

North Castle Public Library Long Term Strategy 2016 - 2020

“The Educational and Cultural Hub of Our Community”

Updated January 2017

“Our Path Forward”



North White Plains



Armonk

Overall Vision for the North Castle Public Library

Establish our library as our community's
preeminent educational and cultural hub.

What we want our Library to be:

A Highly Used and Respected “Community Center for the Mind”.

- Providing and growing services for everyone -- Youth, Adults, Seniors and Families.
- A Literary and Cultural Community Center.
- Delivering 21st century tools and access.

A Literacy Facilitator.

- Supporting all community members from early Childhood on...

A Cultural Hub

- Encouraging and supporting theater and other cultural organizations like the Armonk Players, Small Town Theatre Company, Hudson Stage Company and Spotlight Theater Productions.

A Catalyst for Community Interaction and Improvement.

- Leveraging events like the Armonk Outdoor Art Show and our partners’ theatrical events to encourage community interaction and improvement.

“Around the Clock” Library Access.

- Using technology to extend our services and availability.

We Want To Improve Everyone’s Lives

Overall Objective for the North Castle Public Library

Significantly increase the number of residents using the North Castle Public Library, broaden recognition of the library's vast array of services, and encourage greater usage of all the library has to offer.

Strategic Initiatives

We have seven major initiatives and two key enablers that will transform our Library:

Strategic Initiatives

- Grow our circulation.
- Grow and diversify our library's programming.
- Expand our "Virtual Library" and use of technology.
- Extend our community outreach.
- Build an "Army of Library Advocates" to better market our library.
- Support our employees through robust staff development.
- Use measurements to drive our library transformation.

Key Enablers

- Modernize our facilities and make them more flexible.
- Ensure our library is financially strong.

Strategic Initiative: Grow Circulation

Increase our total library circulation.

Goal:

- Grow library usage so it's in the top 10% of all Westchester County libraries in materials investment focusing on both physical and digital and circulation growth .

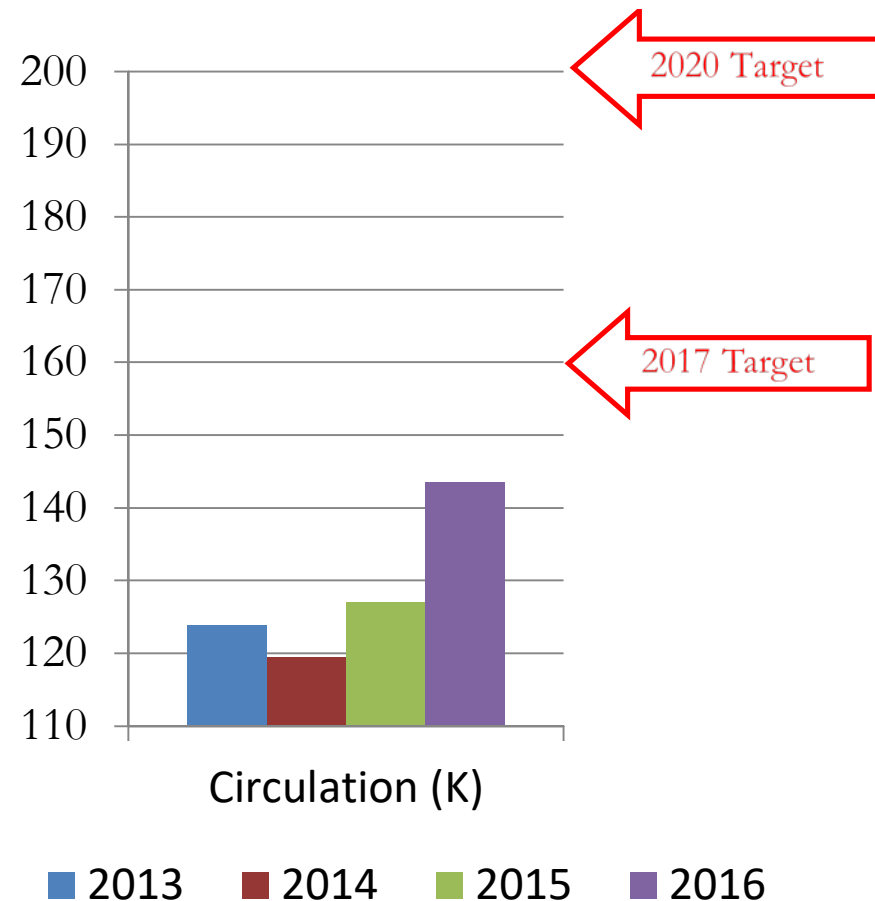
Actions Required:

- Expand initiatives to better understand community needs and wants and inhibitors to circulation growth – library users and non-users.
- Continue increasing our investment in our collection expanding into areas our patrons want – both physical and electronic.
- Expand experimentation to deliver new services to our community (i.e. 3M and Rosetta Stone).
- Introduce two new curated collections every year. Aggressively weed collection to allow space for new collections.
- Improve marketing.

