WLS Strategic Priorities Update

June 25, 2019

Mission

The mission of WLS is to ensure that all residents have seamless access to excellent library service throughout Westchester County.

Vision

WLS will serve as a center of innovation for the Westchester County library community. We will provide model programs, affordable and easy-to-use information technology, and support services that enable libraries to continuously improve service to their communities.

Strategic priorities

- Expand WLS's competency as an incubator of solutions and services

- Encourage and promote best practices across the member libraries

- Provide additional support for professional development for library staff and trustees
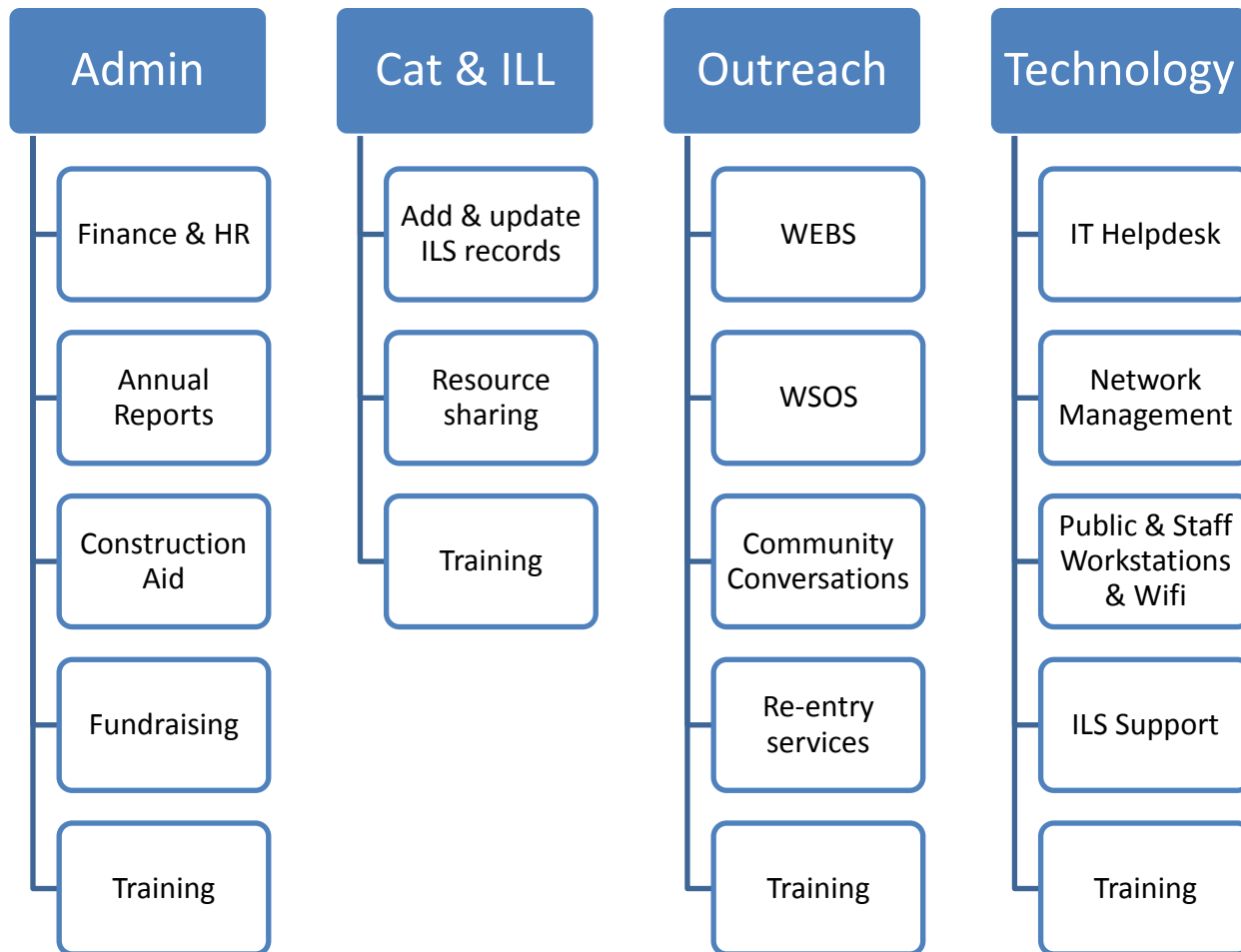
Some recent & current activities

