

North Castle Public Library

Library Board of Trustee Minutes – January 9, 2017

Sean Ryan called meeting to order at 7:35PM

In attendance:

Trustees: David Charney, Lisa Meyer Chorne, Jeanne Lapsker, Jerry March, Stephanie Paul and Sean Ryan.

Library: Megan Dean, Edie Martimucci

Town: Barbara DiGiacinto

Friends: Marilyn Heimerdinger

Approval of Minutes: A motion to approve the December 12, 2016 minutes was made by David and Lisa seconded. All were in favor.

Approval of Warrant 11: Warrant 12 includes total expenses of \$40,083.37 of which the Friends are paying \$8,099.37. Thank you Friends for your continuing support!!! Scott Stopnik reviewed all invoices in this warrant and supported its approval. Jerry made motion to approve. Stephanie seconded. All were in favor.

Review of 2016 NCPL Revenue & Expense: NCPL had an excellent year of increased performance. This was driven by substantial investment in our hours of operation, expansion of our collection and technology, and in improving our infrastructure to better support the future needs of our community. NCPL maintains a good financial position to support continued improvement of NCPL's services.

Approval of Revision of the NCPL Bylaws (attached): David made a motion to revise the NCPL Bylaws as proposed. Jerry seconded. All were in favor.

Election of 2017 NCPL Officers: Stephanie made the motion to elect the following officers for 2017: David Charney - vice president, Jennifer Paulson Lee - secretary, Sean Ryan - president and Scott Stopnik - treasurer. Lisa seconded. All were in favor.

Approval of 2017 Holiday Schedule Revision (attached): David made the motion to approve the revised 2017 holiday schedule. Jeanne seconded. All were in favor.

Review of Final 2016 NCPL Performance Metrics: 2016 was a banner year for NCPL with three major all time records set for programming attendance, patron visits and digital circulation.

Approval of the 2016 NCPL Annual Report (attached): The annual report will be updated with final YE financial transactions. David made the motion to approve the 2016 NCPL Annual Report. Jerry seconded. All were in favor.

Approval of article about our 2016 Annual Report to be submitted to the Examiner (attached): Jeanne made the motion to submit the article to the Examiner. Lisa seconded. All were in favor.

Approval of 2017 NCPL goals for Total Circulation and Programming Attendance: Jerry made the motion to set the NCPL 2017 goal for total circulation at 160,000, to increase our 2020 goal for total circulation to 200,000 and to set our programming attendance goal at 40,000. Stephanie seconded. All were in favor. The NCPL 2020 goal for programming attendance will remain at 50,000 until we complete implementation of our plans to dedicate space for programming attendance in both North White Plains and Armonk.

Vote: Jerry made the motion, contingent on Civil Service approval, to eliminate one senior clerk position. David seconded. All were in favor.

Brainstorming Session: “How can NCPL further improve our adult collection to drive circulation?” NCPL has made significant progress weeding our adult collection in preparation for the consolidation of materials currently in the Magazine Room into the Elson Room. We have also created curated collections. Importantly, the Friends have agreed to fund the addition of new bookcases in the Elson Room to enable this transformation. This brainstorming session focused on additional actions NCPL can take to further expand adult circulation. Ideas identified were:

- Additional curated collections, potentially created with the help of partners. For example, a history collection curated by a history professor and/or a gardening collection curated by an expert in that field.
- Introduce curated electronic collections.
- Develop focus on “areas of expertise”. For example – art.
- Use of social media to spread word of good books. For example, use of Twitter to publicize who is reading what.
- Develop/promote existing electronic ways to share ideas/recommendations on books.
- Increase ease of use in the acquisition and use of library cards. For example, increase use of apps on phone to replace actual cards, or couple acquisition of library cards with DMV license acquisition.
- Build competitive book recommendation capabilities.
- Introduce online book clubs. Leverage to share ideas on good books.
- Introduce “shelf talkers”.
- Leverage programming to generate use of our collections as was done by the knitting club spreading the use of TotalBoox for knitting books with knitting patterns. This extended to baking cookbooks and then all cookbooks.
- Offer coffee/food at book clubs.
- Gather and then use “best of breed” data on successful libraries in the circulation area.
- Does everything possible to make it easier to borrow from NCPL. For example – lessen pop-ups on self check-out, review and simplify rules for ease of use/patron flexibility.

