

LEE MEMORIAL LIBRARY



EDUCATE, EMPOWER, ENLIGHTEN, AND ENRICH

STRATEGIC PLAN

2021 - 2025

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HOW THIS PLAN WAS DEVELOPED

The Lee Memorial Library currently shares a picturesque former church with the Borough offices in the heart of Allendale, New Jersey. From the kindergarteners who come every year to receive their first library cards to the senior citizens who begin each day with us, the library serves the population of Allendale throughout all the phases of their lives. As Trustees, it is our honor and responsibility to provide the best to each of our customers, and to maintain the library in a fiscally responsible manner.

In recent years, despite the fine work of our Administrator and our devoted staff, the library has been stretched to provide adequate services to our community. To illustrate, the population of Allendale has grown over 17% since 1978, when the current building was dedicated as the new library. The square footage of the building, however, has not increased - and library funding has increased only marginally. To put it in context, the Allendale K-8 schools have expanded or significantly renovated its two buildings 5 times over that same time period. Concurrently, the definition of library services – and what the community expects from its library – continues to expand. While the Board strives to exercise fiscal prudence with every step we take, the difference between expectations for services, and that which is possible in an environment of flat funding has been, and continues to be, our challenge.

Technological advancements, an aging building, and the changing needs of our population prompted the Board of Trustees to develop a new Strategic Plan for our beloved library. Over the past eighteen months, we conducted an extensive survey of the Allendale adult and teen populations, the K-8 Allendale school population, and the library staff; we held focus groups, and worked with the University of Michigan's Engaging with Communities project, both to understand our customers' needs and to reimagine what our library should look like in the future. The resulting plan is ambitious in that it addresses the outdated building infrastructure, space shortcomings, and upgrading our digital platform, programming and professional services - all without breaking the bank.

In this plan, Lee Memorial Library pledges to fulfill its role as a community anchor, a place of social agency, and a center of lifelong learning.

Trustees of the Lee Memorial Library:

Catherine Shaw, President

Tom Zambrotta, Trustee

Jackie McSwiggan, Vice President

Ari Bernstein, Mayor

Suzanne Warzala, Treasurer

Michael Barcadepone, Superintendent of Schools

Jim Wright, Secretary

Melissa Duncan, Superintendent of Schools' Representative

Sheila Granowitz, Trustee

Jill Webb, Trustee

Matt O'Toole, Mayor's Representative

MISSION:

The mission of the Lee Memorial Library is to nurture our residents' and patrons' personal growth, stimulate intellectual curiosity, and encourage literacy and life-long learning through collaboration with civic, social, arts, educational and other organizations that extend our impact and contribute to a rich community culture.

PURPOSE:

The purpose of the Lee Memorial Library is to Educate, Empower, Enlighten, Enrich, Enhance and Entertain.

STRATEGIC VISION:

A well-resourced library is critical to the social fabric of our community. This Strategic Plan endeavors to **Reimagine the Library** as a welcoming and functional destination for residents, a provider of relevant services and updated, innovative resources for patrons, and a fount of opportunity and equal access for all.

Strategic Priority 1: Enhance the Environment

Lee Memorial Library is actively used by residents of all ages on a daily basis, so much so, it has become imperative to expand our footprint to properly and safely serve the members of our community. This renovation and expansion must create spaces that are modular and flexible.

- Expand deployment of ADA compatible access
- Provide larger, separate spaces for children and teens
- Create quiet meeting spaces
- Designate collaborative work spaces
- Design flexible space to accommodate a variety of uses, such as lecture, concert and classroom configurations
- Purchase comfortable seating for the ease and enjoyment of our patrons
- Establish Wi-Fi accessible outdoor seating
- Conduct an HVAC audit – upgrade to service zones with adequate power
- Upgrade lighting in the main room and the library’s exterior
- Improve bathrooms
- Reduce and improve interior and exterior signage to enhance use of the facility

Strategic Priority 2: Upgrade Technological Infrastructure

Lee Memorial Library provides 24-hour access to patrons via our e-book services, online ordering services and programming through our various social media accounts. Though it was a priority before, the pandemic laid bare the necessity to invest in a technological infrastructure that satisfies current and future demand for even more access. To achieve this goal, we look to:

- Upgrade and install an infrastructure to support technological requirements and advancements
- Improve online access to our collection

