

North Castle Public Library Long Term Strategy 2011-2015



Long Term Strategy Team Members

Our Strategy Team included representatives of the Library Trustees, the Library Staff, the Friends of the North Castle Public Library and community members. In addition, we had three young adult contributors from Byram Hills High School.

- **North Castle Library Board of Trustees**
 - Charles Bishop, *President*
 - Rev. Joshua Condon
 - Jennifer Lee
 - Jerry March
 - Gloria Meisel
 - Len Mitchell
 - MaryBeth Weisner
- **North Castle Public Library Staff**
 - Cris Ansnes, *Library Director*
 - Theresa Conde
 - Fran Davies
 - Mary Johnson
 - Edie Martimucci
- **Friends of the North Castle Public Library, Inc.**
 - David Charney, *Vice President*
 - Marilyn Heimerdinger
 - Anne Nisenholtz
 - Sylvia Rodgers
 - Sean Ryan, *President*
 - Ed Woodyard
- **Community Members**
 - Dr. William Donahue, *Byram Hills School District Assistant Superintendent for Human Resources and Leadership Development*
 - Dr. Terry Kirschner, *WLS Executive Director*
 - Diane Roth, *Town of North Castle Board Liaison*
- **Byram Hills High School Young Adults**
 - Gillian Goldhagen
 - Phil Reyman
 - Robert Bayron



Overall Vision for the North Castle Public Library

**Establish our Library as a major
educational and cultural hub of our
community.**



Overall Objective for the North Castle Public Library

Expand the population of North Castle Public Library users in total number and in the breadth of their usage.

Library Sustainability

The Library will strive to meet a number of evolving goals that are both ambitious and measurable. Each goal will be underpinned by the overall objective of the Library. Ongoing adjustment and achievement of the goals will be enabled by a semi-annual review of a comprehensive set of measurements of Library operations by the Library Strategic Steering Committee.

Strategic Initiatives and Enabler

The long term strategy team identified seven major initiatives and one key enabler that will transform our Library:

Strategic Initiatives

- Collection/Circulation
- Virtual Library
- Library Programming
- Community Outreach
- Marketing
- Staff Development
- Measurement

Key Enabler

- Facilities Improvement

Strategic Initiative: Collection/Circulation

Increase total library circulation by optimizing the materials collection. Emphasis will be placed on all demographic groups.

Actions Required:

- Better understand community needs and wants.
- Identify relevant and local titles and formats, with particular emphasis on e-books.
- Develop measurement systems.
- Create deep “Topics of Excellence” focused on the interests of the community.
- Increase percentage of budget dedicated to the materials collection.
- Create rewards program for members to incentivize visits, circulations, and life impact, as well as benefit town commerce.
- Enhance integration of physical and digital libraries.
- Expand links between programming and library collection.
- Better integrate library collection with the library’s marketing effort.

Dependencies:

- Staff.
- Budget.
- Technology.
- Measurement tools.
- Understanding of community desires.

Proposed Measurements:

- Inventory of every item in the collection.
- Turnover of every item in the collection on a regular basis.
- Activity of card members on a number of metrics.
- Comparison of collection composition and turnover to other libraries.

Goal:

- Growth of library usage in the top 20% of Westchester County libraries.

Owner: Library Director, Staff and Trustees

Strategic Initiative: Virtual Library

Establish a Virtual Library that presents a comprehensive and cohesive offering of digital aspects of the library.

Actions Required:

- Establish skilled staff to create and manage Virtual Library.
- Draw on community resources for design and implementation.
- Identify Virtual Library components and layout: digital/downloadable collection, search/discover, customer service, networking, education, other.

Dependencies:

- Staff.
- Budget.
- Technology.

Proposed Measurements:

- Member usage statistics and qualitative feedback.

Goal:

- Create a comprehensive and intuitive virtual library with excellence in feature set and design.

Owner: Library Staff

Strategic Initiative: Library Programming

Continue the successful growth of our Library's programming for all demographic groups – children, teens and adults/seniors.

Actions Required:

- Better understand community needs and wants.
- Identify/develop new programming to meet needs and wants.
- Renovate Library facility to enable new and additional programming.
- Develop partnerships with other community organizations that can support programming growth.