The meeting was adjourned at 8:58pm. Our next meeting will take place on February 22, 2017 where we will have a joint meeting with the Friends. The agenda will focus on the trustees presenting the current library strategy and how we believe the Friends can best support the upcoming strategic initiatives.

Respectfully submitted,

Sean Ryan



North Castle Public Library Bylaws

Mission Statement

The North Castle Public Library exists to provide a wide range of superior educational and cultural services to the residents of North Castle in an open and non-judgmental environment.

Preamble

The North Castle Public Library is managed by a Board of Trustees (hereinafter designated as the "Board") as defined in the provisional charter No. 8314, dated January 24, 1963. Absolute charter No. 9741 was granted by the Regents of the State of New York on September 27, 1968. The Board of the North Castle Public Library is responsible for ensuring that our library provides the services described in our mission statement to the residents of the Town of North Castle.

The Board is governed by the laws of New York State, the regulations of the Commissioner of Education and by the following bylaws.

Bylaws

Article I. Name

- a. The name of the organization shall be the North Castle Public Library.
- b. Our library provides services from two facilities – (1) in Armonk at 19 Whippoorwill Road East and (2) in North White Plains at 10 Clove Road and a wide range of digital services through the support of the Westchester Library System and other partners.

Article II. Purpose

- a. The purpose of the organization is to provide superior educational and cultural services to all residents, youth through adult, of the Town of North Castle.

Article III. Fiscal

- a. The fiscal year of the library shall commence on the first day of January and end on the thirty-first day of December each year.

Article IV. Board of Trustees

- a. The library shall be governed by a Board of Trustees. The Board shall consist of seven to nine members appointed by the Town Board of the incorporated Town of North Castle for a term of five years. A trustee can serve a maximum of two consecutive full terms.
- b. Eligibility for office shall be limited to individuals residing or owning property within the geographical limits of the North Castle Public Library district.
- c. The term of office shall end on December 31st of the fifth year following appointment, unless the office falls vacant prior to the expiration of the term.
- d. In the case of a trustee appointed to fill an unexpired term, the interim appointment shall end on December 31st of the fifth year following the date of appointment of the member whose withdrawal resulted in the vacancy.
- e. Each trustee shall have one vote, irrespective of office held.

- f. A trustee must be present at a meeting to have his/her vote counted.
- g. All trustees must abide by the Code of Ethics established by the Town of North Castle.
- h. All actions of the Board shall be of the Board as a unit. No Board member shall act on behalf of the Board, on any matter, without the prior approval of the Board to carry out a specific action or public statement.
- i. If any trustee shall fail to comply with the duties defined in g and h above, the Board shall take under advisement the extent of the infraction and make appropriate recommendation, if necessary, to the North Castle Town Board.
- j. If any trustee shall fail to attend three consecutive meetings without excuse accepted as satisfactory by the Board, he/she shall be deemed to have resigned and the vacancy shall be filled.
- k. Responsibilities of the Board include:
 - i. Define and maintain the long term strategy of the library.
 - ii. Select, hire and regularly evaluate a qualified library director/assistant director.
 - iii. Ensure long term financial viability of the library. Exercise fiduciary responsibility for the use of public and private funds.
 - iv. Adopt required policies and rules regarding library governance and use.
 - v. Ensure required performance improvement of the library to meet the needs of the citizens of North Castle.
 - vi. Maintain facilities that meet the library's and community's needs.
 - vii. Promote the library in the local community and beyond.
 - viii. Conduct the business of the library in an open and ethical manner in compliance with all applicable laws and regulations and with respect for the institution, staff and public.

Article V. Officers

- a. The officers of the Board shall be the President, Vice-President, Secretary and Treasurer, elected annually by the Board at an annual organizational meeting in January of each year.
- b. The duties of the officers shall be as follows:
 - i. The **President** shall preside at all meetings of the Board, appoint all committees, authorize calls for any special meetings, execute all documents authorized by the board and generally perform the duties of a presiding officer. The president shall be an ex-officio member of all committees of the Board.
 - ii. The **Vice President**, in the event of the absence or a disability of the president, or of the vacancy of that office, shall assume and perform the duties and functions of the president.
 - iii. The **Secretary** shall keep a true and accurate record of all meetings of the Board, ensure public notice of all regular and special meetings and shall assume and perform such other duties as are generally associated with that office.
 - iv. The **Treasurer** shall be responsible for handling financial matters as delegated by the Board.
 - v. In the case of the absence of any officer of the Board, or committee chairperson, the powers and duties of such officer or committee chairperson may be delegated, on a temporary basis, to any other member of the Board upon majority vote of the trustees present at the meeting.