- Expand and bolster Wi-Fi coverage
- Double the Internet connection speed
- Provide increased sources of electricity for utilizing and charging devices

Strategic Priority 3: Expand a Global Library Collection

In a near unanimous response, our community has stated our collection of materials is the most important resource we provide to them. In addition to popular works and trending topics, the library will acquire materials that reflect the way our public uses information resources today, including to:

- Build on the library's world language selections
- Add to electronic resources, including digital content and devices
- Augment current offerings with new, non-traditional materials

Strategic Priority 4: Broaden Diversity in Programming

The library aspires to provide the platform for an exploration of diversity and an appreciation of the cultures that surround us in an ever-shrinking world. To achieve this, our new library will seek to:

- Implement dynamic programming that targets demographically diverse populations
- Introduce additional events that address seniors, non-native English speakers, special needs populations, and job seekers
- Deliver relevant and desirable classes and opportunities for lifelong learning
- Enhance educational and enrichment options that support literacy

Strategic Priority 5: Establish Additional Professional Services

The library will look to provide robust new professional services aimed at all age ranges that build on its role as an information resource for the 21st century. These services may:

- Support and guide residents in their pathway to citizenship
- Connect students to tutoring and resume building assistance
- Create a Passport Acceptance Facility
- Provide technology information and training resources

Strategic Priority 6: Grow community awareness of services to drive engagement. The library will enhance its presence as a more visible part of the community.

- Expand social media presence, update website, and implement a YouTube channel and podcasts
- Identify and execute joint partnership programs with each of the three Allendale schools:
 - Enhance library card registration for kindergarteners targeting 100% enrollment
 - Offer library card registration for new-resident students in grades 1-8
 - Coordinate with schools regarding Summer Reading Program, STEAM (Science, Technology, Engineering, Arts & Mathematics) offerings and reference and research services
 - Recruit high school-aged students for volunteer and service activities
- Liaise with community organizations to engage their membership in library activities, events and services
- Enhance outreach to new residents through library open houses and targeted communications
- Participate in town-wide events
- Create new promotional materials using diverse media
- Present interim reports at Borough Council meetings to keep the governing body updated on the status of the library

Strategic Priority 7: Promote Operational and Professional Excellence

To provide excellence in customer service, we recognize that the library staff is our most valuable resource. Ongoing training and staff development are key to achieving this priority.

- Capitalize on professional development opportunities and training for all staff
- Develop core competencies and schedule regular staff training
- Actively champion opportunities for advancement

- Hire library staff for specific skills, such as social media coordination, technology proficiency, and/or ESOL management
- Conduct work flows audit to improve productivity of service
- Create more efficient administrative and materials processing offices

Strategic Priority 8: Broaden Financial Resources and Ensure Fiscal Stability

To meet the evolving needs of our patrons and community, the library must broaden its financial resources beyond the state mandated budget. The library will endeavor to develop a culture of philanthropy within our community.

- Work closely with the Friends of the Library as a 501(c)(3) organization to generate, implement and sustain a successful capital fundraising campaign
- Develop informational materials that explain the need for sustained stewardship
- Utilize shared resources with the Borough to research and write State and private grants
- Apply for the New Jersey Library Construction Bond Grant

APPENDIX I: FACILITY SUMMARY - A Vibrant Library in Need of Upgrades

The building the library occupies was conceived and constructed in the 1960s not as a repository of books but rather as the nave and worship space for the Epiphany Episcopal Church. In the 1970s, when the parish relocated to a newly-erected space on George Street, its rectors sold the former church building and land on West Crescent Avenue to the Borough of Allendale for use as town offices and a public library.

The library has made advantageous use of the buttress-ceilinged sanctuary as the main room for adults, and of the former choir loft as a pocket-sized programming space. The small vesting chamber where pastors once stowed their clerical robes has, miraculously, served as a diminutive work space to process and catalog thousands of books annually. And yet...while libraries are often referred to as temples of learning, the churchly configuration we acquired 45 years ago has presented some secular challenges.

