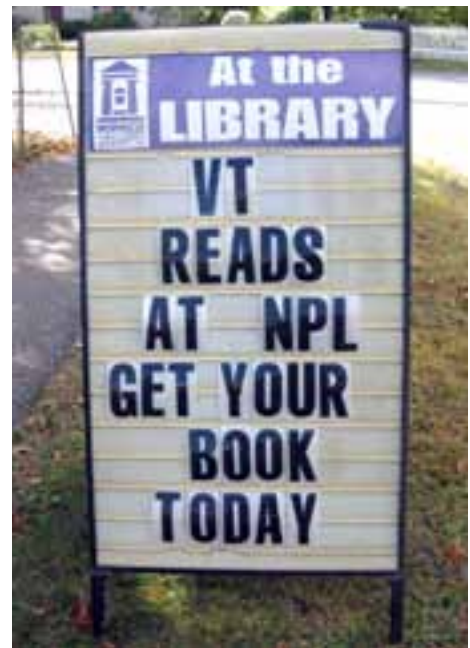
The check-out screen

2. Build collections in response to the community's needs

- **Create a collection development policy**
 - Schedule regular meetings of the library director, assistant librarian, children's librarian, and cataloger to formalize an overall collection development policy
 - Adopt a formal policy by September of 2011
- **Explore adding new formats to the library's collections by September of 2011, including E-books and other downloadable content such as tutorials and movies**

3. Raise the visibility of the Norwich Public Library within the community

- **Expand collaboration with area schools, home-school providers, daycare centers, libraries, and non-profit organizations**
 - Schedule regular meetings between the children's librarian and clients of the Family Place, as part of the Vermont's ELI (Early Literacy Initiative) program
 - Continue to co-host First Wednesdays with the Norwich Historical Society
 - Collaborate with other local public libraries to offer free lectures to area residents
- **Continue to offer programming for a diverse community, capitalizing on local expertise**
 - Hold quarterly programs conducted by library staff to highlight recently published books
 - Have the programming coordinator, with input from library staff, develop a monthly fall and winter film series
 - Collaborate with the Marion Cross School Library and PTO on programming ideas, including TV Turn-off Month, the Summer Reading Program, and author visits



NPL sign board

- **Expand print and online marketing and communication of library events and services**
 - Purchase new sandwich board or an alternative for outside display
 - Work with local graphic artists to revamp printed materials
 - Explore using online newsletters and services such as "Constant Contact"
 - Expand use of social networking sites such as Facebook and the Norwich listserv
 - Create visually pleasing library displays highlighting services and events
- **Continue to assess community needs and the possibilities for NPL's role in meeting these needs**
 - Stay current on community needs through the use of occasional, brief online and paper surveys
 - Involve NPL staff, friends, volunteers, and patrons in providing ongoing observations about how NPL is working, including holding occasional meetings (a "Vision Taskforce," perhaps) to get feedback, solicit ideas, and encourage innovation and creativity in operations and programs



Enjoying the Children's Room

4. Address issues of space within a Norwich Public Library whose most recent addition is now 10 years old

- **Reconfigure Community Room to accommodate multiple small-group use**
 - Add a pocket door or screen to allow for two separate meeting spaces
- **Increase patron workspace**
 - Renovate Periodicals Room, adding space for six laptop stations
 - Purchase new furniture and tables
 - Add electrical outlets
 - Boost Wi-Fi signal
- **Redesign outdoor areas to be more inviting**
 - Replace aging benches with comfortable seating
 - Plant a book-themed flower garden
 - Consider the feasibility of adding backyard access from Children's Room
- **Adjust NPL hours to meet community needs**
 - Respond to the town-wide library survey in which 57% of the respondents requested increased library hours, specifically longer hours on weekdays and adding Sunday hours
 - Secure funding to test Sunday hours, September 2011-May 2012



Periodicals Room



Lawn behind NPL

Conclusion

Being nearly ready to publish the 2011 – 2014 Strategic Plan for the Norwich Public Library, members of the committee reviewed the process of developing the plan. Our thoughtful and lively discussions during six monthly meetings were vital. We started with an earlier document, from 2003, and with many questions. The first meeting, on January 28, 2010, was led by Amy Howlett of the Department of Libraries, who provided us with resources from the Department, with suggested ways to proceed, and with the assurance that she would willingly work with us as the months went on. Her guidance at that point was most helpful. Lucinda Walker's experience and insight were also invaluable, as was Jeff Doyle's familiarity with writing and analyzing community surveys for organizations like ours.



Children's summer reading program in the Community Room

Members of the committee are optimistic about the usefulness of this carefully considered, new strategic plan as a tool for guiding the Norwich Public Library during the upcoming three years. Still, challenges are inevitable, in the forms of limits on our



The library front room

space, our finances, and our time. Putting the recommendations of the plan into action will be a dynamic undertaking.