Article VI. Director and Assistant Director

- a. The Board shall appoint a **Director** who shall be the executive officer of the policies of the Board and shall have charge of the administration of the library under the direction of the Board. The director shall be responsible for the employment and direction of the staff, for the efficiency of the library's service to the public, for the care of buildings and equipment, and for the operation of the library in a financially responsible manner. The Director shall attend all Board meetings.

b. The Board may appoint an **Assistant Director** and define specific leadership responsibilities for that position. The Assistant Director shall attend all Board meetings.

c. The Director and/or Assistant Director shall render and submit to the Board reports and recommendations of such policies and procedures, which will improve the efficiency and quality of library service.

Article VII. Committees

a. All committees shall be appointed by the president.

b. No committee shall have anything other than advisory powers unless, by action of the Board, granted with the specific power to act.

c. The president shall be, ex officio, a member of all committees.

Article VIII. Meetings

a. Meetings of the Board shall be held in compliance with New York State Open Meetings Law. Notice of, and the agenda for, all meetings shall be posted on the library's website at least five days before each meeting. The Board welcomes resident attendance at Board meetings.

b. The public shall be given opportunity to address the Board. All public comment must be limited to 5 minutes and must not be personally directed, abusive, obscene or irrelevant. The Board will listen to public comments and may ask questions for clarification, but will not engage in discussion or debate. If there is a need for response from the Board, it may come at a later time.

c. Regular meetings of the Board shall be held monthly, with a minimum of ten meetings per year.

d. A special meeting of the Board may be called at any time by the president or upon the request of five members for a specific purpose. No business may be transacted at such special meeting except the stated business.

e. The annual organizational meeting of the Board shall be held at the regular meeting for the month of January. The business transacted at this meeting shall include the election of officers for the year. Election of officers can be done by secret ballot upon demand by any member of the board.

f. A simple majority of the existing Board shall constitute a quorum for the conducting of business. If a quorum is not present at a regular meeting, no business may be transacted and the attending trustees may set a new date for a rescheduled meeting.

g. The budget for the subsequent calendar year shall be approved by the Board at a regular Board meeting. This should precede review of the library's budget with the Town Board and will typically occur in the fourth quarter of each year.

h. All regular meetings shall include, but not be limited to, approval of the prior meeting's minutes and a financial report of receipts and disbursements and approval of the monthly warrant(s).

i. All meetings shall be conducted in accord with Robert's Rules of Order, Revised.

Article IX. Amendments

a. Amendments to these Bylaws may be proposed at any regular meeting and shall be voted on at the next regular meeting. Written notice of the proposed amendment or amendments shall be sent to all absent trustees at least ten days prior to the voting session. A simple majority of the Board is required for adoption of an amendment.

Approved by the North Castle Public Library Board of Trustees at their meeting of January 9, 2017.

North Castle Public Library
2017 Holidays – Proposed

Floater ***	Anytime during 2017	Open
New Year's Day (Observed)	Monday, January 2	Closed
Martin L King Jr. Day	Monday, January 16	Closed
President's Day	Monday, February 20	Closed
Easter	Sunday, April 16	Closed
Memorial Day	Monday, May 29	Closed
Independence Day	Tuesday, July 4	Closed
Labor Day	Monday, September 4	Closed
Columbus Day	Monday, October 9	Closed
Veteran's Day	Friday, November 10	Closed
Thanksgiving Day	Thursday November 23	Closed
Christmas Eve	Sunday, December 24	Closed
Christmas Day	Monday, December 25	Closed
	Tuesday, December 26 (Observe 12/24)	Closed
New Year's Eve	Saturday, December 31	Closed

****Floater is for employees hired before April 1, 2014*

2016 - A Year of Accelerating Transformation and Increasing Performance

All Time NCPL Records

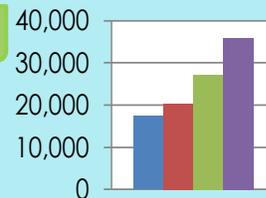
■ 2013 ■ 2014 ■ 2015 ■ 2016

In 2016, the North Castle Public Library had its best ever annual results in three important areas – programming attendance, electronic circulation and patron visits. These records moved our library closer to our goal of being the educational and cultural hub of North Castle.

