

**Call to Meeting
October 29, 2024**

The next Regular Meeting of the Westchester Library System (WLS) is **Tuesday, October 29, 2024, at 6:00 p.m.** PLEASE NOTE: This meeting will take place at the WLS Headquarters, 570 Taxter Rd, Ste 400, Elmsford, NY 10523.

Regular Meeting Agenda

Minutes: September 24, 2024

Finances

Information Items

Information Item #1: 2025 Budget

President's Report

WLS Committee Reports

Executive Director's Report

PLDA Report – Jennifer Coulter, Director, Pound Ridge Library

NEXT MEETING: The Annual Meeting will be held on Tuesday, November 19, at 6:00 p.m. followed by the Regular Meeting.

WESTCHESTER LIBRARY SYSTEM
Trustee Meeting
September 24, 2024 – Pending Approval

REGULAR MEETING

The Regular Meeting of the Westchester Library System was called to order by Susan Morduch at 6:36 p.m. The quorum requirement was met with the following people in attendance:

Board members present: Anthony Amiano, Andrea Bober, Robert Cartolano, Nishat Hydari, Wes Iwanski, Karen Kelley, Maureen LeBlanc, David Mener, Julie Mills-Worthey, Susan Morduch, Patricia Phelan, Diane Tabakman, Barbara Tepper, Karen Zevin

Board Members absent: Alice Joselow

Also present from WLS: Terry Kirchner, Wilson Arana, Rob Caluori, Pat Brigham, Kate Meyer, Allison Midgley, Dana Hysell

Public Library Directors Association (PLDA) Representative: Jennifer Coulter, Director, Pound Ridge Library District

Guest: Jonathan Davis, Mt. Vernon

MINUTES

The minutes of the June 25, 2024, Board Meeting were approved as submitted on a motion by Ms. Zevin and seconded by Ms. Tepper. The minutes were accepted unanimously.

FINANCIAL REPORTS

Mr. Caluori presented the financial reports noting significant balances and activity. He spoke to the increase in cash-on-hand due to payments from Westchester County, New York State and the member libraries over the period of June through August. The payment register, which includes check and electronic payments from May through August 2024 were distributed. He also reviewed the schedule of Temporarily Restricted Net Assets and end of year projections for revenues and expenses. The Board accepted the financial report for August on a motion by Ms. Phelan and seconded by Ms. Mills-Worthey. The motion passed unanimously.

ACTION ITEMS

State Aid for Public Library Construction \$44 Million Program FY2024-2025: A total of \$44 Million was approved for the Public Library Construction Aid Program in the FY2024-2025 State Budget. For Westchester Library System, the allocation of aid available is based on population and totals \$2,077,279.

A total of 10 applications were received for this grant cycle. All the applications were found to meet the criteria established for the Public Library Construction Aid as required by New York State Commissioner's Regulations [Section 90.12], which include more effective library service; more efficient utilization of the library building; improved access to and use of building services; and provision of library services in communities which are geographically isolated or economically

disadvantaged. The Public Library Directors Association (PLDA) Public Library Construction Aid Committee reviewed the applications based on the nature of the projects and aid previously received. Dana Hysell, Outreach Services Specialist manages the program on behalf of WLS with no reimbursement from New York State. The Board approved the State Aid for Public Library Construction on a motion by Ms. Zevin and seconded by Ms. Bober. The motion was approved unanimously.

Strategic Data Planning and Repository Design: Data are critical to WLS’s mission, daily decisions, and short- and long-term strategic planning. Currently, WLS compiles statistics from each member library each year. WLS has also recently developed a data dashboard to facilitate regular analysis of member library statistics. Additionally, WLS and member libraries gather additional data to inform their strategy and planning to fulfill their missions, of which a large part is understanding the diverse strengths and needs of all Westchester residents, and providing inclusive, equitable, and cost-effective approaches for a variety of programs and services.

Aequa Strategies has developed a multi-pronged approach to help WLS and member library staff understand the data available and how that can be leveraged to provide insights to improve programs, services, and development. This is considered a capital project, producing an asset that would serve WLS and the member libraries for at least the next five years. The Board approved the allocation of \$65,000 to fund the Strategic Data Planning and Repository Design project on a motion by Ms. Zevin and seconded by Mr. Cartolano. The motion was approved unanimously.

PRESIDENT’S REPORT

Ms. Morduch reminded the Board that there are resources available to them on the WLS website, including but not limited to, Westchester Library System Board of Trustees Job Responsibilities. Ms. Morduch also encouraged the Board to sit in on other committee meetings to further understand roles and responsibilities.

COMMITTEE REPORTS

Finance Committee: Ms. LeBlanc, Chair of the Finance Committee, reported that the first of three Budget meetings was held on September 17, 2024, and discussed the WLS Information Technology Budget for 2025. She noted that there are two upcoming meetings planned for October 8th and October 15th and encouraged all to attend.

Nominating Committee: Ms. Kelley, Chair of the Nominating Committee, reported that there are 3 seats up for re-election in January 2025; District 7: Harrison, Purchase, District 11: White Plains, and District 15: Yonkers.

EXECUTIVE DIRECTOR’S REPORT

A copy of the Executive Director’s Report was mailed in advance of the meeting.

Dr. Kirchner noted that throughout the summer months there have been several libraries who had questions regarding staffing, library planning and Board retreats. He reports hearing increasingly often that finances are getting strained, and the question remains if libraires should maintain the status quo or should they seek other, more stable routes to secure funding.

Dr. Kirchner noted that WLS has streamlined HR and Finance, with the addition of Bill.com which has allowed WLS to implement a paperless accounts payable and electronic payment process. Mr. Caluori expanded that the change has allowed for faster processing of payment, stronger enforcement of internal control processes and integrated the Treasurer into the approval process earlier so they have insight. He also noted that the change to electronic payments will allow WLS to better secure its bank accounts to protect against fraudulent activity.

Ms. Brigham discussed the addition of a WLS Library Fundraising newsletter and website. She also noted that there are two workshops scheduled for October 9th: Top 8 Tips for a Successful Annual Appeal, and October 16th: Raising Money for Your Library - Newsletters, Online and Direct Mail. In addition, there will be an Annual Appeal review on October 23rd where professionals will review libraries' Annual Appeal and make recommendations.

PLDA LIASON'S REPORT

Ms. Coulter reported on the September 2024 PLDA meeting where the following was discussed:

- Terry Kirchner from WLS noted that a representative from Hoopla may be visiting the region in mid-November and is looking into hosting a breakfast meeting at WLS to discuss the product's features, how it is currently being used by Westchester residents, and potential future directions.
- The PLDA executive board will appoint a nominating committee that will submit a slate of proposed PLDA officers for the coming year.
- PLDA approved the recommendation to move from the Capira app to the Aspen LiDA app.
- There was considerable discussion regarding online renewals using a third-party vendor. PLDA voted to authorize WLS to continue exploring instituting automatic renewals, and will present information regarding cost at the next meeting.

PUBLIC COMMENT

Mr. Davis thanked the Board for allowing him to sit in at the meeting.

ADJOURNMENT

Having completed its agenda, the Board adjourned its meeting at 7:58 p.m. on a motion by Ms. Kelley and seconded by Mr. Amiano that passed unanimously.

Respectively submitted,

Anthony Amiano
Secretary

WESTCHESTER LIBRARY SYSTEM

FINANCIAL STATEMENTS WITH NOTES – SEPTEMBER 2024

SUMMARY

All of the figures in the accompanying notes are approximated to the nearest \$100 or 1%. The figures in the financial statements are rounded to the nearest dollar and percentages are presented to two decimal places.

BALANCE SHEET

Key changes on the Balance Sheet for the period are an increase in WLS's *Operating Cash and Cash Equivalents*, which is higher by \$204,000 and corresponds with a decrease in *Unconditional Promises to Give* (\$299,100). The net result of reduced assets and liabilities is that Net Assets is essentially flat (\$2,900 or 0.17% higher) over the prior month. Further details will be outlined in subsequent sections of this report.

STATEMENT OF REVENUE AND EXPENDITURES

September shows revenues were slightly higher than expenses by \$9,800 (1.5%) and less than expenses by 1% (\$47,000) for the year-to-date (YTD). Further details will be outlined in subsequent sections of this report.

STATEMENT OF REVENUE AND EXPENDITURES WITH PROJECTIONS

This report currently projects that the year will end with expenses before depreciation outpacing revenues by \$171,400, which would be \$397,100 less than budgeted. This is a significant positive variance from the original budget which called for a \$568,500 deficit. Further details will be outlined in subsequent sections of this report.

PAYMENTS OVER \$50,000

The WLS Purchasing Policy (Policy #13) requires that purchases exceeding \$50,000 without prior budget approval be formally reported to the Board at the next regularly scheduled meeting. To meet and exceed the policy directive, all payments over \$50,000 in the month of September 2024 are listed below:

- Amount: \$75,713
 - Vendor: NYS Employees Health Insurance Program (NYSHIP)
 - Purpose: Employee health insurance for September 2024
- Amount: \$75,713
 - Vendor: NYS Employees Health Insurance Program (NYSHIP)
 - Purpose: Employee health insurance for October 2024
- Amount: \$50,919
 - Vendor: Midwest Tap LLC. (Hoopla)
 - Purpose: Hoopla Pay-Per-Use electronic content for patron use – August-2024

BALANCE SHEET – SEPTEMBER 2024

The Balance Sheet shows comparative figures for the period from month-ending (ME) August 2024 thru ME September 2024. The key changes for the period are an increase in WLS's *Operating Cash and Cash Equivalents*, which is higher by \$204,000 and corresponds with a decrease in *Unconditional Promises to Give* (\$299,100). The net result of reduced assets and liabilities is that Net Assets is essentially flat (\$2,900 or 0.17% higher) over the prior month. Details are discussed below.