Among other tasks, this plan seeks to define how we will upgrade and optimize the facilities from increasingly makeshift status to providing for our community's wants and needs today. At present, Lee Memorial Library facilities:

- Reflect 20th century library service. Most of the Lee Memorial Library building was designed 60 years ago, prior to the invention of smartphones, tablets, digital content, and other tools that have transformed how we access and use information. Interior spaces struggle to accommodate both quiet uses and active collaboration at the same time. Quotidian aspects of service, such as the number of electrical outlets and amperage levels to support lighting fixtures and HVAC systems, are not commensurate with demand. Inadequate back-of-house workrooms are outdated and insufficient to the task of a customer-focused model of service.
- Lack adequate space for current attendance levels and programs. At Lee Memorial Library shelving dominates the space, with little room remaining for seating and other uses. Additional collaborative spaces and meeting rooms are needed to accommodate participation in our high-interest library programs, which must be scheduled around the availability of community use of municipal-controlled space.
- Present a challenge for growth. The population of Allendale has increased by 17% since the library occupied its current facility – and it is anticipated to grow by another 5% by 2040. Comprehensive analysis of site visit data, interior traffic patterns, and usage figures suggests that Lee Memorial Library has less than half the space it needs presently to serve the community.



Architectural rendering of proposed facility at 500 West Crescent Avenue, Allendale, NJ, 1960s

Note that the church building, as originally conceived (far left), was never built. The intended auditorium (current library) became the church.

APPENDIX II: RECENT LIBRARY ACHIEVEMENTS

- Renovated the children's room to provide a stimulating and comfortable learning environment for youngsters and their caregivers.
- Equipped our card holders with free on-demand digital access to the Wall Street Journal, the New York Times, Ancestry.com, Consumer Reports, and Rosetta Stone Language Learning.
- Afforded unlimited, live virtual tutoring with grade and subject experts from Tutor.com, a service of the Princeton Review.
- Added judiciously and thoughtfully to the library's robust collection based on evolving community standards, resulting in consistently strong annual circulation figures in excess of 100,000 borrows.
- With support from the Friends of the Library, implemented Mobile Hotspot loans for secure, remote Internet access.
- Delivered extensive Notary Public services, free-of-charge.
- Enhanced the literacy skills of thousands of children, establishing a foundation for lifelong reading through our popular Summer Reading program, in partnership with Allendale schools.
- Expanded popular museum pass program in concert with the Friends of the Library, providing complimentary entry and exclusive membership benefits to 12 institutions.
- Increased eServices, providing an ever-wider array of digital books, audiobooks, films and music.
- Acted as a port in the storm during extreme weather events, providing emergency charging stations and Internet access within and outside the building.
- Increased frequency and caliber of offerings in financial literacy, technical literacy, STEAM literacy and traditional literacy. Created Programming Coordinator position to serve adults.
- Instituted ESOL [English Services for Speakers of Other Languages] in partnership with Project Literacy of Bergen County.
- Established the library as the community's arts and culture center through the presentation of an annual Shakespeare performance by a nationally-ranked theater troupe.

- Provided the community 300-day-a-year access to low cost, gently-read books and other items at the Friends of the Library Book Shop.
- Introduced a free commuter book exchange at the Allendale train station, under the auspices of the Friends of the Library.
- Extended door-to-door home delivery of library materials to all Allendale residents within 24 hours of request.
- Awarded grant from the New Jersey Council for the Humanities.

APPENDIX III: DEMOGRAPHIC INFORMATION AND FACTORS DRIVING CHANGE

Understanding trends in the size and composition of the Allendale population provides foundational information on how our library can adapt its aspirations, culture and practices while preserving its welcoming small-town character. Such demographic changes impact the services we envision, plan for, and deliver to all our constituents. While the census of Allendale in many ways reflects broader national and state-wide trends, in some significant ways it refutes them. What our Borough has in common with our county, state, and country is a continued propensity toward change.

AN AGING POPULATION

The year 2030 will mark a demographic turning point for the United States, New Jersey, Bergen County and Allendale. Beginning then, all baby boomers will be older than 65 years of age. This will expand the size of the older population so that *one in every five Americans is projected to be of retirement age*. By 2034, the US Census Bureau projects that older adults will outnumber children for the first time in U.S. history.

Allendale will partially reflect this shift, continuously skewing older. But while the senior population grows, there will also be a strong contingent of residents who are of child-bearing age. Migration of families to the suburbs in the wake of the Covid-19 pandemic has and will continue to bring an influx of children to our Borough. There will be additional housing stock coming online and a growing population overall.