Dependencies:

- Tools to measure community usage, needs and wants.
- Development of new offerings/services as identified.
- Staff development to ensure required support is in place.
- Access to other facilities for programming outside the library (including physical facilities like parks and virtual facilities like NCTV).
- Program Funding.

Proposed Measurements:

- Program Attendance (Live and Archived). Attendance per program.

Goal:

- Double program attendance in five years.

Owner: Programming Director and Staff

Strategic Initiative: Community Outreach

Build partnerships with other community organizations that are mutually beneficial and that help grow our Library's role as an educational and cultural hub within our community.

Actions Required:

- Continue to monitor community needs and wants.
- Identify and develop mutually beneficial partnership relationships.
- Develop mutually beneficial relationships.

Dependencies:

- Interested organizations.
- Volunteers to help build and manage these relationships.
- Tools to measure partnership progress/benefits/success.
- Funding of relationship activities.

Proposed Measurements:

- New partnerships formed (Future focus on partnership effectiveness).

Goal:

- Create three new partnerships per year.

Owner: Library Trustees

Strategic Initiative: Marketing

Promote Two-Way Communication of our Library's Offerings and Services.

Actions Required:

- Better understand community needs and wants.
- Build offerings and services that meet these needs and wants.
- Ensure required staff development.
- Expand community awareness of NCPL offerings.

Dependencies:

- Tools to measure community usage, needs and wants.
- Development of new offerings/services as identified.
- Staff development to ensure required support is in place.
- Marketing skills required for communicating our Library's capabilities and services.
- Funding of above activities.

Proposed Measurements:

- Library usage through new partnerships formed.

Goal:

- Growth of library usage in the top 20% of Westchester County libraries.

Owner: Library Director and Staff

Strategic Initiative: Staff Development

Ensure staff ability to implement and manage the long term strategy, with particular emphasis placed on both ability and attitude.

Actions Required:

- Review staff, organization and its capabilities.
- Adjust staffing according to strategic needs.
- Foster culture of leadership and achievement.
- Enable staff with appropriate training, software and other tools.
- Incentivize staff appropriately.

Dependencies:

- Software/technology/tools.
- Measurement.
- Incentives.
- Leadership.
- Budget.

Proposed Measurements:

- Achievement of Library goals/targets.
- Benchmarking statistics against other libraries.
- Customer satisfaction.
- Customer service.

Goal:

- Library staff that is able to achieve the strategy and is committed to its success.

Owner: Library Director and Trustees

Strategic Initiative: Measurement

Identify and implement Library measurements tied to the achievement of the Library's long term strategy.

Actions Required:

- Identify and implement measurement collection and interpretation in an efficient manner.
- Prioritize analysis of measurement and its relevancy to the library strategy and objectives.
- Periodically review the set of measurements to determine sensible additions/deletions.
- Continue benchmarking of measurements against WLS and nationwide libraries.
- Ensure dissemination of information to all required Library Trustees and staff.

Dependencies:

- Staff.
- Budget.
- Technology.
- Analysis.
- Oversight.
- Bias.

Proposed Measurements:

- Creation of a comprehensive set of measurements.

Goal:

- Set of evolving measurements that enable the staff and Trustees to achieve the strategy and objectives, benchmark against other libraries, and identify areas of opportunity and weakness at the Library.

Owner: Library Staff and Trustees

Strategic Enabler: Facilities Improvement

Ensure that our Library facility is flexible and capable of supporting the change driven by the long term strategy initiatives.

Actions Required:

- Library design with maximum flexibility of configuration of our Library facility.
- Strategic initiatives input to the facilities committee of their requirements and plans.

Dependencies:

- Funding for the required facilities improvements.

Proposed Measurements:

- Facilities utilization


Goal:

- A facility that can support the change driven by the library strategy.

Owner: Library Director, Facilities Committee and Library Trustees

Next Steps:

- Long term strategy education of the Trustees, staff and the Friends of the North Castle Public Library.
- Formation of teams to address strategic initiatives and strategic enabler.
- Implementation of the long term strategy and the management system and measurements to maintain it.



Thanks to the Long Term Strategy Team and all supporters from the Trustees, Staff and Friends who made this strategy happen!!!

- Our Library can have a significant impact on our community.
- Your work has given us a roadmap that will enable us to strengthen our library's position as a major educational and cultural hub within our community.
- You have made a difference.
- Thank you!!!