ASSETS:

This section indicates the organization's liquidity by showing what assets WLS holds in cash and what assets will be available in cash in the near future. The net result for September is an overall decrease in assets driven primarily by recognition of *Prepaid Expenses* and reduced *Unconditional Promises* and *Accounts Receivable* driven by payments from NYS and the member libraries accompanied by anticipated cash activity.

Operating Cash & Cash Equivalents (This shows the cash in WLS's operating and payroll bank accounts and petty cash): In the month of September, WLS's operating cash increased by \$204,000. With \$723,700 in receipts, activity included \$628,400 from New York State (NYS) for 2024-2025 Categorical Aid (see details in *Unconditional Promises*) and \$80,200 from member libraries for IT services and group purchases. Notable expenditure aside from rent, payroll and benefits, Internet, and delivery to libraries included \$50,900 to Hoopla for pay-per-use digital content for library patrons and \$22,500 to Overdrive for one year of subscription access to Overdrive Magazines for patron use.

Unconditional Promises (These are promises to give money to WLS without any conditions attached): The figure in this line decreased by \$299,100 in the period. This is the result of recording \$166,200 in receivable revenue from NYS (\$54,300), Westchester County (\$111,900) against the receipt of \$465,300 from NYS for 2024-2025 Categorical Aid which includes aid for Coordinated Outreach, State and Local Correctional Facilities and Central Library Services.

LIABILITIES:

This section shows WLS's near-term obligations. The net result for September is an overall reduction in liabilities driven almost entirely by recognition of *Deferred Revenue*. Details are discussed below:

Deferred Revenue (Funds received which have not yet been earned): This figure decreased by \$241,600 the result of recognizing \$427,500 in revenues from NYS, ERate and, 6-month and 3-month invoices to member libraries for IT services, group purchases for digital content, and movie licensing against the recording of \$185,900 in revenue recorded which has not yet been earned.

STATEMENT OF REVENUE AND EXPENDITURES

COMPARISON TO BUDGET WITH PREVIOUS YEARS TO DATE –

SEPTEMBER 2024

SUMMARY:

Revenues were slightly higher than expenses by \$9,800 (1.5%) for September and less than expenses by 1% (\$47,000) for the year-to-date (YTD); noteworthy variances are discussed below.

REVENUES:

Total revenue was essentially in-line with the budget for September, but with notable variances within specific revenue lines. Of note were shortfalls in the *County Revenues without Restrictions* and *Other Revenues with Restrictions* revenue lines which were offset by greater than expected earnings in *Interest* and *State Revenues without Restrictions*.

County Revenues with Restrictions - The 2024 Westchester County Budget did not fund WLS to the level that was anticipated in the budget process and is expected to fall short by \$157,175 (10% below budget) for the year. The funding that did not materialize in this line was planned for a special project. The project has since been restructured to minimize the impact of the shortfall.

Other Revenues with Restrictions ended the month below budget mainly due to shortfalls in restricted grants. WLS has raised approximately \$12,600 in restricted contributions, to date.

EXPENSES:

Total spending was 1.5% (\$9,800) less than revenues for the month of September and \$38,000 more than revenues for the YTD. Expenses came in under budget by \$56,100 for the monthly budget and \$504,600 for the YTD. Lines with significant variances and/or noteworthy activity are discussed below:

Professional Development was overspent by \$33,500 for the month which was driven by a \$33,600 payment to Long Island University for the Palmer School Public Library Administration Certification course currently underway. \$29,200 of this cost will be offset by revenues in *Other Revenues with Restrictions* from program attendees. The remaining \$4,400 are costs absorbed by WLS to provide scholarships to three-member library staff participating in the program and sponsoring two WLS staff members to also attend. The line is \$6,200 underbudget for the YTD and is expected to close the year with a surplus.

Contractual Services came in \$24,000 under the budget for the month of September and \$113,100 for the YTD. The significant portion of the underspending was driven by reduced use of outside contractors for the Reconnect With Tech program. The line is expected to close the year with a \$150,700 surplus.

Equipment was underspent by \$17,675 compared to budget. Activity in this line for 2024 primarily consists of purchases of computers for member libraries which generally occurs in larger, less frequent transactions.

Memberships had a negative balance for the month of September driving a \$8,700 surplus in the line. The negative activity was due to the timing of activities related to the group purchase of museum passes to the National 9/11 Museum and Memorial. The invoice for the group purchase was paid in August, but the invoices to the participating libraries was posted in September.

Library Materials was essentially in line with the budget for the month of September but is overspent by \$43,200 for the YTD and is expected to close the year with a deficit of \$57,600. The overages were driven by greater than anticipated pay-per-use electronic content for patrons.

STATEMENT OF REVENUES AND EXPENDITURES WITH PROJECTIONS AS OF SEPTEMBER 30, 2024

SUMMARY:

The Statement of Revenues and Expenditures with Projections shows estimations for how the year will close based on data through September 30, 2024. Currently projections show that the year will end with expenses before depreciation outpacing revenues by \$171,400, which would be \$397,100 less than budgeted. This is a significant positive variance from the original budget which called for a \$568,500 deficit; noteworthy variances are discussed below.

ANALYSIS:

Contractual Services is projected to close the year with a surplus of 39% or \$150,700. This current projection is based on reduced spending in *Outreach* due to mid-year changes to the Reconnect with Tech program and in *Administration* due to reduced need for external assistance with human resources and financial analysis.

Printing and Postage is projected to close the year with a surplus of 63% or \$73,500. This was primarily by three key factors: (1) the scaling back of activities related to the special project that was requested but not funded by Westchester County, (2) lower than anticipated postage costs for Inter-Library Loan and, (3) reduced printing costs in the Outreach Department.

Library Materials is currently the only line projecting a deficit, which is current anticipating a 5.5% (\$57,600) deficit for the year. The overspending on this line is primarily driven by increased pay-per-use activity within the Hoopla service, which has resulted from improved visibility of the content in this product following the launch of the ASPEN online catalog which integrates online content with print materials in catalog search results.

Supplies is projected to close the year with a 69% surplus driven primarily by reduced supply costs in the Outreach department, specifically with the Inter-Library Loan program which reduced costs when possible, by reusing shipping supplies like boxes and padded envelopes and utilizing preferred shipping services such as the Empire Library Delivery system which uses durable, multiple use shipping containers.

This report will be updated monthly through the end of the year and will become more true to the end-of-year actuals as additional data is available for analysis.

Westchester Library System
Balance Sheet
As of September 30, 2024

	Month Ending	Month Ending	Month Ending		Year Ending
	09/30/2024	08/31/2024	09/30/2024		12/31/2023
	Actual	Actual	Period difference	Period variance	Actual
Assets					
Current Assets					
Operating Cash & Cash Equivalents	3,323,183	3,119,182	204,001	6.54 %	1,823,004
Reserve Cash & Cash Equivalents	2,943,341	2,933,352	9,989	0.34 %	2,859,669
Unconditional Promises to Give	335,718	634,866	(299,148)	(47.11) %	346,714
Accounts Receivable	164,870	208,107	(43,238)	(20.77) %	124,245
Prepaid Expenses	754,936	851,945	(97,009)	(11.38) %	961,146
Total Current Assets	7,522,048	7,747,452	(225,405)	(2.90) %	6,114,778
Long-Term Assets					
Property & Equipment	348,244	349,571	(1,326)	(0.37) %	459,776
Right Of Use Asset	923,257	923,257	0	0.00 %	923,257
Total Long-Term Assets	1,271,501	1,272,828	(1,326)	(0.10) %	1,383,033
Total Assets	8,793,549	9,020,280	(226,731)	(2.51) %	7,497,811
Liabilities					
Short-Term Liabilities					
Accounts Payable	650,325	638,384	11,942	1.87 %	599,269
Deferred Revenue	1,405,054	1,646,640	(241,587)	(14.67) %	1,105
Short-Term Right of Use	288,392	288,393	0	0.00 %	288,392
Total Short-Term Liabilities	2,343,771	2,573,417	(229,645)	(8.92) %	888,766
Long-Term Liabilities					
Long-Term Right of Use	815,954	815,954	0	0.00 %	815,954
Post-Retirement Benefits Payable	3,983,425	3,983,425	0	0.00 %	3,983,425
Total-Long-Term Liabilities	4,799,379	4,799,379	0	0.00 %	4,799,379
Total Liabilities	7,143,150	7,372,796	(229,645)	(3.11) %	5,688,145
Net Assets					
Net Assets, Beg Bal	1,647,485	1,643,477	4,007	0.24 %	2,043,721
Change in Net Assets	2,914	4,007	(1,093)	(27.27) %	(234,055)
Total Net Assets	1,650,399	1,647,484	2,914	0.17 %	1,809,666
Total Liabilities and Net Assets	8,793,549	9,020,280	(226,731)	(2.51) %	7,497,811
Net Asset Detail					
Working Capital	5,178,276	5,174,036	4,240	0.08 %	5,226,011
Long-Term Net Assets	(3,527,877)	(3,526,552)	(1,326)	(0.03) %	(3,416,345)
Total Net Asset Detail	1,650,399	1,647,484	2,914	0.17 %	1,809,666

Westchester Library System
Statement of Revenues and Expenditures
Comparison to Budget with Previous Years To Date
As of September 30, 2024