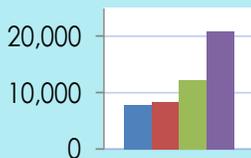
Program Attendance

NCPL delivered 2,061 programs and grew programming attendance by 34.1% to 36,015 attendees – making our library's programs among the most successful in our area!

Program Attendance



Total Electronic Circulation



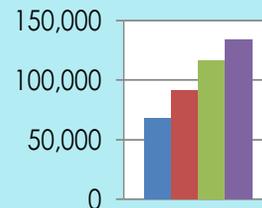
Electronic Circulation

NCPL grew electronic circulation by 57.7% to 20,918 items. The addition of a new electronic platform, TotalBoox - a no return required service, was the major driver of this extraordinary growth.

Patron Visits

NCPL grew patron visits by 15.2% to 134,434 visitors - making it one of the fastest growing libraries in our area!

Patron Visits



Modernized our Facilities

The library and town made significant investments improving library facilities in 2016. Our top priority is renovation of our North White Plains facility where a beautiful new deck adds much needed space. In Armonk, we added a new automatic door in the Kent Place entry to ease access, a generator to support continuous operation and LED lighting for cost savings and lesser environmental impact.



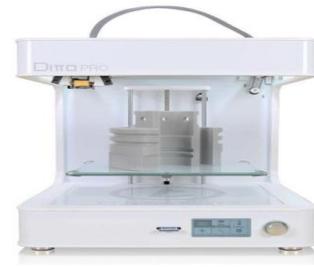
Our Strategy of Transformation



New Kent Place Entry



Hudson Stage Company
"Animals Out of Paper"



3D Printing

Dear Patrons,

We believe our library plays a very important role in our community, with the goal of becoming the educational and cultural hub of North Castle. To accomplish this, our library must continually transform itself to meet our community's rapidly changing needs. Our team is committed to making this change happen, with strict adherence to a multi-year strategy designed to guide us to become a "library of the future." A summary of our strategy follows.

Our Objective

To significantly increase the number of residents using the North Castle Public Library by constantly improving and updating our offerings, broadening recognition of the library's vast array of services and encouraging greater usage of all the library has to offer.

Our Strategy

Nine focus areas drive our actions and the continual transformation of our library:

- Grow our circulation – both physical and electronic materials.
- Grow and diversify our library's programming.
- Expand our "Virtual Library" and use of technology.
- Extend our community outreach – add partners to mutual advantage.
- Build an "Army of Library Advocates" to share our library's range of services.
- Support our employees through robust staff development.
- Use measurements to drive our library transformation.
- Modernize our facilities and make them more flexible.
- Ensure the library is financial strength.

In this Annual Report, we present the results of our 2016 actions and describe our future goals. For more information about our vision and strategic plan, please visit our website at:

www.northcastlelibrary.org/board-of-trustees.

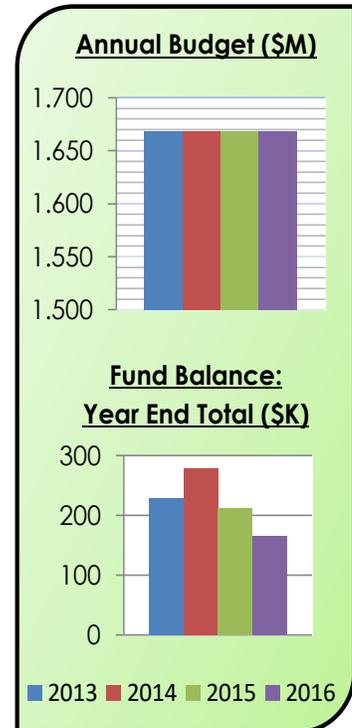
We hope you will visit us often – physically and electronically – and, we welcome your input at suggestionsncpl@wlsmail.org.

The Trustees and Staff of the North Castle Public Library

Financial Management

2016 represents the fourth year in a row we have run our library with the same flat budget. In 2016, our financial actions included:

- **Restructuring our finances** – We continued re-engineering our operation to support our extended hours and new materials investment while supporting our transformation. These actions have produced significant performance improvements.
- **Pursuing and receiving Grants** - In 2016, we applied for and were awarded two NYS Library Construction Grants totaling \$73,712. These grants supported many projects of our transformation.
- **Capital investment to improve our facilities** – The library and town invested over \$275,000 adding new and more usable spaces, upgrading our technology, implementing more cost effective and environmentally friendly systems (lighting, heating, etc.) and installing backup capabilities in case of emergency. We believe these actions improve our ability to better serve you.