Proposed Measurements:

- Total Circulation Growth.
- Collection Turnover.
- Comparison of collection, circulation and turnover to other Westchester County libraries.

NCPL Circulation 2013 - 2016



Strategic Initiative: Grow Programming

Expand our Library's successful programming for all demographic groups – children, teens and adults/seniors

Goal:

- Double program attendance within five years – 50,000 attendees per year by 2020.

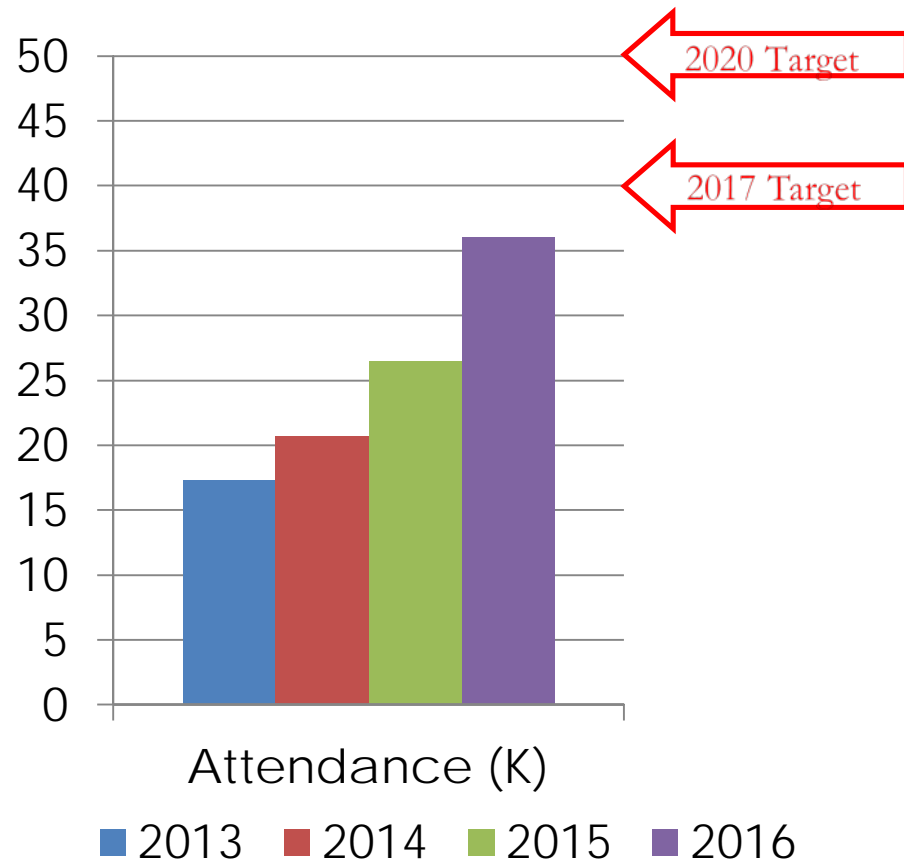
Actions Required:

- Expand initiatives to better understand community needs and wants and inhibitors to programming attendance growth – library users and non-users.
- Attract/develop new programming.
- Engage partners (i.e. museums, science centers, etc) to expand depth and breadth of our programming.
- Renovate the library facility to comfortably and flexibly enable existing and additional programming (i.e. shift collection to create dedicated programming spaces for art gallery/traveling exhibits).
- Leverage new technologies to attract new users and to support new programs and services (i.e. smart boards and 3D printing and STEAM programming).

Proposed Measurements:

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

NCPL Program Attendance 2012 - 2015



Strategic Initiative: Expand our Virtual Library

Expand Our Virtual Library with a Broad Range of Digital Offerings and Services - “Open Around the Clock Every Day.”

Goal:

- Aggressively grow and improve our Virtual Library with excellence in feature set and design ensuring that it continues to provide dramatically improving value offering services that are comprehensive and intuitive.

Actions Required:

- Expand initiatives to better understand the community’s electronic needs and wants – library users and non-users.
- Establish a strong “Around the Clock” operation that expands access to library services.
- Grow our Virtual Library such that our electronic offerings can be viewed as a fully operational and complete library. Emphasize unique capabilities and benefits of this library.
- Identify and implement required “Virtual Library” components – ever improving website, expanding digital collections (i.e. 3M), robust databases, search/discover, customer service, networking, education, etc.
- Restructure how we present our Virtual Library on the NCPL website and in our communications with our patrons.
- Grow staff skills to create, manage and grow our “Virtual Library.”

