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## **Executive Director's Report**

### **April 2016**

**(covering time period of March 21 – April 18, 2016)**

#### *WLS's New Headquarters – 570 Taxter Road Update*

Keystone Properties, the building owner of our new location starting on July 1, 2016, has completed the construction bidding process and the filing of the required permits and is now starting the construction build out process. WLS is working with Dennis Noskin Architects (DNA) who will serve as our construction advisors/advocates and will collaborate with Keystone Properties to establish clear communication channels and help keep the process moving forward in a timely manner.

Elise Burke, Rob Caluori, Fran Feuerman and I have toured showrooms and met with furniture wholesalers to explore workspace and office options and to better understand pricing structures. We have also had preliminary discussions with moving firms to develop a timeline and budget for our move from our current location to Taxter Road. In addition, the IT staff has been gathering information for data wiring in the new location and the move to a colocation center.

#### *Public Library Association (PLA) Conference*

This year I attended the PLA Conference held in Denver, Colorado, on April 5-9. Of particular interest to me was a workshop on using values to inform library leadership and one on the Aspen Institute's latest report, [Libraries in the Exponential Age: Moving from the Edge of Innovation to the Center of Community](#).

Sharon Morris, Director of Library Development at the Colorado State Library, led the workshop on using values to inform library leadership. The underlying premise of the workshop was that values serve as the lens through which individuals and organizations see the world and inform their decisions. Values are deeply held beliefs and serve as guiding principles for thinking, making decisions and guiding behaviors. When we operate in alignment with our values, we experience a stronger sense of purpose.

In terms of strategic planning, identifying and understanding individual and organizational values can serve as a good starting point for understanding the multiple perspectives surrounding many issues and for creating an open dialogue process. For the purposes of the workshop, we were asked to review and prioritize the following eight core professional values:

- **Democracy:** Giving citizens access to the information they need to participate in democratic processes and for the common good.
- **Equity of Access:** Access to recorded knowledge for any and all who seek it.
- **Intellectual Freedom:** Standing up for freedom to access any content and fight censorship where it occurs.
- **Literacy and Learning:** Empowering others to improve themselves, increase their knowledge, and realize their potential.
- **Logic:** Organizing libraries rationally, providing information literacy instruction including searching, critical thinking and evaluation or resources.
- **Privacy:** Protecting the confidentiality of library users and their library uses.
- **Service:** Commitment to making the library user-friendly, courteous and approachable, and measure all projects and plans in terms of service.
- **Stewardship:** Preserving knowledge for future generations, developing and carrying out librarianship training that passes on core values, and building the trust of the communities served.

Each of these values plays an important role in defining the strategic actions that take place within libraries and library systems. We were each challenged to identify the top three value priorities on a personal level and within our organizations. Once the priorities were identified, we were then asked to think about how the similarities and differences in our values prioritizations affected the development of strategies for and crafting of messages about our organizations.

The Aspen Institute's newly released report, *Libraries in the Exponential Age: Moving from the Edge of Innovation to the Center of Community*, follows up on the October 2014 report, [Rising to the Challenge: Re-Envisioning Public Libraries](#), that identified the emerging value proposition of public libraries as being built around three key assets: people, place and platform. Taking these three key assets into consideration, the new report reflects on how the transformation of public libraries will be driven by three key factors:

1. New narratives about the role of public libraries in society,
2. A culture of innovation and adaptation that fosters new relationships and embraces new forms of knowledge, technology and participation, and
3. Committed and transformative leadership from the library profession and partners in government, civil society (nonprofits) and private sector.

The transformation described is basically a movement from the traditional, transaction-based way of thinking to a mindset of innovation. Two particular examples of how this type of transformation could occur stood out to me. First, individual libraries as well as the library profession would find ways to encourage and empower staff at all levels of the organization to take risks and to infuse innovation into the very essence of the organization. Second, technology would become a core competency for libraries and not just a service that is offered to library users. Each of these examples highlights how libraries could function as service-oriented learning organizations and not just as service providers.

### Executive Director's Evaluation Process for 2016

As mentioned during the WLS March Board Meeting, one of WLS President Cathy Draper's goals for 2016 is to improve the director evaluation process. As part of that process, I was asked to share my three major strategic initiatives for the current year, which are:


- Successful transition to the new location for our headquarters, including a plan for using the new space effectively and to identify and develop strategies related to staffing, especially in terms of:
  - Business continuity and disaster preparedness,
  - Diversity and inclusiveness,
  - Succession planning, and
  - Sustainability of services and programs.
- Identification and prioritization of strategic actions with the WLS Board, member libraries and WLS staff.
- Development and implementation of effective communication strategies for sharing information and increasing awareness of WLS and member library activities to the WLS Board, member libraries, WLS staff, Westchester County "target" service populations, partners, funders, sponsors and advocates.

A review of these initiatives will be included in the director evaluation process at the end of the year along with the core duties as described in the job description and feedback from the member libraries.

### Future Events

May 6            Westchester Library Association (WLA) Annual Conference – Tarrytown, NY  
May 6-7        Library Trustees Association of NYS (LTA) Annual Trustee Institute – Plattsburgh, NY  
June 23-28    American Library Association (ALA) Annual Conference – Orlando, FL

Respectfully submitted,



Terry L. Kirchner  
Executive Director

LIST OF VISITS AND MEETINGS ATTENDED  
March 21 – April 18, 2016

**MARCH**

- 21 WLS Development Committee Conference Call  
Elise Burke, Executive Assistant
- 22 Westchester County Board of Legislators: Presentation of the Family Bill of Rights to the Public  
Safety & Social Services Committee, White Plains  
Rob Caluori, Director of Information Technology (IT)
- 23 Palmer Institute Public Library Administrators' Certificate Program, Instructor, *Course: Principles of  
Public Library Organization & Management*  
Webinar: *Makerspaces: The Library's Legal Answers*
- 24 Alex Payan, WLS Trustee  
WLS Audit Committee
- 28 SirsiDynix Serials Holdings Discussion
- 29 Rob Caluori, Director of IT  
Business Council of Westchester Meeting re membership  
WLS Board Meeting
- 30 Palmer Institute Public Library Administrators' Certificate Program, Instructor, *Course: Principles of  
Public Library Organization & Management*  
Hui Sheng, Manger, eContent & Resource Sharing Services
- 31 Public Library Directors Association (PLDA) Finance Committee  
Carol Ann Desch, Coordinator of Statewide Library Services and Director of Library Development,  
Karen Balsen, Team Leader, Outreach, Networking and Regional Advisory Services, NYS  
Library Division of Library Development

**APRIL**

- 1-8 Public Library Association Conference – Denver, Colorado
- 11 County Executive Office – Proclamation for Library Week in Westchester Kick-off
- 12 Pat Brigham, Director of Development  
Rob Caluori, Director of IT  
PLDA Executive Meeting, White Plains Public Library  
Public Library System Directors Organization (PULISDO) & New York State Division of Library  
Development Conference Calls
- 13 Celebrating Westchester Libraries Breakfast with Barney Frank, Tappan Hill, Tarrytown  
Palmer Institute Public Library Administrators' Certificate Program, Instructor, *Course: Principles of  
Public Library Organization & Management*  
Hui Sheng, Manger, eContent & Resource Sharing Services
- 14 NonProfit Westchester (NPW) Executive Committee  
Westchester Library Association (WLA) Board Meeting  
Douglas Wray, Manager, Cataloging Services
- 15 Family Task Force Meeting, White Plains
- 18 Bedford Hills Community Connections Event, Bedford Hills Community House  
Elise Burke, Executive Assistant