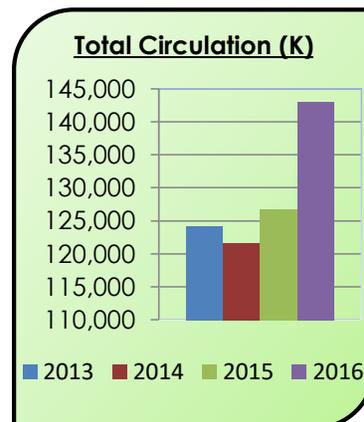


2016 Financial Statement

	Original Budget	Actual	Fund Balance
REVENUES			
Property Taxes	1,618,948	1,618,948	
Fines & Charges	14,000	14,713	
Rentals & Sales	16,500	13,792	
Donations	3,000	1,249	
State & Other Aid	10,000	69,923	
Other	6,200	15,419	
Total Revenues	1,668,648	1,734,404	
EXPENSES			
Salaries	889,995	926,128	
Benefits	369,800	348,070	
Materials (Books, AV, etc)	165,000	147,302	
WLS Fees & Charges	60,000	55,515	
Technology	24,000	20,505	
Facility Operation	60,000	64,880	
Facility Improvement	63,853	164,963	
Administrative/Other	36,000	41,113	
Total Expenses	1,668,648	1,768,476	
Fund Balance Decrease			34,432
Fund Balance - YE 2016			178,467

Our Greatest Challenge

Our most significant challenge, as it is for many libraries, is growing our total circulation. For us to be best of breed in this area, our circulation will need to double – obviously a big challenge. We recognize that you, our patrons, have many alternatives, so we are working hard to provide more competitive services. For NCPL, this has included increased operating hours, increased spending on new materials, dramatic programming growth, expansion of our electronic services and vast improvements to our infrastructure. We hope that these improvements provide incentive for North Castle residents to make use of our services and spend time enriching their educational and cultural life experiences.



Thank You

We have many people and organizations to thank for their help. You, our patrons, have increased your use of our library and have given us great suggestions on how we can better serve our community; our town government for supporting us with resources and transformation help and our many partners, especially, the Friends of the North Castle Public Library, Inc. who have extended our ability to drive positive change through their generous contributions that fund many “extras” for our library. **Thank you to all!**

Special Partner

Friends of the North Castle Public Library, Inc.

Sponsors of the Armonk Outdoor Art Show and the Armonk Players



We are fortunate to have a great partner in the Friends of the North Castle Public Library, Inc. This all-volunteer organization is a big part our success. Their fundraising is led by the renowned Armonk Outdoor Art Show. In 2016, the Friends made major contributions to our programming and the new public computer work space in our Armonk adult area. Mark your calendars – Armonk Outdoor Art Show – September 23-24, 2017. **Thank you, Friends!**

Our Library's Future

In 2017 and beyond, we will aggressively pursue further improvement of our library in three priority areas that are critical to the continued expansion of our library's services:

- **Expansion of the North White Plains Library Branch** – Our branch in NWP is due for significant expansion to meet growing demand. We are working on plans to further expand and upgrade our existing space.
- **Dedicating Space to Programming** – Our success in programming attendance demands that we dedicate more space to programming to minimize the impact of our programs on other services. Look for renovations in our adult and youth areas in Armonk in 2017 and in North White Plains as our expansion plans rollout.
- **Growth of our Virtual Library and Digital Innovation Center Capabilities** – We will continue to grow our technology based services enhancing our virtual library and expanding our innovation center capabilities beyond our current offerings in 3D printing and STEAM related services. Look for these enhancements and please let us know what you are most interested in.

A Year of Transformation and Dramatic Performance Improvement

The North Castle Public Library has become one of the fastest growing libraries in Westchester County according to its recently released 2016 Annual Report. Recapping a year in which the library's leadership team committed to becoming the "educational and cultural hub of North Castle," the annual report details a year of greatly expanded programming attendance, increased circulation and vast infrastructure improvements. Now offering a wide range of downloadable collections and digital services, and access to state-of-the-art equipment like 3-D printers, the North Castle Library is striving to become a "library of the future."