The library will act as a nucleus for intergenerational activities by providing programming and networking opportunities, integrating the old and young, single householders and family units, and newcomers and longtime residents.

EXPANDING RACIAL AND ETHNIC DIVERSITY

The year 2030 will also mark another demographic first: Because of population aging, immigration is predicted to overtake natural increase (the excess of births over deaths) as the primary driver of population growth for the country. Further, our population is projected to become increasingly more racially and ethnically diverse.

At present nearly 12% of Allendale residents are foreign born. According to the US Census, 16.9% of current Allendale residents aged 5 and above speak a language other than English at home. Over the coming decade, it is projected that Allendale will become home to a larger international community composed of populations from China, Russia, India, and Korea, as well as other parts of the globe. Indeed, the percentage of Allendale residents not native to the United States is expected to increase to 14% during the life of this plan. At present, 95% percent of Allendale residents are US citizens. It is anticipated that, to the extent permitted by law, the trend toward naturalization for foreign-born residents will continue.

For new immigrants, the library will become a locus of information and support on the pathway to citizenship, voter registration, English proficiency, cultural exchange and full participation in our democratic society. The library will acquire materials and offer services that are relevant to new populations.

OUR PUBLIC SCHOOLS: AN EXEMPLARY, THROUGH COSTLY, MAGNET FOR FAMILIES

It is the library's privilege, as well as its responsibility, to partner with our public schools to achieve their educational mission on behalf of children. The Allendale public schools are rated among the best in the State, making the Borough a draw for families. The Allendale Public School District comprises one elementary and one middle school serving pre-kindergarten through 8th grade students, with an enrollment of 922 pupils and a student to teacher ratio of 12:1. Students in 9th to 12th grades attend Northern Highlands Regional High School. Ranked in the top 10% of high schools statewide, Northern Highlands has an enrollment of 1,351 students from four sending districts and boasts a 99% graduation rate.

The cost of housing, with a median property value of \$757,000 in 2019, and comparatively high property taxes - *65% of which fund the K-12 schools* - have spawned a trend toward families moving to the Borough when their children are well into their academic careers, rather than when they are infants and toddlers or beginning elementary school.

Of 2,236 households in Allendale, 1,798 (over 80%) have children under the age of 18. The birth rate in Allendale (the number of live births per thousand of population per year) for the twelve months ending 2019 was 2.4%, compared to that of neighboring towns like Waldwick (7.2%) and Midland Park (8.9%), where housing is more affordable. While the birth rate has been declining, the move in rate, that is, the number of people moving into the Borough for every 1,000 people residing

here, has been increasing. Housing affordability appears to be contributing to a decrease in the birth rate and an accompanying increase in the move in rate of families of “older” parents and “older” children, impacting the services expected from both the schools and the library.

HOUSEHOLD DYNAMICS IN A CHANGING ECONOMIC ENVIRONMENT

Allendale’s adult population is well educated and well compensated, with a median household income of \$170, 968. Since the Great Recession of 2008, Allendale has seen a marked increase in the number of households in which all adults pursue regular, paid occupations (sometimes referred to as dual-income households). With an average commute time of 33.5 minutes [as of February 2020] and an average work day of nearly 8 hours, households identifying as family units have looked to new models of child enrichment and before- and after-school care.

There is a growing prevalence of intergenerational domiciles as well as the presence of live-in caregivers, some from abroad who seek help with language immersion and overcoming social barriers. Children with neither family-provided nor paid caregivers are often directed to the library by working parents who view it as a safe, productive, and supervised environment. Working parents also look for comprehensive services and knowledgeable personnel to enrich their own experiences of the library, utilizing it as a remote workplace as well as a center for leisure activity.

In the pandemic era, many residents have adapted their homes to function concurrently as school houses, office spaces, gyms and domiciles. While some of these changes in the home’s role may be temporary, the need to allocate library staff and resources to provide support for children, their caregivers, and parents - most with wage-earning as well as family responsibilities - is expected to endure.

OUTREACH TO AND INCLUSION OF SPECIAL COMMUNITIES

Allendale has been a leader in the movement to attract and incorporate diverse communities within the broader populace, chiefly by providing affordable housing opportunities and professional supportive services. Such communities include elders, first responders, adults with physical or cognitive differences, lower-income residents and others in need of support. Indeed, these neighbors are integral to our identity as a Borough. As part of the Borough’s Master Plan, 70 additional home

sites, including affordable and below market rate units, are expected to be built at 220 West Crescent Avenue during the life of this plan.