	Best Practices	Incubator of Solutions	Professional Development
ILS Migration & Enhancements	Y	Y	Y
Community Conversations Resilience coalition & related programs: Addressing homelessness Body, breath, mind training	Y	Y	Y
Expanded Adult Literacy & Re-entry Services	Y	Y	Y
2020 Census	Y	Y	Y
Upgrading IT Helpdesk Software	Y	Y	Y

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Current organizational structure

Executive Director			
Administration	Cataloging & Interlibrary Loan	Outreach	Technology

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Sample operational activities

Admin
- Finance & HR
- Annual Reports
- Construction Aid
- Fundraising
- Training

Cat & ILL
- Add & update ILS records
- Resource sharing
- Training

Outreach
- WEBS
- WSOS
- Community Conversations
- Re-entry services
- Training

Technology
- IT Helpdesk
- Network Management
- Public & Staff Workstations & Wifi
- ILS Support
- Training

Existing staffing levels

	FTE	PT & Hourly
Executive Director	1	0
Administration	5	0
Cataloging & ILL	6	1
Outreach	4	7
Technology	11	2
	27	**10**

Note: 3 FTE vacancies as of
7/1/2019 (These are included in
the above FTE count.)

Major challenges to strategic priorities

	Best Practices	Incubator of Solutions	Professional Development
No lead person for strategic priorities/special projects	N	N	N
Current communications do not reach and/or are not understood by audience	N	N	N
Independent review of IT operations and infrastructure needed	N	N	N
Succession planning lacking for key positions	N	N	N
Trainings delivered as single events and not as a strategic program	N	N	N

Proposed next steps

- Initiate an audit of IT/Technology operations & services

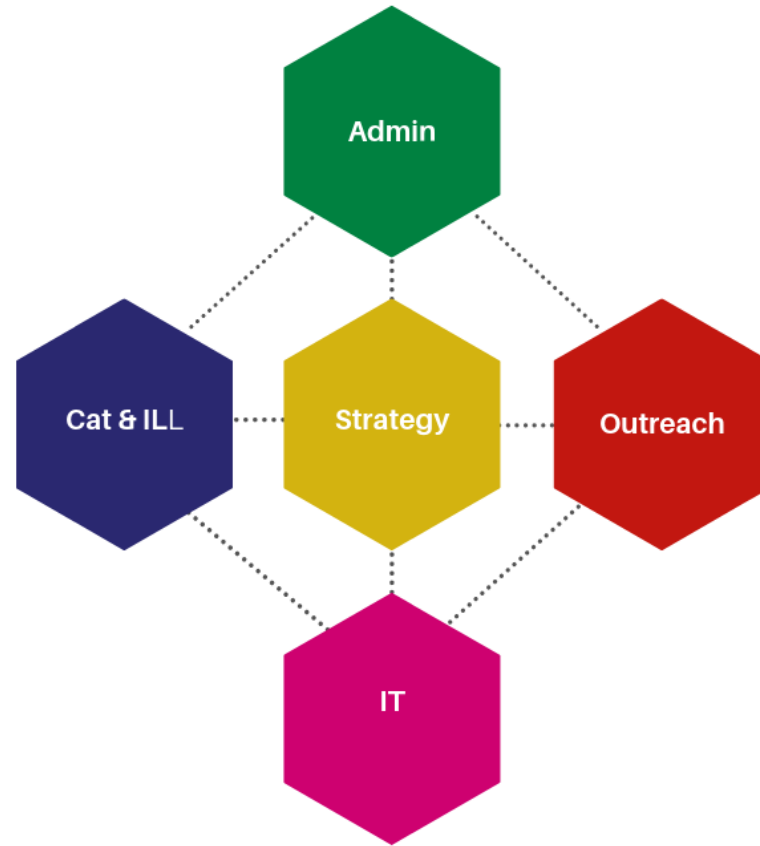- Implement a 1-year strategic organizational realignment to better support the strategic priorities

Audit of IT services

- Estimated total cost is $30,000

- Issue RFP by September 1, 2019

- Key areas to review:
  - Overall risk assessment
  - Internal controls
  - Adherence to standards and best practices

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1-Year strategic organizational realignment

- Changes can occur within the existing 2019 budget allocation

- Transition of roles could begin as early as July 1, 2019
  - Create a Chief Strategy Officer (CSO) position
    - Director of IT position transitions to CSO position
    - CSO will address major challenges to strategy priorities
    - Manager of IT position will have clearer role & line of authority
  - Outsource Network Manager position (cost $45,000 in 2019)
    - Network Manager position transfers to Manager of Special Projects and reports to CSO

Stronger strategic structure

Questions & Comments