

**Call to Meeting**  
**February 28, 2023**

The next Regular Meeting of the Westchester Library System (WLS) is **Tuesday, February 28, 2023, at 6:00 p.m.** PLEASE NOTE: This meeting will take place at the WLS Headquarters, 570 Taxter Rd, Ste 400, Elmsford, NY 10523. (Masks may be required.)

*Regular Meeting Agenda*

**Minutes:** January 31, 2023

**Finances**

**President's Report**

**WLS Committee Reports**

**Executive Director's Report**

**PLDA Report** – Yvonne Cech, Director, John C. Hart Memorial Library (Yorktown)

**NEXT MEETING:** The next Regular Meeting will be held on Tuesday, March 28, 2023, at 6:00 p.m.

**WESTCHESTER LIBRARY SYSTEM**  
**Trustee Meeting**  
**January 31, 2023 – Approval Pending**

**ORGANIZATIONAL MEETING**

The Annual Organizational Meeting of the Westchester Library System was called to order by Karen Zevin, President, at 6:05 p.m. and held in-person at the WLS Headquarters in Elmsford. The quorum requirement was met with the following people in attendance:

Andrea Bober, Nishat Hydari, Wes Iwanski, Karen Kelley, Maureen LeBlanc, Susan Morduch, Francis Okelo, Joseph Puglia, Edris Scherer, Diane Tabakman, Karen Zevin

Also present from WLS: Terry Kirchner, Rob Caluori, Patricia Brigham, Wilson Arana, Krishna Brodigan, Elena Falcone, Douglas Wray, Kate Meyer

Public Library Directors Association (PLDA) Representative: Jennifer Brown, Executive Director, The Field Library

Karen Kelley, Chair of the Nominating & Board Education Committee, reported that Matthew Weiss, slated to fill the vacancy for District II [Briarcliff Manor, Ossining, Tarrytown] has rescinded his name and the committee is currently searching for two candidates to fill vacancies for District II and District V [Armonk, Bedford Village, Mount Pleasant, Pound Ridge]. She also noted that the Trustee Handbook Book Club is a great resource for new and existing board members to learn about key library board issues. Ms. Kelley noted that the next Book Club event will focus on Open Meetings Law.

Ms. Zevin circulated a sign-up sheet for board members to volunteer to serve on WLS Board committees. She noted that each board member should sign up for at least one committee. This is an ongoing process that will be voted on at the February or March board meeting.

Ms. Zevin introduced Robert Cartolano, who has agreed to fill the vacancy for District IX [Bronxville, Eastchester, Pelham, Tuckahoe]. The Board approved the appointment of Mr. Cartolano on a motion by Edris Scherer and seconded by Karen Kelley. The motion passed unanimously. [Ms. Mills-Worthey was not present for the vote.]

The Oath of Office required by New York State for public library system trustees was administered to the new-elected trustee Mr. Cartolano and re-elected trustee Ms. Kelley.

There being no further business, the organizational meeting adjourned at 6:14 p.m. on a motion by Andrea Bober and seconded by Francis Okelo. The motion was approved unanimously.

**REGULAR MEETING**

The Regular Meeting of the Westchester Library System was called to order by Karen Zevin at 6:15 p.m.

The quorum requirement was met with the following people in attendance:

Andrea Bober, Robert Cartolano, Nishat Hydari, Wes Iwanski, Karen Kelley, Maureen LeBlanc, Julie Mills-Worthey, Susan Morduch, Francis Okelo, Joseph Puglia, Edris Scherer, Diane Tabakman, Karen Zevin

## **MINUTES**

The minutes of the Annual Meeting and Regular Meeting Minutes of November 29, 2022 were approved with revisions (Ms. Kelley noted that Mr. Okelo was Vice Chair of the Nominating Committee) on a motion by my Ms. LeBlanc and seconded by Ms. Morduch. The motion passed unanimously. [Ms. Mills-Worthey was not present for the vote.]