The library will act as the axis about which the Borough's varied, heterogeneous populations receive services and support, and coalesce with the broader community.

APPENDIX IV: THE INFLUENCE OF FINANCIAL CHALLENGES

Trustees of Lee Memorial Library take a legal and fiduciary oath to act in the best interests of our community. Of all our responsibilities, none is greater than our attentive, transparent, and steady stewardship of the library's finances.

Like police protection, road maintenance, recycling pickup and other services of local government, funding for our public library, by law, is appropriated from municipal property tax receipts. It is important to note that ***less than 1.5% of the total annual tax levy for Allendale property owners is allocated to the library.*** By contrast, 65% of Allendale property taxes are paid to the K-12 schools and 10% are directed to Bergen County. The library runs on less than 24 cents per resident, per day - while providing value to the community in excess of \$2.3 million annually, according to the American Library Association Return on Investment Calculator.

We endeavor to find cost savings wherever possible. For example, as part of a 77-member consortium representing libraries in Bergen, Passaic, Hudson and Essex counties, we provide access to over 5 million book and media titles, without the obligation of procuring them all ourselves or housing them permanently onsite. Sharing our resources allows Lee Memorial Library to realize savings while delivering superior service to our residents. Indeed, our library cooperative is one of the most cost-effective reciprocal undertakings in New Jersey.

While we have, under great budgetary pressure, endeavored to continuously improve our offerings, we recognize that we have not been able to keep up with our community's demands on its library. This is chiefly due to insufficient monetary resources. Taxpayer funding of Lee Memorial Library in 2021 is virtually identical to that of 2006. However, adjusted for inflation, it requires \$1.32 in 2021 dollars to have the purchasing power \$1.00 did in 2006. While the cost of everything from books to electricity to copier paper has continued to rise, *funding for Lee Memorial Library is the same this year as it was fifteen years ago.* Reconciling the difference between our real costs and flat-funding is where our difficulty lies.

This plan charges our trustees, management team and Borough government with exploring alternative sources of revenue and new income streams to supplement the minimum taxpayer funding under our supervision. With the continuing patronage, encouragement and financial commitment of our residents, the library will persevere as a center of excellence in Allendale, offering a supportive environment in which to learn, grow and prosper.

LEE MEMORIAL LIBRARY



EDUCATE, EMPOWER, ENLIGHTEN, AND ENRICH

VISITS



8,892 doorside pickups in 2020



78,325 visits*

SERVICES



1,012 documents notarized



Tutoring Center served 1216 students*

297 door-to-door deliveries

BORROWING



106,860 items borrowed*



74% of residents are cardholders

TECHNOLOGY

19,224 digital downloads in 2020



782 hotspots for secure Internet connections loaned



PROGRAMS

893 virtual programs attended by 11,849 people



1,142 unique searches on Ancestry

1,398 residents received free museum admission*



2020 Review including select *12-month period through 2/2020.

APPENDIX VI: STRATEGIC PLANNING PARTNERS

Allendale Residents

Inclusive of Survey Responders

And Focus Group Participants

11/2019 – 12/2020

Northern Highlands

Regional High School

Joseph Occhino, Principal

Julie Goldberg, Library Media Specialist

Friends of the Lee Memorial Library

Anna DiMiceli, President

Volunteer Organizations

Allendale Office of Emergency Management

Community Emergency Response Team

Allendale-Saddle River Rotary

University of Michigan

Graduate School of Information

Engaging Communities Profile

Kristin Fontichiaro, Clinical Associate Professor
of Information

Borough of Allendale

Mayor and Council

The Honorable Ari Bernstein

Liz Homan, Council President

Ed O'Connell

Matt O'Toole

Steve Sasso

Jim Strauch

Amy Wilczynski

Library Staff

Patricia Durso, Executive Administrator

Susan Wilkinson, Director

Borough of Allendale

Administration

M. Alissa Mayer, Chief Financial Officer

Ron Kistner, Director, Operations

Michelle Ryan, Acting Borough Clerk

Allendale K-8 Schools

Students, Faculty and Administration

Michael Barcadepone, Superintendent

Task Force to Re-open the Library

Catherine Shaw
Jackie McSwiggan
Gerard Brew
Emily Chen, MLIS
Patricia Durso
Chris Martin
Suzanne Warzala
Jim Wright