To assure the greatest possible success of the library in accomplishing the specific goals and objectives listed above, the committee has suggested an accountability process. The first component is that Lucinda Walker will form a small but diverse "Strategic Plan Review Committee" to meet at least annually to track progress and write a report. Secondly, the committee urges that the agenda of the library trustees' meetings require a short verbal report on progress toward the new goals at each monthly meeting.

Now, just imagine a few possibilities for the Norwich Public Library in 2014. Perhaps patrons will come in on weekday mornings at 8:00, after dropping off children at the Marion Cross School. They might pick up newspapers and a cup of coffee and, if it's seasonable, take everything out to the new "book garden" behind the library. Or someone might come in for several hours of telecommuting at one of the new workstations in the Periodicals Room. Another patron could use the library to download books onto a Kindle e-reader, perhaps taking advantage of the experimental Sunday hours. We look forward to seeing the specific ways that our library will change, grow, and mature to meet the future needs of all of the residents of town of Norwich.

Appendix 1 Interpretation of Survey Results

We used an online survey to seek feedback from Norwich residents and out-of-town library users. The survey was publicized at town meeting and an invitation was posted on the library website and on the Norwich listserv. Hard copies were available to anyone who did not have access to the Internet or who simply preferred to complete a paper form.

The survey included 68 multiple-choice questions starting with basic demographics such as age, gender, and number of family members using the library. This was followed by sections focusing on attitudes towards current library collections, programs and facilities entitled “What Works?” and “What Doesn’t Work?” Next came a section focusing on possible future improvements divided by time scale into “Short Term Improvements” and “What Next?”

We had a high level of response with 241 completed surveys. Participants were fairly evenly distributed by age, though there was a strong preponderance of female respondents (75%). More than a third of the adults responding indicated that they had junior family members using the library.

The single most conspicuous result of the survey was the overwhelming positive attitudes of the respondents to the Norwich Public Library’s collection, programs and staff. Over half the respondents left additional comments in the text boxes. There were lots of helpful suggestions, but it was abundantly clear that the general level of satisfaction with the library is extremely high.

In general, people were happy with the existing collections but many wanted to see



Part of the collection

them expanded. Specifically, 29% requested more books, 33% wanted additional DVDs, and 20% wanted more audio books. Interest in periodicals and music CDs was substantially lower. The 1st Wednesdays series was popular (25% like it) but the art exhibits were the real standout, with 60% indicating satisfaction. The photocopier (34%) and the ongoing book sale (39%) were also notably popular.

Dissatisfaction centered primarily on questions of access and the sharing of workspace and computer resources. Expanded hours led the concerns. More than half the respondents wished the library were open on Sundays (12% considered this a major issue, 46% a minor one.) Almost half (45%) wished it opened earlier, and almost as many (42%) wished it were open later. Noise was a concern for some, especially in the after-school hours (25%). And there was significant interest in seeing improved workspace (36%) and computer access (34%).

The section on short-term improvements confirmed the near-unanimous interest in more books, DVDs, and audio books. Somewhat more unexpectedly, there was also a significant interest (75%) in museum passes (e.g. Currier, MFA, Boston Aquarium). Inter-

est in downloadable content such as e-books, book reviews, and videos was more modest but significant (25%-50%), which is worth noting because it is probably a growth area for future demand.

Not surprisingly, in the long-term section there tended to be a higher preponderance of tentative responses (“might use”) than unambiguous (“would definitely use”). Interest tended to cluster in the areas of new or expanded spaces for work/study activities and in what the *Whole Earth Catalog* calls “access to tools.”

Activity areas: There was tentative but substantial interest in the possibility of creating a café with food (23% definite, 45% might use), quiet areas and study carrels (17%, 47%), and small group work areas (14% , 53%).

Access to tools: Respondents were also interested in being able to use or borrow a scanner (15%, 50%), a turntable to digitize phonograph records (16%, 49%) and even an old-fashioned garden or construction tool loan program (16%, 49%).

There was also a fair amount of interest in foreign language courses, homework club or tutorial services, field trips, lectures, and classes, though it should be noted that in this particular area, respondents may be somewhat over-optimistic about their likelihood of participation.



A quiet area in the Children's Room

Appendix 2 A Snapshot of Norwich, Vermont

Population	1980		1990		2000		2008
Under 5 years	132	6%	225	7%	166	4.7%	
5 to 19 years	520	24%	701	23%	932	26.2%	
20 to 44 years	921	42%	1210	39%	948	26.7%	
45 to 65 years	371	17%	637	21%	1109	31.3%	
Over 65 years	246	11%	320	10%	389	11%	
Total Population	2190		3093		3544		3523 (-0.6% since 2000)

http://maps.vcgi.org/indicators/cfhome/trend.cfm?Geo=Town&RThemeltem=ESTP&Code=27055&Call_Program=INDICATORS

Estimated Community Age – Group	2006
0-9 yrs	284
10-17 yrs.	450
17-24 yrs.	340
25-64 yrs.12	2030
65+ yrs.	447
Total	3551