	Month Ending 09/30/2024			Year To Date 09/30/2022	Year To Date 09/30/2023	Year To Date 09/30/2024			Year Ending 12/31/2024
	Actual	Budget	Variance	Actual	Actual	Actual	Budget	Variance	Total Budget
Revenue									
State Revenues without Restrictions	188,745	175,008	13,737	1,527,575	1,573,816	1,616,282	1,575,075	41,207	2,100,100
County Revenues without Restrictions	111,920	125,025	(13,105)	893,016	974,915	1,007,280	1,125,225	(117,945)	1,500,300
Federal Revenues without Restrictions	14,164	10,834	3,330	318,744	115,293	107,472	97,500	9,972	130,000
Member Technology Fees	221,955	226,500	(4,544)	2,101,603	2,006,640	2,022,312	2,038,500	(16,188)	2,718,000
Fund Raising & Contributions	6	0	5	1,048	249	965	0	965	0
Interest	12,390	4,958	7,432	6,095	89,153	114,092	44,625	69,467	59,500
Other Revenues without Restrictions	1,692	208	1,484	7,135	2,261	24,707	1,875	22,832	2,500
State Revenues with Restrictions	54,289	50,425	3,864	439,347	453,465	465,357	453,825	11,532	605,100
Other Revenues with Restrictions	7,606	18,792	(11,186)	296,668	51,417	30,976	169,125	(138,149)	225,500
Total Revenue	612,767	611,750	1,017	5,591,231	5,267,209	5,389,443	5,505,750	(116,307)	7,341,000
Expenditures									
Salaries	180,632	191,827	11,195	1,769,122	1,612,149	1,665,619	1,726,441	60,822	2,301,921
Fringe Benefits	108,577	114,859	6,281	890,183	876,936	986,369	1,033,731	47,362	1,378,309
Professional Fees	887	4,750	3,864	11,149	15,566	35,525	42,750	7,226	57,000
Equipment	1,325	19,000	17,675	404,644	99,136	44,686	171,001	126,313	228,000
Library Materials	87,926	86,654	(1,272)	521,721	631,552	823,075	779,887	(43,187)	1,039,850
Rent and Utilities	29,765	33,634	3,870	273,674	296,851	282,709	302,708	19,998	403,610
Repairs and Maintenance	59,453	58,175	(1,279)	376,384	482,166	492,644	523,574	30,931	698,100
Supplies	1,328	3,504	2,176	22,873	3,636	9,901	31,538	21,637	42,050
Telephone and Internet	37,909	37,862	(47)	322,575	362,174	336,143	340,755	4,612	454,340
Printing and Postage	1,831	9,746	7,915	69,187	41,088	32,570	87,712	55,143	116,950
Bibliographic Fees	7,289	7,656	367	60,305	64,342	66,213	68,903	2,689	91,870
Professional Development	40,035	6,583	(33,452)	28,298	29,547	53,088	59,250	6,161	79,000
Travel	3,108	5,396	2,288	18,342	37,515	32,251	48,562	16,313	64,750
Memberships	(6,316)	2,375	8,690	16,486	16,398	12,431	21,375	8,943	28,500
Contractual Services	7,856	31,854	23,999	374,174	286,241	173,599	286,688	113,089	382,250
Delivery Service	36,591	39,833	3,242	367,276	334,672	344,834	358,500	13,665	478,000
Insurance	3,262	3,334	72	22,433	24,762	25,735	30,000	4,265	40,000
Miscellaneous	1,518	2,083	565	5,037	4,948	10,096	18,750	8,655	25,000
Total Expenditures	602,976	659,125	56,149	5,553,863	5,219,679	5,427,488	5,932,125	504,637	7,909,500
Total Net Revenue Before Depreciation	9,791	(47,375)	57,166	37,368	47,530	(38,045)	(426,375)	388,330	(568,500)
Non-Cash Activity									
Depreciation	12,297	14,667	2,370	100,986	131,415	122,503	132,000	9,497	176,000
Unrealized Gain/Loss on Investments	(5,420)	0	5,420	(2,660)	(4,168)	(1,281)	0	1,280	0
Total Non-Cash Activity	6,877	14,667	7,790	98,326	127,247	121,222	132,000	10,777	176,000
Total Net Revenue	2,914	(62,042)	64,956	(60,958)	(79,717)	(159,267)	(558,375)	399,107	(744,500)

Westchester Library System
Statement of Revenues and Expenditures
With Projections
As of September 30, 2024

	Year Ending 12/31/2024	YTD Through 9/30/2024	Current Year Proj.	Current Year Total Proj.	Current Year Proj. vs. Budget
	Total Budget	Current YTD Actual	Oct. - Dec.	Projections	Variance
Revenue					
State Revenues without Restrictions	2,100,100	1,616,282	566,248	2,182,530	82,430
County Revenues without Restrictions	1,500,300	1,007,280	335,845	1,343,125	(157,175)
Federal Revenues without Restrictions	130,000	107,472	42,491	149,963	19,963
Member Technology Fees	2,718,000	2,022,312	634,922	2,657,234	(60,766)
Fund Raising & Contributions	0	965	321	1,286	1,286
Interest	59,500	114,092	38,020	152,112	92,612
Other Revenues without Restrictions	2,500	24,707	8,235	32,942	30,442
State Revenues with Restrictions	605,100	465,357	162,994	628,351	23,251
Other Revenues with Restrictions	225,500	30,976	12,629	43,605	(181,895)
Total Revenue	7,341,000	5,389,443	1,801,705	7,191,148	(149,852)
Expenditures					
Salaries	2,301,921	1,665,619	555,206	2,220,825	81,096
Fringe Benefits	1,378,309	986,369	328,790	1,315,159	63,150
Professional Fees	57,000	35,525	19,841	55,366	1,634
Equipment	228,000	44,686	139,896	184,582	43,418
Library Materials	1,039,850	823,075	274,358	1,097,433	(57,583)
Rent and Utilities	403,610	282,709	94,237	376,946	26,664
Repairs and Maintenance	698,100	492,644	164,214	656,858	41,242
Supplies	42,050	9,901	3,300	13,201	28,849
Telephone and Internet	454,340	336,143	112,048	448,191	6,149
Printing and Postage	116,950	32,570	10,857	43,427	73,523
Bibliographic Fees	91,870	66,213	22,071	88,284	3,586
Professional Development	79,000	53,088	7,032	60,120	18,880
Travel	64,750	32,251	10,750	43,001	21,749
Memberships	28,500	12,431	4,144	16,575	11,925
Contractual Services	382,250	173,599	57,965	231,564	150,686
Delivery Service	478,000	344,834	118,445	463,279	14,721
Insurance	40,000	25,735	8,579	34,314	5,686
Miscellaneous	25,000	10,096	3,365	13,461	11,539
Total Expenditures	7,909,500	5,427,488	1,935,098	7,362,586	546,914
Total Net Revenue Before Depreciation	(568,500)	(38,045)	(133,393)	(171,438)	397,062
Non-Cash Activity					
Depreciation	176,000	110,206	55,103	165,310	(10,690)
Unrealized Gain/Loss on Investments	0	4,140	2,070	6,209	6,209
Total Non-Cash Activity	176,000	114,346	57,173	171,519	(4,481)
Total Net Revenue	(744,500)	(152,391)	(190,566)	(342,957)	392,581

Item: WLS 2025 Operating Budget

Background: The Budget Committee of the Board of Trustees met three times through September and October to review a number of options in order to arrive at a budget proposal for the 2025 fiscal year. Each of the committee's meetings focused on the following:

- September 24
 - Budget process and overview
 - Employee compensation
 - Information Technology department
- October 8
 - Career Coaching Service department
 - Outreach department
 - Delivery department
 - Cataloging department
- October 15
 - Administration department
 - Consolidation of Training department into Administration
 - Fund-Raising department
 - Executive Summary

Status: Attached is the Executive Summary for the proposed FY 2025 operating budget along with detail spreadsheets and back-up information.

In addition to the work of the Committee input was also sought from the WLS managers and staff.

The budget will be presented at this meeting as an information item for discussion and will be brought to the WLS Board for approval at their November 19, 2024 meeting.

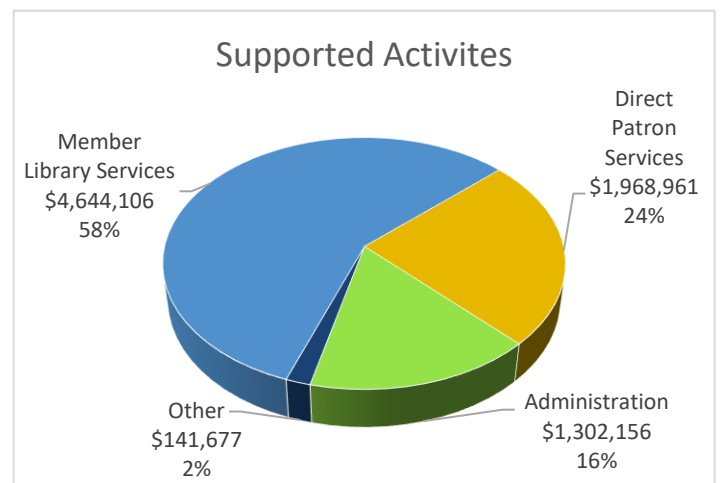
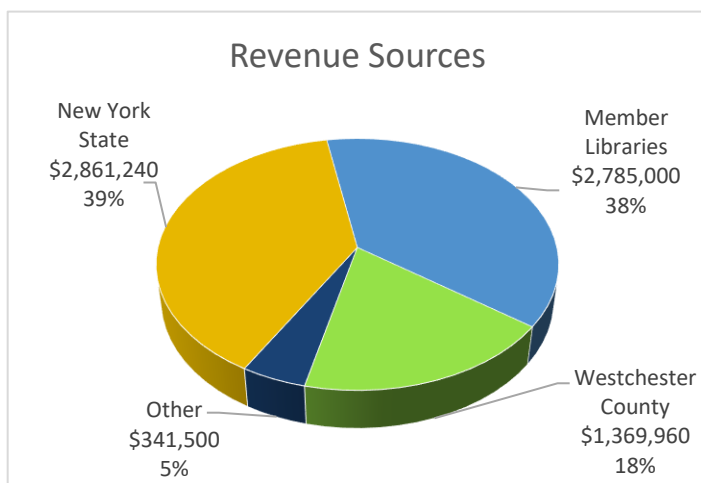
Westchester Library System 2025 Proposed Operating Budget

Executive Summary

This budget has been developed to support the Westchester Library System (WLS) mission to empower lives and communities by connecting people in Westchester County with the resources, services and programs available through WLS and the member libraries. The proposed 2025 budget is based on the following significant assumptions:

- a 2% increase in funding from New York State and Westchester County over 2024 actual aid,
- a 2% increase in Technology and Digital Content fees over 2024 actual fees,
- a 58% reduction in grant revenues versus 2024 budget (in line with 2024 actual figures),
- a 4% increase in salaries versus 2024

The charts below provide an overview of the breakdown of WLS' revenue sources and the activities they support.