Community Organizations

Allendale Boy Scouts & Girl Scouts Allendale
Chamber of Commerce Allendale Woman's
Club
Holiday Observers
VFW Post 10181
XYZ Senior Citizens Club

SOURCES

Allendale, NJ Master Plan
American Library Association Value Calculator
City-Data
NJ Department of Labor and Workforce Development
U.S. Census Bureau

Population	
Population estimates, July 1, 2019, (V2019)	6,734
<input type="text" value="All Topics"/>	Q Allendale borough, New Jersey
Population estimates, July 1, 2019, (V2019)	6,734
Persons under 5 years, percent	▲ 3.9%
Persons under 18 years, percent	▲ 30.0%
Persons 65 years and over, percent	▲ 14.2%
Female persons, percent	▲ 55.3%
Race and Hispanic Origin	
White alone, percent	▲ 85.5%
Black or African American alone, percent (a)	▲ 0.7%
American Indian and Alaska Native alone, percent (a)	▲ 0.0%
Asian alone, percent (a)	▲ 11.0%
Native Hawaiian and Other Pacific Islander alone, percent (a)	▲ 0.0%
Two or More Races, percent	▲ 2.8%
Hispanic or Latino, percent (b)	▲ 2.6%
White alone, not Hispanic or Latino, percent	▲ 82.9%
Population Characteristics	
Veterans, 2015-2019	181
Foreign born persons, percent, 2015-2019	11.0%
Housing	
Housing units, July 1, 2019, (V2019)	X
Owner-occupied housing unit rate, 2015-2019	83.6%
Median value of owner-occupied housing units, 2015-2019	\$757,000
Median selected monthly owner costs -with a mortgage, 2015-2019	\$3,956
Median selected monthly owner costs -without a mortgage, 2015-2019	\$1,500+
Median gross rent, 2015-2019	\$1,919
Building permits, 2019	X
Families & Living Arrangements	
Households, 2015-2019	2,210
Persons per household, 2015-2019	3.02
Living in same house 1 year ago, percent of persons age 1 year+, 2015-2019	91.9%
Language other than English spoken at home, percent of persons age 5 years+, 2015-2019	16.9%

Computer and Internet Use	
Households with a computer, percent, 2015-2019	93.0%
Households with a broadband Internet subscription, percent, 2015-2019	94.8%
Education	
High school graduate or higher, percent of persons age 25 years+, 2015-2019	98.2%
Bachelor's degree or higher, percent of persons age 25 years+, 2015-2019	73.7%
Health	
With a disability, under age 65 years, percent, 2015-2019	2.9%
Persons without health insurance, under age 65 years, percent	▲ 1.9%
Economy	
In civilian labor force, total, percent of population age 16 years+, 2015-2019	63.5%
In civilian labor force, female, percent of population age 16 years+, 2015-2019	52.4%
Total accommodation and food services sales, 2012 (\$1,000) (c)	21,989
Total health care and social assistance receipts/revenue, 2012 (\$1,000) (c)	34,828
Total manufacturers shipments, 2012 (\$1,000) (c)	2,572
Total merchant wholesaler sales, 2012 (\$1,000) (c)	656,422
Total retail sales, 2012 (\$1,000) (c)	57,580
Total retail sales per capita, 2012 (c)	\$8,650
Transportation	
Mean travel time to work (minutes), workers age 16 years+, 2015-2019	34.2
Income & Poverty	
Median household income (in 2019 dollars), 2015-2019	\$170,968
Per capita income in past 12 months (in 2019 dollars), 2015-2019	\$82,388
Persons in poverty, percent	▲ 1.6%

Businesses	
Total employer establishments, 2018	X
Total employment, 2018	X
Total annual payroll, 2018 (\$1,000)	X
Total employment, percent change, 2017-2018	X
Total nonemployer establishments, 2018	X
All firms, 2012	659
Men-owned firms, 2012	339
Women-owned firms, 2012	261
Minority-owned firms, 2012	85
Nonminority-owned firms, 2012	543
Veteran-owned firms, 2012	F
Nonveteran-owned firms, 2012	607

GEOGRAPHY	
Geography	
Population per square mile, 2010	2,100.4
Land area in square miles, 2010	3.10