Proposed Measurements:

- Patron usage statistics and qualitative feedback.

Strategic Initiative: Community Outreach

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

Goal:

- Create three new partnerships per year with other community organizations.

Actions Required:

- Identify and develop mutually beneficial partnerships that drive operating costs down and/or performance metrics up.
- Leverage partnerships to help deliver new services.
- Ensure partner benefit.

Proposed Measurements:

- New partnerships formed. Future focus on partnership effectiveness.

Examples of Current Partnerships

Government and Library Support

- Town of North Castle
- Westchester Library System

Fundraising

- Friends of the North Castle Public Library, Inc.

- Armonk Chamber of Commerce

Theater and Culture

- Armonk Players
- Hudson Stage Company
- Spotlight Theater Group

Strategic Initiative: Marketing

Dramatically increase community communication to educate residents on the significant progress we have made in expanding our services and to get their input on future services they want us to provide.

Goal:

- To be our community's preeminent educational and cultural hub while growing our library so it is in the top 10% of all Westchester County libraries in growth of use.

Actions Required:

- Major enhancement of our library's marketing – to better gather community input on needs and wants and to educate residents on existing and future services.
- Build an army of Library Advocates. Ensure that advocates represent all demographic groups.
- Implement new channels that complement existing communications vehicles that better market our services.
- Ensure required staff development to leverage information and marketing tools like Constant Contact to better target potential customers.

Proposed Measurements:

- Increased usage of all library services with an emphasis on circulation and programming attendance growth.

Strategic Initiative: Staff Development

Ensure our staff's ability to implement and manage the long term strategy, with particular emphasis placed on customer service and required skills.

Goal:

- Develop our library staff such that they can drive required transformation of our library and achieve our library's goals while ensuring that all employees are given every opportunity to grow to their full ability.

Actions Required:

- Build and maintain a culture of leadership, empowerment and achievement.
- Improve our customer service through staff development and new approaches to customer service.
- Aggressively grow our support of employee development and training.
- Distinguish staff members with areas of expertise – i.e. literacy, literature, technology, facility management, etc.

Proposed Measurements:

- Achievement of Library goals/targets.
- Customer satisfaction.
- Staff development progress.

Strategic Initiative: Measurement

Implement and manage with a set of library measurements tied to the achievement of our library's long term strategy objectives.

Goal:

- Effective measurements that enable the staff to identify areas of opportunity and weakness at the library.

Actions Required:

- Accelerate expansion of measurement process and tools.
- Increase our use of information to manage our library.
- Benchmark measurements against WLS and nationwide libraries.
- Ensure sharing of information with library staff/trustees, town officials, our community and other libraries where we can develop sharing opportunities.

Proposed Measurements:

- Development and effective use of a comprehensive set of measurements.

Strategic Enabler: Facility Improvement

Ensure that our facility is flexible and capable of supporting the change required by our strategy initiatives.

Goal:

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

Actions Required:

- Dramatically expand our North White Plains facility.
- Increase usable public space to allow more dedicated programming space, better display of our collections and more effective public work spaces.
- Replace aging infrastructure and ensure our facilities are efficient.
- Enable new technologies to support our new services and virtual library.

Proposed Measurement:

- Facility utilization.

Strategic Enabler: Financial Management

Ensure that our Library is financially strong.

Goal:

- Develop an organization that is consistently capable of supporting our library's operational needs AND the transformation required to meet our aggressive growth objectives.

Actions Required:

- Continued restructuring of our organization to maximize effectiveness and efficiency ensuring that 10% of our operational budget is available for infrastructure improvement/technology enhancement annually through this strategic period.
- Continue investing 10% of our operational budget on materials to expand our collection and meet our circulation growth objectives.
- Grow our Fund Balance to a minimum of 20% of our operational budget by YE 2018 to ensure we can address unanticipated emergencies.
- Aggressively expand our grant application process and activity to support our transformation.
- Continue to control growth of our budget.
- Evaluate formation of a Library Foundation to fundraise for infrastructure improvement.

Proposed Measurement:

- Achievement of the financial objectives defined in this strategy.

Next Steps:

- Expand and renovate our North White Plains branch. Partner with Town/Parks and Recreation officials.
- Accelerate circulation and programming growth.
- Expand our “Virtual Library” and deliver a wide range of new electronic services.
- Build and execute a robust marketing plan to promote our library and its services and programs that encourages an army of library advocates to spread the word.

The Board of Trustees wants to thank all supporters of our library. You inspire us to improve with your every visit and every suggestion.

- We are committed to ensuring that our library has a significant positive impact on our community.
- The strategy described above gives us a roadmap that will enable us to strengthen our library's position as a major educational and cultural hub within our community.
- We ask for all members of our community to make the library their own. Please visit, feel free to suggest improvements, and help us improve our service to you.