The budget was designed to help WLS achieve its Strategic Goals:

Promote equity and access

Expand community / member library / partner engagement

Update and improve infrastructure

It allows for the continuation of current programs and services whose focus is to support WLS Strategic Goals through community engagement and outreach by alignment with member libraries, governmental agencies, service organizations, community members and Westchester County.

Specific WLS priorities supported by this budget include the following:

- ✓ Engagement with unserved and underserved populations including youth, seniors, and low-literacy adults and justice-impacted individuals.
- ✓ Assisting incarcerated persons residing in New York State and Westchester County in accessing library services.
- ✓ Promoting discovery, access and resource sharing through Cataloging, Interlibrary Loan and Delivery.
- ✓ Providing Career Coaching Services for unemployed and underemployed adults.
- ✓ Engaging in advocacy for and outreach to new entrepreneurs and small business startups.
- ✓ Providing and supporting technology infrastructure that maintains and improves member library technology services.

The budget was developed and presented to the Budget Committee over the course of three meetings, each with a deeper focus on department-level data. The committee examined the previous year's actual figures, the current year's budget and the 2025 proposed budget at the department level and aggregate levels.

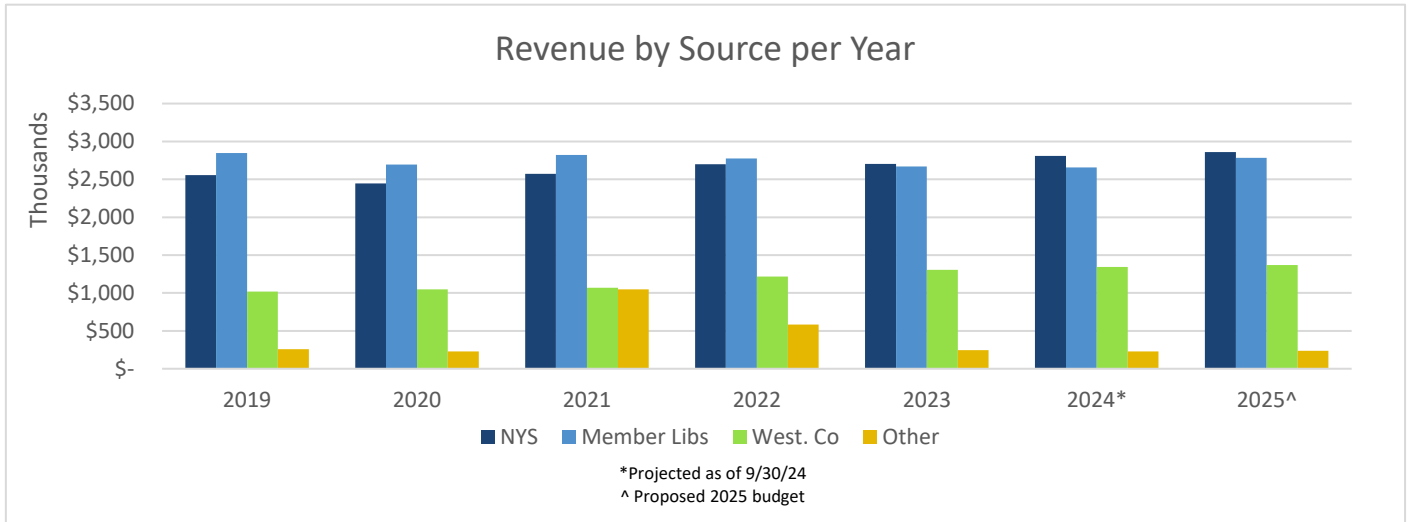
Considerations were made to the purpose of programs as they pertained to administration, services to member libraries, and direct services to the public.

The budget documents include: (1) a top-level summary outlining 2023 actual figures, 2024 adopted budget and projected figures and the 2025 proposed budget; (2) department-level budget details for 2025; (3) line-by-line budget notes; and (4) an analysis of changes to staff allocations by department.

Included in this summary are the key points of and significant changes to the budget.

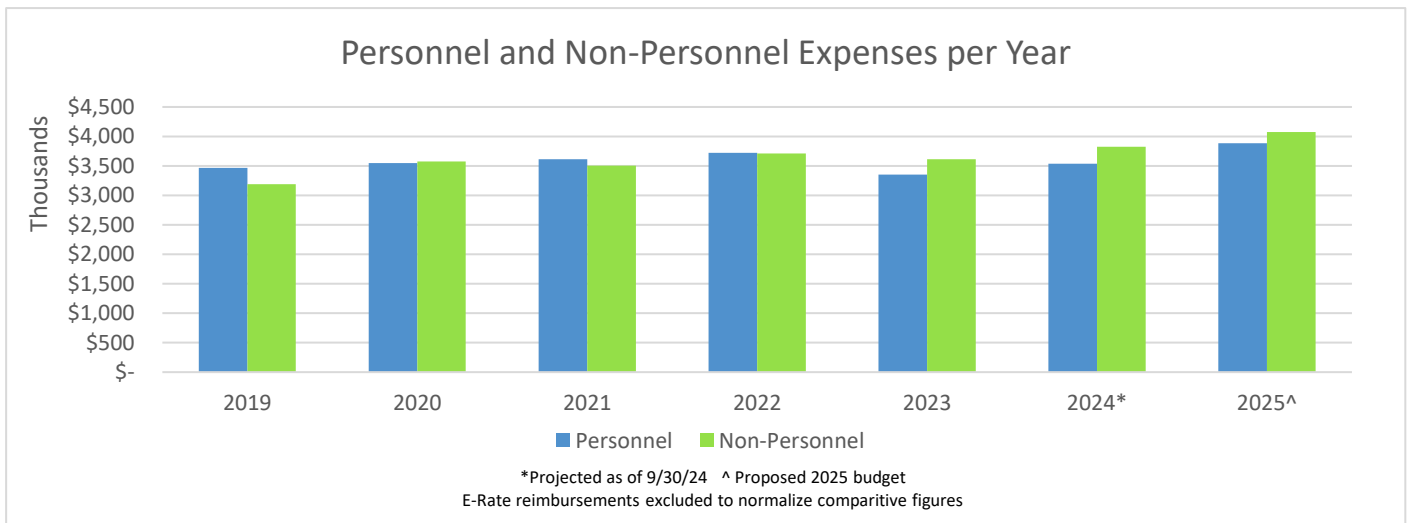
2025 Budget Highlights

Revenue Highlights



- ✓ Budgeted revenues are projected to total \$7.39 million from all sources, \$50,500 (0.7%) over the 2024 budget and \$156,000 (2%) over 2024 projected.
- ✓ Allocations from Westchester County and New York State are projected to increase by 2% over 2024.
- ✓ Member Library fees are projected to be 2.5% above 2024 budget (4.8% over 2024 projected figures).
- ✓ eRate funding is projected to decline due to reduced costs on eligible services.
- ✓ Grant awards budgeted to be \$95,000, 58% lower than the 2024 budget (in-line with 2024 actual figures).

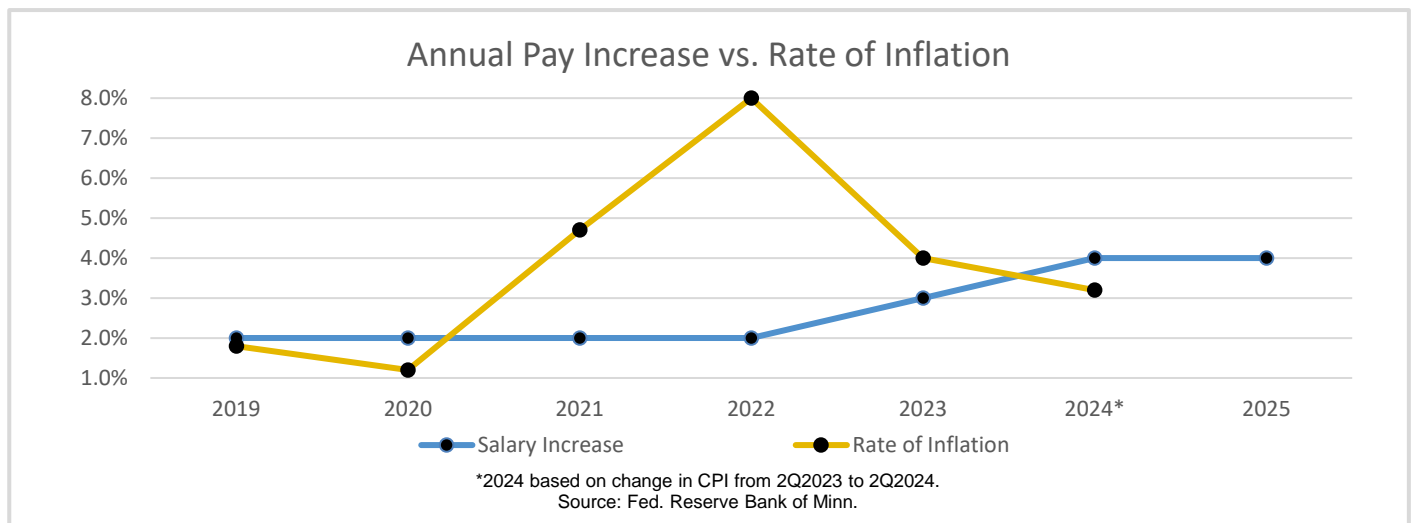
Expense Highlights



- ✓ Total expenses are budgeted to remain virtually flat in 2025 at \$7.96 million, as compared to \$7.91 million in 2024 budget.
- ✓ Payroll costs are projected to rise by 5.7% or \$131,000 to \$2.4 million.