The Library's Board of Trustees believes that publishing this report annually both informs the public and provides strong incentive for the library to set aggressive goals and improve services. This year's report details significant success in implementing the library's major strategic initiatives outlined in its multi-year strategic plan. Both the annual report and the strategic plan can be found at www.northcastlelibrary.org/board-of-trustees.

NCPL 2016 Strategic Initiative Progress

Circulation growth and increased programming attendance continue as the library's main strategic goals, with 2016 proving to be a banner year for both areas. A significant investment in new materials, both physical and digital, resulted in a total circulation of 143,013 physical and digital items – a 13.1% increase over 2015 results. The library also offered 2,061 unique programs, from early childhood literacy and youth STEAM-related programs to language, art and film classes for adults, resulting in a jump of 34.1% versus 2015 to 36,015 attendees. For the year, programming attendance, digital circulation, and patron visits all reached all-time highs.

To facilitate expanding circulation and programming attendance over the past two years, NCPL also greatly increased its hours of operation and now is the second most active library in Westchester on this measure.

According to the annual report, the library also made a significant push to fully update its new "Virtual Library," which gives patrons access to library materials and databases from home and at the library. These offerings include a full complement of digital and online services, including a rapidly growing collection of downloadables -- digital books, magazines, newspapers, and music – as well as a wide range of informative databases to guide patrons in areas like career planning, healthcare and travel. The commitment to its "virtual library" led to a 57.7% increase in digital use, with more digital offerings and usage projected for 2017.

The report also details NCPL's investment in both its physical plant and its staff. Over the course of the year, the library and town invested over \$275,000 to improve its facilities. The library's top priority has been the renovation of its North White Plains branch, where a new deck was recently installed adding 2,400 square feet of much needed space. In its Armonk location, the library installed a new automatic main entry door to ease access, a generator to support continuous operation, and LED lighting to save cost and minimize environmental impact.

Supporting the library's improvement, a greater focus has also been placed on staff development, with staff actively involved in the library's transformation. The library team has been fully involved with expanding the collection, delivering a rapidly expanding program schedule, fully outfitting the "Virtual Library," modernizing the facilities, and providing improved customer service.

Over the last four years and continuing in 2016, NCPL has expanded its partnerships with other organizations to offer services the library cannot provide on its own. The Hudson Stage Company, a professional theater production company run by Broadway, film and TV professionals, now calls the library's Whippoorwill Theater its home, and library management continues to pursue similar arrangements with others.

As the library transforms itself into a "library of the future," the annual report notes how it has implemented management techniques to identify opportunities, analyze usage patterns, determine solutions to problems, and gather community service requests. It has also invested in improving marketing communications with its patrons, placing special emphasis on informing the community about

new and improved products and services via its newly designed website, town-wide emails, and on-site digital displays.

This rapid growth, performance improvement, and expansion were accomplished while operating with a flat annual budget for the fourth year in a row, according to the report. To accelerate the facilities upgrade and the delivery of quick transformation, part of the library's reserve fund balance was used, but the balance remains within reasonable limits.

Future Plans

In 2017 and beyond, the library intends to aggressively pursue significant investment in improved operations, targeted mainly in three areas: expansion of its North White Plains branch, the addition of dedicated programming space, and the expansion of its Digital Innovation Center.

Growing demand in North White Plains requires significant expansion of the physical facility. To handle the growth, the library staff and Board are currently working on detailed plans to enlarge and upgrade its space at 10 Clove Road.

The record programming attendance in 2016 is expected to continue, requiring more dedicated programming space to minimize the impact on other library services. Renovations in the Armonk adult and youth areas and well as in the North White Plains branch are planned for 2017.

In its drive to modernize and become a "library of the future," additional resources are also being allocated to fully outfit the library's Digital Innovation Center and extends its offerings beyond 3-D printing and STEAM-related services.

Together with the generous support of the Friends of the North Castle Library, the Town of North Castle, and its patrons, the library is now looking forward to another year of modernization, growth, and transformation that will build on its recent success and truly make it one of the showcase libraries in the region.

A sidebar like this could be included:

<p><u>North Castle Public Library</u> YTY Performance Improvement</p> <p>Digital Circulation: +57.7% Program Attendance: +34.1% Total Visitors: +15.2% Total Circulation: 13.1%</p>
