

# KATONAH VILLAGE LIBRARY 2020 – 2022 STRATEGIC PLAN

FINAL, 2/24/20



We are community.  
KATONAH VILLAGE LIBRARY

# ISSUE QUESTION

*With our rising operating costs, how do we financially sustain the library to meet our patrons' evolving needs and best serve our community?*

## Frame of Reference

- All Libraries: Association, Municipal, School District, Special District
- Local Organizations
  - e.g., Art Center/Museum, KVIS, Caramoor, After-School Programs, Coffee Shops
- From Individual Patrons to Broader Total Community
- Demographics: All Ages
- Geography: Suburban Tri-State Area
- 3-Year Time Frame

## STRENGTHS (I)

- KVL is seen as a community hub due to extensive cultural/education programming
- Deliver on need for "human connection" -- live, shared experiences + social interactions -- due to its accessible location in Katonah Village
- Highly utilized by our patrons as measured by comparative WLS library stats in materials circulation, annual visits, wireless sessions, and attended programs
- KVL fundraising has grown significantly at ~40% cumulatively ('13 -'19)
- Staff expertise (e.g. MLS-educated librarians)
- Active, engaged board of trustees who bring a wide range of professional skills and experiences

## OPPORTUNITIES (E)

- Engage with the Town to increase their annual operating support from 66% to ~83% of KVL's operating budget - i.e. 83% is the historically precedented level of sustainability pre-dating the 2010 budget cuts that precipitated our current financial instability.
- Increasing demand for live experiences, social interactions
- Several libraries have well-rounded mission statements and make it easy to donate to support many initiatives
- Success stems from being relevant in service to entire community yet remaining true to core purpose
- Can drive higher supplemental revenue from development initiatives and fundraising by identifying non-Katonah residents who patronize KVL and strengthening local business partnerships

## WEAKNESSES (I)

- KVL recognizes there are strict limits to what we can reliably raise through our annual appeal and other revenue generating activities (fines, program, and book sale) to subsidize core operations
- KVL has turned to event-style fundraising to meet core operating costs which should be for reserve fund replenishment only (zero since 2010)
- Staffing limitations (time, compensation, skills) can hinder ability to deliver wide scope of programming effectively and efficiently
- Number of KVL library card holders (as % of population) is lower than other libraries
- Lack sufficient information to understand the barriers among Katonah residents who do not use the library

## THREATS (E)

- Town's funding support (i.e. as % of KVL operating budget) was cut in 2010, and has not yet returned to sustainable funding level. Absent the restoration of an adequate revenue source, the reduction in operating expenses will be KVL's only solution (e.g., reduction of staff, operating hours, quality programming)
- Other libraries (and nonprofits) focus on sizeable and easier fundraising efforts
- Significant capital expenditures required over the next three years makes our funding gap a greater concern
- Is our annual budget "right-sized"?; Other highly utilized libraries have 2x our budget

# KEY LEVERAGE POINT

By **leveraging**

our strength as a community hub that delivers lifelong learning, diverse cultural experiences and human connections at a central, accessible location in Katonah

**against**

our community's need for meaningful and enjoyable learning and cultural experiences

*we will financially sustain the library and best serve our community*

# KATONAH VILLAGE LIBRARY STRATEGIC GROWTH DRIVERS

<b>Vision</b>	<b>We will enrich our community by inspiring and satisfying lifelong curiosity, providing meaningful experiences, and fostering stronger human connections.</b>		
<b>Strategic Priorities</b>	Expand and better showcase <u>quality</u> programming, experiences, and collections	Create long-term financial stability	Serve patrons' needs effectively, expertly, and efficiently
<b>Key Initiatives</b>	<ul style="list-style-type: none"> <li>• Prioritize quality, diverse programming over quantity</li> <li>• Right-size programming budget and eliminate underperformers</li> <li>• Drive awareness / community education through revitalized messaging</li> <li>• Use top-performing programs as revenue drivers</li> <li>• Expand / Enhance relevant learning materials</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve Town discretionary step-up</li> <li>• Execute process to determine feasibility of expanding public funding</li> <li>• Optimize current development efforts to achieve higher yield and greater ROI (Fewer, Bigger, Better)</li> </ul>	<ul style="list-style-type: none"> <li>• Optimize full-time librarians and hourly staff; hire, maintain, deploy top talent to provide best-in-class service</li> <li>• Upgrade IT infrastructure to be cost-effective and future-forward and be vigilant in maintaining current technology</li> <li>• Measured approach to capital improvements while ensuring it remains a welcoming space</li> </ul>

## Enablers

- Ongoing assessment of programming, experiences, and collections
- Hire experienced NYS library-funding consultant to determine feasibility of switching KVL to a public-funded library type (Association/District/Municipal)
- Develop and present Town of Bedford with the high-level, historical financial facts that support its restoration of pre-2011 funding mix.
- Increase volunteer / external support to offset salary costs of highly labor-intensive initiatives