2025 Budget Highlights (continued)

- ✓ The annual wage increase is budgeted at 4% for all staff, except those that received mid-year salary adjustments to meet changes in roles and responsibilities.
 - This follows increases of 4% (2024), 3% (2023), 2% (2019, 2020, 2021 and 2022)
 - The chart below shows salary increases versus the rate of inflation over the last several years:



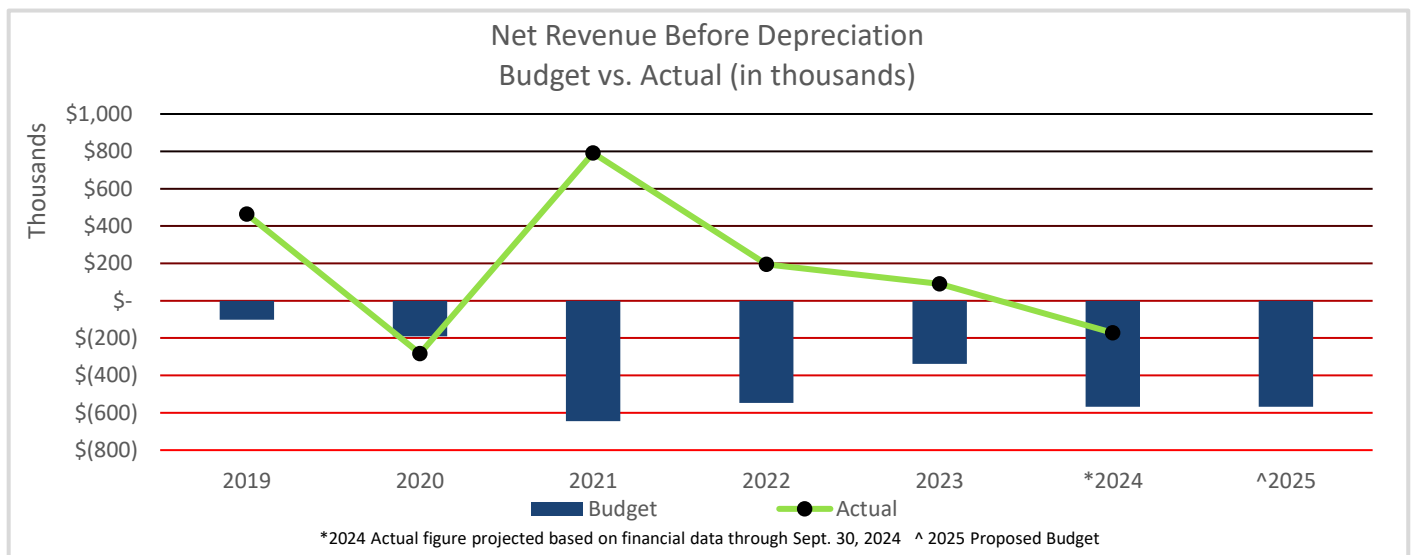
- ✓ Employee benefits are budgeted to rise by 6.1% to \$1.17 million.
 - Health insurance is projected to increase by 15%, with employees continuing to contribute 15% to individual health insurance plans and 20% to family plans.
 - Pension costs are estimated to be approximately 15.5% of 2025 salary and hourly pay.
- ✓ Library Materials are budgeted to rise by 9.4% or \$97,500 over 2024 budget to \$1,137,300.
 - Addresses the current year projected overage caused by increased patron activity on pay-per-use services.
 - Also continues to include services added in 2024 as follows:
 - The Shelf – A cost-effective solution to provide interactive and popular Spanish-language content that originates from South America, Mexico and Spain.
 - Mango languages – Driven by member library requests from the PLDA eContent Committee; this service provides language learning programs in more than 70 languages, including English as a second language.
 - Legacy services from Overdrive, Hoopla, Kanopy, Proquest, LinkedIn Learning, ComicsPlus, University of Fashion, Medici, Tumblebooks and Tutor.com will also continue.
 - These digital content subscriptions and purchases support WLS strategic goal to hold equity and access as core values and advance those values within WLS.
- ✓ Repairs and Maintenance is budgeted to decline by \$77,400 from the 2024 budget to \$620,700.
 - These expenses support WLS strategic goal to continuously update and improve the WLS operational and technological infrastructure.
- ✓ Delivery Service expenses are budgeted to remain unchanged at \$478,000, reflecting the fact that the contractual increase is projected to be offset by a reduction in fuel surcharges.
- ✓ Telephone and internet expenses are budgeted to remain essentially unchanged.

2025 Budget Highlights *(continued)*

- ✓ Continued work to support workforce development for new entrepreneurs and small business startups
 - Expenses for these activities are included in *Personnel* and *Printing and Postage* lines
- ✓ Addition of Blue Careers database
 - Provides in-depth information on more than 100 skilled trades, connects individuals with hundreds of trade schools and training to build trade knowledge and experience.

Net Revenue:

- ✓ In 2025, expenses before depreciation are budgeted to exceed revenues by \$567,400 (compared to \$568,500 budgeted for 2024).
- ✓ Restricted assets (grants) earned in prior years will be spent in 2025 and cover a portion of this deficit.
- ✓ The Budget Committee recommends that WLS appropriate unrestricted assets to cover the remaining budget deficit. (WLS currently holds over \$2.9 million in Reserve Cash and Cash Equivalents.)
- ✓ Depreciation is projected at \$145,000 and is included in the Operating budget.
- ✓ The chart below shows WLS budgeted net revenue versus actual net revenue for the last six years.



Banking Services

As part of the budget process, the Budget Committee recommends approval of continuing to use TD Bank, TD Wealth and the New York State Liquid Asset Fund (NYLAF) serviced through PMA for the purpose of Designation of Depositories, per WLS Policy #12 – Investment of Funds.

WLS will continue to use TD Bank for all commercial bank business and TD Wealth for investment banking business. NYLAF will be used to hold a portion reserve and operating funds to maximize interest earning potential.

About Supported Activities Charts

The Supported Activities chart on page one identifies expenses as a function of either Member Library Services, Direct Patron Service, Administration, or Other.

Member Library Services are the services that directly impact the member libraries. This includes information technology, cataloging, interlibrary loan, training, support for NYS annual reports and construction and, fundraising and grant writing support, movie licensing coordination and group purchasing of electronic content for patrons with monies from member libraries.

Direct patron services are services where WLS directly serves library patrons, potential patrons and works to drive new library users to the member libraries. This encompasses all outreach services to unserved and underserved populations including, but not limited to seniors, youth, low-literacy populations, justice impacted individuals, and those seeking high-school equivalency (HSE) certification. It also includes career coaching services, and electronic content purchased with funds other than from member libraries such as grants, Central Library, and other NYS funds.

Conclusion

In 2025, WLS will continue to work to maximize investment and resource allocation to support both its ongoing operations and strategic initiatives. At the same time, WLS will support the needs of the libraries, people and businesses in Westchester by providing services that support the member libraries' efforts to engage with their communities and provide inclusive services and programs for all residents.

Spending will be monitored against the budget on an ongoing basis both through regular reports to the Board and in-depth discussions with the WLS Board Budget & Finance Committee. Management will continue to explore cost savings opportunities and additional sources of revenue throughout the year.