<http://humanservices.vermont.gov/publications/community-profiles/2007/view-by-district/su55.pdf/view>

Gender & Age Breakdown

Males	1722	48.9 %
Females	1801	51.1%
Media resident age	40.9	

<http://www.city-data.com/city/Norwich-Vermont.html#ixzz0qYppW5i9>

Households	1980	1990	2000
Total number	827	1195	1367

http://maps.vcgi.org/indicators/cfhome/trend.cfm?Geo=Town&RThemeltem=HHL&Code=27055&Call_Program=INDICATORS

Household Types	1990	2000
Families	789	945
Married – couples	665	794
Female, no husband	95	119
Non family	406	422
Living alone	302	331
Over 65	103	118

2000 US Census

Household Income	1989	1999
Under \$10,000	128	66
\$10,000 to \$14,000	74	44
\$15,000-24,999	190	115
\$25,000-34,999	125	97
\$35,000-49,999	176	204
\$50,000-74,999	183	280
\$75,000-99,999	334 (75,000+)	180
\$100,000-149,999		217
\$150,000-199,999		69
\$200,000 or more		94

US Census

Median Family Income	1980	1990	2000	2007
Norwich	\$25,432	\$ 42,499	\$78,178	\$123,132
Windsor County				\$58,103
Vermont				\$57,433
Average gross income per person, Norwich			\$36,562	
Average gross income per person, Windsor County				\$25,050
Average gross income per person, Vermont			\$24,210	

http://maps.vcgi.org/indicators/cfhome/town_profile.cfm?Call_Program=INDICATORS&ProfileTown=Norwich#econ

Families Living Below Poverty Line	1979	1989	1999
	10%	8%	3.6%

2000 US Census

Households Receiving Food Stamps	2001	2002	2003	2004	2005
	20	33	37	28	49

http://maps.vcgi.org/indicators/cfhome/trend.cfm?Geo=Town&RThemeltem=PRFS&Code=27055&Call_Program=INDICATORS

Grand List – Taxable Real Estate

	1980	1990	2000	2001	2002
	\$65,746,603	\$317,794,764	\$321,825,071	\$332,006,393	\$339,092,664

Norwich Town Reports

School Enrollment

	1980	1990	2000	2002	2003	2009	2010
Elementary School Grade 1-6	263	389	342	315	305	284	308

Source: Marion Cross School

Educational Attainment of Persons Over 18

	1990	2000
Less than 9th grade	68	7
9-12th grade, no diploma	91	90
High school or GED	292	179
Some college, no degree	79	281
Associate's degree	31	167
Bachelor's degree	42	815
Graduate or professional degree	26	966

http://maps.vcgi.org/indicators/cfhome/town_profile.cfm?Call_Program=INDICATORS&ProfileTown=Norwich#sfty

Races in Norwich 2008

White Non- Hispanic	95.6%
Two or more races	1.1%
Hispanic	0.8%
Chinese	0.7%
Other race	0.6%
American Indian	0.6%

<http://www.city-data.com/city/Norwich-Vermont.html#ixzz0qYppW5i9>

Nativity and Place of Birth 2000

US Born	3262
Native Vermonter	311
Different state	2951
Europe	137
Asia	17
Africa	32
Northern America	17
Latin America	14

2000 U.S. Census Reports

Norwich Compared to Vermont State Average:

Median household income **above** state average.

Median house value **above** state average.

Unemployed percentage **below** state average.

Black race population percentage **below** state average.

Hispanic race population percentage **significantly below** state average.

Median age **above** state average.

Foreign-born population percentage **significantly above** state average.

Renting percentage **below** state average.

Percentage of population with a bachelor's degree or higher **significantly above** state average.

From: <http://www.city-data.com/city/Norwich-Vermont.html#ixzz0qYsDndzq>

Appendix 3 Norwich Public Library Usage Statistics FY1999 - FY2010 (July 1 - June 30)

	Library Patrons	Circulation	Computer Usage	Library Programs
FY99	n/a	23,005	n/a	86
FY00	1592	29,237	na	142
FY01	2501	36,538	n/a	167
FY02	2781	45,292	n/a	153
FY03	3157	48,289	3523	171
FY04	3128	55,369	4709	182
FY05	3230	61,101	5372	180
FY06	3311	67,352	7178	171
FY07	3508	67,292	7269	189
FY08	3594	65,147	6177	202
FY09	3229	65,405	6506	187
FY10	3414	62,524	8582	187

	Library Visits	ILL* to Others	ILL for NPL
FY99	14,996	n/a	325
FY00	33,840	n/a	423
FY01	46,280	n/a	471
FY02	48,880	n/a	501
FY03	54,704	n/a	523
FY04	62,868	n/a	478
FY05	65,520	462	432
FY06	68,120	427	434
FY07	68,500	409	419
FY08	66,976	396	507
FY09	67,900	548	564
FY10	69,285	624	453

*Interlibrary Loan