Westchester Library System
2025 Proposed Budget - Summary 2023-2025

Generated 10/23/2024

Item #		2023 Final	2024 Adopted	2024 Projected	2025 Proposed	% change over 2024 Adopted
	REVENUES:					
R-1	General Library Aid	1,672,710	1,672,700	1,738,313	1,773,050	6.0%
R-2	Supplemental Aid	220,341	220,300	228,983	233,540	6.0%
R-3	Local Library Services revenue	269,967	299,900	311,728	317,950	6.0%
R-4	Local Library Services pass-thru payments	(269,967)	(299,900)	(311,728)	(317,950)	6.0%
R-5	Local Services Support Aid	207,111	207,100	215,234	219,500	6.0%
R-6	Grants in Aid	7,111	0	129,721	0	
R-7	Grants in Aid pass-thru payments	(7,111)	0	(129,721)	0	
R-8	Central Library Services Aid	376,382	376,300	391,143	398,950	6.0%
R-9	Westchester County	1,304,005	1,500,300	1,343,125	1,369,960	-8.7%
R-10	Federal Aid	131,043	130,000	149,963	140,000	7.7%
R-11	Member Library Fees	2,669,588	2,718,000	2,657,234	2,785,000	2.5%
R-12	Contributions (Unrestricted)	249	0	1,286	0	
R-13	Investments/Interest Income	131,012	59,500	152,112	65,000	9.2%
R-14	CCS, Non-Resident Cards, Misc	9,670	2,500	32,942	16,500	560.0%
R-15	Coordinated Outreach	188,302	188,300	195,687	195,700	3.9%
R-16	Correctional Facilities	40,581	40,500	41,521	40,500	0.0%
R-18	Other revenues with Restrictions	105,733	225,500	43,605	153,800	-31.8%
	Total Revenues:	7,056,727	7,341,000	7,191,148	7,391,500	0.7%
	EXPENSES:					
	Personnel					
E-1	Salaries & Hourly Wages	2,180,202	2,301,920	2,220,825	2,432,900	5.7%
E-2	Employee Benefits	809,682	1,102,310	952,806	1,169,900	6.1%
E-3	Retiree Health Benefits	361,014	276,000	362,353	280,700	1.7%
	Subtotal Personnel	3,350,898	3,680,230	3,535,984	3,883,500	5.5%
	Other Than Personnel					
E-4	Professional Fees	48,984	57,000	55,366	52,000	-8.8%
E-5	Equipment	106,917	228,000	184,582	160,000	-29.8%
E-6	Library Materials	861,172	1,039,850	1,097,433	1,137,300	9.4%
E-7	Rent & Utilities	354,486	403,610	376,946	417,900	3.5%
E-8	Repairs & Maintenance	617,287	698,100	656,858	620,700	-11.1%
E-9	Supplies	8,045	42,050	13,201	40,000	-4.9%
E-10	Telephone & Internet	479,637	454,340	448,191	455,600	0.3%
E-11	Printing & Postage	62,871	116,950	43,427	65,200	-44.2%
E-12	Bibliographic Fees	86,175	91,870	88,284	91,900	0.0%
E-13	Professional Development	50,755	79,000	60,120	113,600	43.8%
E-14	Travel, Conferences & Meetings	46,799	64,750	43,001	65,800	1.6%
E-15	Memberships	18,361	28,500	16,575	28,000	-1.8%
E-16	Contractual Services	388,514	382,250	231,564	268,400	-29.8%
E-17	Delivery Service	444,813	478,000	463,279	485,000	1.5%
E-18	Insurance	33,207	40,000	34,314	40,000	0.0%
E-19	Miscellaneous	6,755	25,000	13,461	34,000	36.0%
	Subtotal Other Than Personnel	3,614,778	4,229,270	3,826,602	4,075,400	-3.6%
	TOTAL EXPENSES	6,965,676	7,909,500	7,362,586	7,958,900	0.6%
	Net Revenue before Depreciation	91,051	(568,500)	(171,438)	(567,400)	
	From Temp. Restd. Assets		128,700		100,000	
	From Reserves		439,800		467,400	6.3%
	Depreciation & Non-Cash Activity	325,107	176,000	171,519	145,000	-17.6%
	TOTAL EXPENSES with Depreciation	7,290,783	8,085,500	7,534,105	8,103,900	
	Net Revenue	(234,056)	(176,000)	(342,957)	(145,000)	

2025 PROPOSED BUDGET BY DEPARTMENT								
Revenues	Admin	Fund Raising	Cataloging	Delivery	Outreach	CCS	Information Technology	TOTAL
General Library Aid	1,468,200	160,000	101,100	0	43,750	0	0	1,773,050
Supplemental Aid	4,750	0	187,570	40,170	1,050	0	0	233,540
Local Library Services revenue	317,950	0	0	0	0	0	0	317,950
Local Library Services payments	(317,950)	0	0	0	0	0	0	(317,950)
Local Services Support Aid	98,400	0	112,700	8,400	0	0	0	219,500
Central Library Services Aid	398,950	0	0	0	0	0	0	398,950
Westchester County	150,650	0	0	475,000	478,810	265,500	0	1,369,960
Federal Aid	0	0	0	0	0	0	140,000	140,000
Member Library Fees	300,000	0	0	0	0	0	2,485,000	2,785,000
Contributions (unrestricted)	0	0	0	0	0	0	0	0
Investments/Interest Income	60,000	0	0	0	0	0	5,000	65,000
WEBS, Non-Resident Cards, Misc	4,000	0	0	0	12,500	0	0	16,500
Coordinated Outreach	0	0	0	0	195,700	0	0	195,700
Correctional Facilities	0	0	0	0	40,500	0	0	40,500
Other revenues with Restrictions	83,800	30,000	0	0	40,000	0	0	153,800
Total Revenues:	2,568,750	190,000	401,370	523,570	812,310	265,500	2,630,000	7,391,500
Expenses								
Personnel:	5.55 FTE	1 FTE	3.5 FTE	0.15 FTE	6 FTE	1.5 FTE	9.5 FTE	
Salaries	614,500	113,600	230,900	34,800	329,200	95,500	821,200	2,239,700
Hourly Wages	0	0	30,100	0	91,400	30,100	41,600	193,200
Employee Benefits	332,700	48,100	118,000	14,900	172,200	49,000	435,000	1,169,900
Retiree Health Benefits	280,700	0	0	0	0	0	0	280,700
Subtotal Personnel	1,227,900	161,700	379,000	49,700	592,800	174,600	1,297,800	3,883,500
Other Than Personnel Services (OTPS)								
Professional Fees	32,500	0	0	0	500	0	19,000	52,000
Equipment	16,500	2,000	2,000	0	25,000	0	114,500	160,000
Library Materials	1,056,100	0	0	0	51,200	30,000	0	1,137,300
Rent & Utilities	120,150	11,450	29,700	18,750	65,500	19,100	153,250	417,900
Repairs & Maintenance	64,600	1,000	0	0	4,500	0	550,600	620,700
Supplies	13,000	300	700	3,000	11,500	2,500	9,000	40,000
Telephone & Internet	7,100	1,250	3,890	0	8,800	3,400	431,160	455,600
Printing & Postage	16,900	1,000	0	0	43,600	1,200	2,500	65,200
Bibliographic Fees	0	0	58,400	0	33,500	0	0	91,900
Professional Development	89,100	0	0	0	13,000	500	11,000	113,600
Travel, Conferences & Meetings	20,000	1,000	4,000	0	15,000	3,000	22,800	65,800
Memberships	17,500	750	500	0	7,850	400	1,000	28,000
Contractual Services	59,000	0	1,000	0	28,400	61,000	119,000	268,400
Delivery Service	0	0	0	485,000	0	0	0	485,000
Insurance	23,000	0	0	0	0	0	17,000	40,000
Miscellaneous	11,500	0	0	0	0	0	22,500	34,000
Subtotal OTPS:	1,546,950	18,750	100,190	506,750	308,350	121,100	1,473,310	4,075,400
TOTAL EXPENSES	2,774,850	180,450	479,190	556,450	901,150	295,700	2,771,110	7,958,900
<i>% of overall budget (before depreciation)</i>	34.9%	2.3%	6.0%	7.0%	11.3%	3.7%	34.8%	100.0%
NET REVENUE before Depreciation	(206,100)	9,550	(77,820)	(32,880)	(88,840)	(30,200)	(141,110)	(567,400)
From Temp. Restd. Assets	100,000	0	0	0	0	0	0	100,000
From Reserves	106,100	(9,550)	77,820	32,880	88,840	30,200	141,110	467,400
Depreciation	15,000	0	0	0	0	0	130,000	145,000
TOTAL EXPENSES with Depreciation	2,789,850	180,450	479,190	556,450	901,150	295,700	2,901,110	8,103,900
Net Revenue	(15,000)	0	0	0	0	0	(130,000)	(145,000)

REVENUE

#	Budget Item	GENERAL NOTES	2025 BUDGET NOTES
R-1	General Library Aid	Formula aid provided by NYS to WLS in support of services provided to member libraries	Unrestricted monies which may be budgeted for any services provided by WLS. Assumes a 2% increase in NYS funding over 2024 actual allocations. All State aid figures do not reconcile with audited financial statements and are structured for budgetary comparison.
R-2	Supplemental Aid	Same as General Library Aid	Same as General Library Aid.
R-3	Local Library Services Aid	Direct formula aid to assist individual public libraries in the system	Monies are sent to WLS for distribution to the individual libraries Assumes a 2% increase in NYS funding over 2024 actual allocations.
R-4	Local Library Services payments	Formula aid distributed to member libraries	Monies sent to WLS are passed through to individual libraries. Allocations are set by the NYS Division of Library Development.
R-5	Local Services Support Aid	Same as General Library Aid	Same as General Library Aid.
R-6	Grants in Aid	Additional aid from NYS to WLS and Member Libraries	Funding in this category could be for both WLS and as pass-through to member libraries. While there is always a possibility of additional aid, the 2025 budget assumes that none will be received.
R-7			
R-8	Central Library Services Aid	Funding to support expenditures for adult non-fiction and foreign language materials	Budget is based on recommendations from the PLDA Central Library/eResources committee. Assumes 2% increase in NYS funding over 2024 actual allocations.
R-9	Westchester County Aid	Allocation from Westchester County for programs and services, based on a Statement of Work submitted by WLS	Aid is used to provide career & educational counseling services for adults, consumer education on health and related services for those who are 60+ years of age, general outreach services, cataloging and interlibrary loan, delivery service and electronic content.
R-10	Federal Aid	Any grants or aid received from the Federal Government or subawards of Federal funding. Includes eRate, IMLS or legislative funding.	WLS currently receives reimbursement on 56% of eligible expenses for eRate.
R-11	Member Library Fees	The figure in this line represents revenue in two departments, IT and Administration. Revenue in IT is driven by services agreed to in the IT Service Level Agreements. Revenue in Administration is to support group purchases of e-content.	Revenue is projected to be 2.5% more than budgeted in 2024. These figures are driven by the selections of services in the IT Service Level Agreements. The amount collected for group purchases of e-content (\$300,000) is assumed to be \$2,000 over the 2024 budget.
R-12	Contributions (unrestricted)	Monies raised by Development which may be used for any WLS services	
R-13	Investments/Interest income	Monies earned on as interest from bank accounts and returns on investments.	Despite healthy returns in 2024, this figure is being budgeted conservatively as the volatility in the market could cause dramatic fluctuations in future periods.
R-14	CCS, Non-resident Cards, Misc.	Monies raised for Career Counseling Services, purchase of WLS library cards from non-residents, miscellaneous income	
R-15	Coordinated Outreach	Aid provided to library systems to provide services directly and through member libraries to New Yorkers who are most in need and who often are not regular library users	Family literacy, adult literacy, re-entry services for formerly incarcerated individuals, Vision Labs accessibility services, Senior Law Day (legal & financial workshops for older adults and caregivers) Assumes a 2% increase in NYS funding over 2024 actual allocations.
R-16	Correctional Facilities	Aid to support libraries for offenders residing in NYS and Westchester County correctional facilities	Support for library services at correctional facilities including interlibrary loan, and purchase of library materials. Assumes a 2% increase in NYS funding over 2024 actual allocations.

R-18 Other Revenues with Restrictions Monies raised by Development for specific WLS programs

EXPENSES

#	Budget Item	GENERAL NOTES	2025 BUDGET NOTES
E-1	Salaries & Hourly Wages	Salaries and hourly wages paid to WLS-employed individuals	See separate illustration of FTE comparison 2024 vs 2025
E-2	Benefits	(For Active Staff): Social Security & Medicare (employer portion) health insurance, worker's compensation, disability, life insurance, vision insurance, dental insurance, pension	15% increase in health insurance, 3% increase in dental and vision insurance, 5% increase in life insurance. Pension costs are estimated based on employee salaries, tiers and rates from most recent pension invoice.
E-3	Retiree Health Benefits	Health insurance for retirees	
E-4	Professional Fees	Audit & Legal fees; Payroll Processing Fees, Recruitment Fees	
E-5	Equipment	Furniture, computer equipment, equipment rental, copier lease, network hardware	This line includes computer and network equipment to support the member libraries.
E-6	Library Materials	Books, audio books, e-format materials, periodicals, DVDs/videos, databases	Budget is primarily for audio books, e-format materials and databases.
E-7	Rent & Utilities	Rent, utilities, real estate taxes, office cleaning, maintenance	
E-8	Repairs & Maintenance	Computer maintenance, equipment maintenance, software & software maintenance	Maintenance support for Evergreen, ASPEN, mobile printing, PC reservations help desk, thin client management, VMware (virtualization software), help desk software, back-up system, security software, Windows 10/Office 365, and business software
E-9	Supplies	Office & computer supplies, WLS-identified clothing	
E-10	Telephone & Internet	Telephones & internet connections	Internet circuits for all libraries, phone lines and cellular telephones and service.
E-11	Printing & Postage	Postage, express mail, printing, publicity	
E-12	Bibliographic Fees	Fees to Online Computer Library Center (OCLC), the bibliographic utility that provides shared cataloging records and an automated system for requesting interlibrary loans from participating libraries world-wide	
E-13	Professional development	Training & professional development, trustee activities	
E-14	Travel, Conferences & Meetings	Travel, registration and related expenses for staff representation at professional conferences and meetings	ALA, PLA, NYLA, technology and other professional conferences
E-15	Memberships	Institutional membership in professional organizations	Includes memberships in Metro (RRR), Empire Library Delivery to support ILL shipping and receiving with outside institutions, ALA, NYLA, WCA and professional organization memberships for staff.
E-16	Contractual Services	Services rendered under a formal contract/letter of agreement by outside persons, consultants or contractors	Network admin, co-location, WEBS counselors New Rochelle Library's Broadband Technology project
E-17	Delivery Service	Transportation of library materials to & from member libraries	Includes pricing for year 3 of the delivery service contract that began in 2023
E-18	Insurance	Liability and automobile insurance, Directors & Officers insurance	
E-19	Miscellaneous	Automotive Supplies, maintenance & repairs; Miscellaneous expenses; Bank Fees; Contingency	

Westchester Library System
 2025 Proposed Budget - Headcount: 2024 vs 2025

Generated : 10/23/2024

Department	2025 Budget	2024 Budget	NOTES for 2025 personnel
Administration	5.55	4.20	0.1 FTE moved from eliminated Training Dept. 0.75 moved from CCS 0.5 FTE added for administrative support
Fund Raising	1.00	1.00	No changes
Cataloging	3.50	3.50	0.5 FTE correction from 2023 total
Delivery	0.15	0.15	Admin time from Exec. Dir.
Outreach	6.00	7.00	1 FTE eliminated - restructured PTs following retirement
Training	0.00	0.10	Time from Exec. Dir. Moved to Admin, Dept. eliminated
Career Coaching Services	1.50	2.25	0.75 FTE moved to Admin, program now under ED
Information Technology	9.50	9.80	Adjusted for recalculation of PT hours
TOTALS	27.20	28.00	

WLS Executive Director Report

October 29, 2024

WLS Strategic Initiatives



Promoting equity and access



Expand Community/Member Library/Partner Engagement



Update and Improve Our Infrastructure

Cataloging Services

Online Catalog/ILS

Without being represented by bibliographic records in the shared catalog, the member libraries' holdings would be invisible to the public. The catalog also facilitates the circulation of materials. The WLS catalogers are responsible for adding bibliographic records to the catalog, and for upholding standards which enhance discovery.

The records are either downloaded from the OCLC WorldCat database, provided by vendors or created "from scratch" by the WLS catalogers, which is referred to as "original cataloging." Some examples of recent original cataloging:

Hank's Purpose: His Journey to Become a Therapy Dog / written by J.P.D. ; illustrated by Anastasiya Halionka

This fictional children's book, written by a Yorktown resident, tells the story of a therapy dog who learns to connect with a child with disabilities. (Cataloged by Cataloger Jenna Caccavale for Somers Library)

My Mind is Magic / written and illustrated by Jackie Agossa

Another work of fiction for children, this book introduces young readers to the concept of “manifestation”—setting goals and having the patience to make things happen. (Cataloged by Director of Cataloging Services Douglas Wray for Yonkers Public Library)

Travel to Peekskill, New York: [50+ Things to Do, See, and Visit]. Fourteenth edition.

Its back cover blurb proclaims, “Discover the hidden gems and must-see attractions of Peekskill, New York with this comprehensive travel guide.” (Cataloged by Director of Cataloging Services Douglas Wray for Warner Library)

Mr. Wray also cataloged North Salem Middle School and Pequenakonck Elementary School yearbooks for Ruth Keeler Memorial Library.

Manager of Cataloging Services Melissa Glazer cataloged works in Italian, Japanese, Korean, and Spanish, in addition to English. Cataloging such a variety of world languages often requires extensive “detective work” and considerable skill, and it provides a valuable service to non-English speaking (and English speaking) members of the Westchester community.

Mr. Wray attended the October meeting of the PLDA to join a discussion about the cataloging of DVD sets.



Partnerships with Vendors and Organizations

Mr. Wray has been working as a liaison between the John C. Hart Memorial Library and the vendor Mackin, to ensure that the acquisitions process is smooth for both parties. Integrated Library System Administrator / Systems Librarian Lindsay Stratton assisted by clearly delineating the ILS’s (Evergreen’s) technical requirements in this area.

WLS Cataloging continues to catalog the collection of the National Maritime Historical Society in Peekskill, with the Hendrick Hudson Free Library helping by “hosting” the society’s books in the WLS catalog. Part-time Cataloger Steven Pisani cataloged 10 NMHS titles in October.



Streamlining Cataloging Workflow

In mid-September, a part of the WLS catalogers' workflow was streamlined. This was initiated by Mr. Wray and made a reality by Galen Charlton of the Equinox Open Library Initiative. Each day, the bibliographic records which were added during the previous day are delivered in one file to Mr. Wray, who batch edits them to conform to WLS cataloging standards and reimports them into the catalog. This replaces the previous, inefficient practice of editing multiple, separate files of records before they are batch imported into the catalog -- necessarily utilizing different importing settings -- while knowing that some of the titles will be (correctly) rejected by the system because they are already in the catalog. (Duplicate records in the catalog are to be avoided.)



Information Technology (IT)

2025 IT Service Level Agreements

Over the last few weeks, the IT department has been working with libraries to complete the 2025 IT service level agreement (SLA) process. Most libraries have signed and returned their 2025 SLA, while some libraries are waiting for their boards to meet to sign off on the agreement. Overall, the process has been straightforward this year.



ILS/Evergreen (Online Catalog) Updates

WLS is moving forward with the LiDa mobile app, which is part of Aspen Discovery, our public catalog and supported by ByWater. The app will be branded for each library and allow libraries more administrative control over their app instances. Allison Pryor, ILS Discovery Specialist, is taking the lead on setting up our app store accounts, base app configuration with the assistance of ByWater,

and library staff training. Libraries are still adding new administrators for their Aspen interfaces (since June: The Field Library (Peekskill), North Castle, White Plains, Greenburgh, and Larchmont) and on-demand training is still available.

Ms. Pryor and the Aspen Community will be starting a bi-monthly Aspen LiDa community meeting, beginning in January. Participation in Aspen Community meetings is open to all and provides valuable networking and information about the Aspen Discovery platform. As a result of a recent Community meeting, we learned that multiple libraries and consortia, particularly those outside of the US, are interested in our default Spanish language Aspen interface idea. We are moving forward with our project of building a Spanish instance with the help of Federica Sburlati, Outreach Assistant, for translations.

With Booksite (an electronic newsletter and website service that focused on readers' advisory and related "library" programs) ceasing operations, we have been helping the libraries that used this product to shift to using Syndetics Unbound and Aspen Discovery to create book widgets and carousels for their websites.

We are moving forward with SMS notices for circulation transactions with Equinox Open Library Initiative and Unique Message Bee. This is in response to most cell carriers no longer supporting the method Evergreen uses to send text messages, which has caused problems with patrons not receiving library notifications. This move will eliminate the technical burden of text messaging from the ILS, WLS staff time troubleshooting issues, simplify some library workflows, and improve service for patrons.

We have been working with the Public Library Directors' Association (PLDA) on automatic patron account renewal with Patron Point. The object of this project is to eliminate barriers for patrons, including potential gaps in library service access and needing to reach out to libraries for account renewal, particularly when they have not changed contact information. There is also an impact on staff time and allocation of staff resources.

Lindsay Stratton, ILS Administrator/Systems Librarian has started a review of shared reports templates and adding documentation to the IT Wiki. She is also working on documenting the data available to library staff via the Evergreen Reporter module. Her goal is to make it easier for library staff to find and build the best templates for their needs.

Ms. Stratton consulted with a library about starting use of the Acquisitions module. This would be the first new library to start using Acquisitions since the evergreen migration. She is developing Acquisitions training and reference materials.

Ms. Stratton, as a member of the Evergreen Project Board, has been participating in their strategic planning process. The Evergreen Project, a 501c3 organization, is working toward the long-term financial sustainability of the Project.



Outreach Services

Senior Law Day Returns to the County Center



This year marked the return of the annual Senior Law Day (SLD) event to the Westchester County Center. Post-pandemic SLD events were outdoors and regional, corresponding with smaller turnout and less accessibility. We blew past the expected 275 registrants with a total of 475 attendees. SLD is an opportunity for seniors and families to attend 19 presentations about elder law, financial, and healthcare management. Attendees were also able to register for one of the 310 free 15-minute attorney consultations that took place. WLS supports the SLD Collaborative (including our position as one of three co-chairs) for

the informational value their events and year-round webinars provide to library patrons and Westchester residents. The collaborative is a public-private partnership under the Department of Senior Programs and Services, giving us access to Elder Law attorneys and other knowledgeable professionals – a resource that we frequently use.



Supporting the New Librarian at the Taconic Correctional Facility

Taconic Correctional Facility has hired a new librarian, John Faria, who continues to also work part time at the North Castle Public Library. Support for local correctional facility (CF) librarians is a less visible part of our outreach work, but WLS receives some funds from the NYS Department of Corrections and Community Supervision (DOCCS) to support these librarians who are typically working on their own with varying levels of administrative support. CF librarians occasionally utilize the WLS office to do materials purchasing and WLS collaborates with the Mid-Hudson and Ramapo Catskill Library Systems to provide additional professional development opportunities. The WLS Outreach and ILL departments also provide an opportunity for incarcerated individuals to borrow member library materials to dramatically expand access to materials while relieving pressure on the CF librarian's budget. There are three correctional facilities in Westchester. Taconic and

Bedford Hills currently have librarians on staff while the position remains open at Sing Sing, our largest prison. These CF services are separate from our work with the County Jail, which has no library or librarian on site.



New Cloud-Based Interlibrary Loan (ILL) Management Software - Tipasa

Speaking of ILL, we have been moving through the process of upgrading our ILL software from ILLiad to Tipasa. These are parallel service packages offered by vendor OCLC, but Tipasa is a newer cloud-based alternative that provides more flexible options for automation, reporting, and more. Tipasa will also remove the local server/software support that the WLS IT department had to juggle to keep the older ILLiad software functional on our work computers. The upgrade process has revealed some archaic and obscure procedures and policies in how ILLs (which are for requesting materials not available from the 38 WLS member public libraries) are processed, making this a much-needed opportunity to revisit the training materials and guidance we provide to member libraries, who submit ILL requests on behalf of their patrons.



Community Engagement

BATTLE OF THE BOOKS

The 10th annual Battle of the Books, a reading motivation program for those entering 4th-12th grade will take place on October 26th at Anne M. Dorner Middle School in Ossining.

INAUGURAL WINTER COAT AND ACCESSORIES DRIVE

We are partnering with United Way of Westchester and Putnam and several member libraries for a Winter Coat and Accessories Drive that will run from October 1 through October 21. Many libraries are incorporating this as part of the [Great Give Back](#) initiative, helping to strengthen community engagement and encourage meaningful connections with their patrons.



Staff Highlights and Updates

Fare Thee Well Dana Hysell!

We are excited to share that our Outreach Services Specialist, Dana Hysell, has accepted the Director position at the Field Library! Dana has been an integral part of the outreach team, leading key initiatives such as Advocacy Day, Battle of the Books, Legislators Breakfasts, and Construction Aid. She also made a significant impact on Youth Services, creating an interactive group with shareable information that benefited everyone – and more! Dana’s last day will be October 22nd. We deeply appreciate Dana's dedication and passion, and we wish her the best of luck as she embarks on this exciting new chapter!



Westchester County Board of Legislators’ Honoree – Rob Caluori!

On Monday, October 21, 2024, Rob Caluori, WLS Chief Financial Officer, was honored by the Westchester County Board of Legislators at their celebration for Italian-American Heritage. Rob was recognized for his many contributions to Westchester County including (but certainly not limited to) his work with the Little League, Lakeland School District, Leadership Westchester, and WLS. As an added bonus, October 22, 2024, was declared Robert Caluori, Jr. Day in Westchester County!



Small Business and Workforce Development

WLS Small Business and Workforce Development attended an October Small Business Expo “Positioning Your Business for Success” sponsored by Community Capital of New



York (CCNY). The Expo provided small business owners with the opportunity to attend workshops and network with service providers. There were up to 100 diverse small business owners in attendance. Key topics covered in the workshops focused on business plans, budgeting, funding, cyber security, and digital marketing. WLS highlighted the digital research, learning, and physical space

resources available to small businesses in the library. In addition, we networked with community based financial, government, and private organizations that support small businesses.

To support small businesses, it is projected that the new WLS Small Business Resources website will be launched in early 2025. The new website will help connect small businesses to community resources that can assist with starting and growing a business. WLS used the CCNY sponsored Small Business Expo as an opportunity to raise awareness of the new WLS Small Business website and how it can help small businesses. The small business owners’ feedback on the new website was positive. Twenty-five (25) small businesses signed up for email notification on the launch of the new website.



Strategic Data Planning and Repository Design Project

The Strategic Data Planning and Repository Design Project, in consultation with AEQUA Strategies, has gotten off to a good start. The development of a data catalog that lists the sources of WLS data and information about each one is under way. Two workshops have been scheduled to occur before the end of the year.

In November, WLS staff will be invited to attend *Expanding on Public Library Minimum Standards* to generate ideas for expanding guidance to meet and even exceed minimum

public library standards, pilot a process for ongoing improvements for organizations and individuals, and review WLS strategic goals in the context of the minimum standards.

Data Walk: Member Library Statistics is scheduled in December, to provide a forum for WLS and Member Library staff to share insights on trends, similarities, and differences among libraries and gain a deeper understanding of the role of libraries in specific communities and countywide. Participants will have the opportunity to provide feedback about large-scale visualizations to generate useful insights that they can use in their current work and that will inform the development of a new Member Library Statistics Report format.

The 2023 Member Libraries Report is in its final revision. This year's report incorporates design and comparison changes that will provide libraries with improved understanding and contextualization of the data for specific communities, and across the county.

Allison Midgley, Manager of Strategic Data and Member Library Relations, is working with the Mount Vernon Public Library to review and submit their 2023 Annual Report so that it can be sent to the state for approval. After its submission, the data from their successfully submitted 2022 and 2023 Annual Reports will be included in final revisions of the 2022 and 2023 Member Libraries Reports.



Trustee Education and Updates

Public Library Association's (PLA) 2024 Public Library Staff Survey

The 2024 Public Library Staff Survey fielded by the Public Library Association is now open and member library directors have been encouraged to complete the survey by December 14, 2024. Questions on this year's annual, nationwide survey explore staff roles and representation, hiring and retention practices, and goals and activities aimed at creating a welcoming environment for staff and community members in libraries nationwide. Similar questions were asked on the 2021 Staff Survey – the baseline year for this topic – so that we can see now in 2024 how the field has evolved. The survey updates information for beginning librarian and library director salaries – data points PLA has been collecting nationally since 2002 – and includes a special section on accessibility of library facilities and services.



Save the Dates - Trustee Education Opportunities

Wealth Strategies to Support Loved Ones and Organizations You Care About (In Person)

Wednesday, November 13, 2024

6:00 PM - 8:00 PM

Westchester Library System Conference Room

Register at <https://westchesterlibraries.libcal.com/event/13352568>

Trustee Handbook Book Club - Advocacy (Virtual)

Wednesday, January 22, 2025

5:00 PM – 6:30 PM

Save the Date – Registration will open soon

Earlier recordings can be accessed at <https://midhudson.org/trusteebookclub/>



Respectfully Submitted,

A handwritten signature in black ink that reads "Terry L. Kirchner".

Terry L. Kirchner, PhD.
Executive Director