## **FINANCIAL REPORTS**

The pre-audit financial report through December 2022 was presented by Mr. Caluori, who noted that the figures were unaudited and subject to change. The reports were reviewed in detail; discussion included questions about the Sick Leave Incentive and the timeline for the completion of the year-end process and audit. The financial reports were accepted on a motion by Ms. Scherer and seconded by Mr. Puglia. The motion was approved unanimously. [Ms. Mills-Worthey was not present for the vote.]

## **PRESIDENT'S REPORT**

Ms. Zevin spoke about the Governance Committee and recent changes to NYS law. Ms. Zevin encouraged all who wish to attend the monthly PLDA Meetings should do so. Current Board Members who attend this meeting are Mr. Iwanski, Ms. LeBlanc, Mr. Okelo and Ms. Scherer.

## **EXECUTIVE DIRECTOR'S REPORT**

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

Dr. Kirchner announced that WLS will host a virtual advocacy session with our local NYS Assemblymembers and Senators via Zoom on February 23, 2023, at 9:00 a.m. and encouraged all to attend. There will be a Trustee Handbook Book Club workshop on Open Meetings Law on February 21<sup>st</sup> with a focus on hosting hybrid meetings. Dr. Kirchner noted that there is a need for more clarity on what options are available and to better understand record retention policies as related to hybrid meetings. As part of the Executive Director's report, Development and Outreach staff were introduced to speak.

Patricia Brigham, Director of Development gave an overview of the developing landscape of digital inclusion in Westchester County and the State of New York. Ms. Brigham noted that WLS is seen as a leader in this area due to past programs like WLS's *Digital Equity Now* and the ongoing *Reconnect With Tech* program being supported by The Eric and Wendy Schmidt Fund For Strategic Innovation. She also noted that while WLS's role in this area continues to evolve, the System and the public libraries have critical roles to play. WLS will continue to stay engaged in regional digital initiatives through participation in the Westchester Digital Inclusion Coalition.

Elena Falcone, Director of the WLS Public Innovation & Engagement (PIE) Department, gave an overview of department activities. The overview highlighted the important role of outreach activities as part of public library services and reviewed New York State’s particular focus on serving specific populations including the aged, educationally disadvantaged, the unemployed or under-employed, those with disabilities or in institutions. Ms. Falcone spoke to the importance of having a professional librarian tasked with outreach to these populations, which is not only essential to the program success but also a requirement of NYS law for Systems to do this important work. Ms. Falcone also emphasized that WLS’s culture promotes the value that outreach is a key function of every role within the organization and that we all, WLS staff and trustees, have connections and networks that help spread awareness of WLS’s programs and services.

### **PLDA LIASON’S REPORT**

Jennifer Brown, PLDA Past-President, stepped in for Yvonne Cech, PLDA Vice President and WLS Board Liaison, and provided the PLDA Liason’s Report covering the January PLDA Meeting. Ms. Brown’s report focused on PLDA goals for 2023. Ms. Brown also mentioned the changes to PLDA’s bylaws, and she noted that in 2025 all PLDA officer positions will be open for election to a 1-year commitment.

### **EXECUTIVE SESSION**

The Board entered executive session for the purpose of discussing a personnel matter on a motion made by Ms. Bober and seconded by Ms. Scherer that passed unanimously. The Board excused all non-Board members at that time. The Board adjourned the executive session and returned to public session at 8:26 p.m. on a motion made by Ms. Morduch and second by Ms. Tabakman that passed unanimously.

### **ADJOURNMENT**

Having completed its agenda, the Board adjourned its meeting at 8:27 p.m. on a motion by Ms. Bober and seconded by Mr. Okelo that passed unanimously.

Respectively submitted,

*/s/ Andrea Zuckerman Bober*

Andrea Zuckerman Bober  
Secretary

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## Outreach Services | Strategic Focus 2023 - Connecting Future Patrons to What They Need

**WLS OUTREACH programs typically support those seeking to navigate a complex service need while introducing them to library resources. Our programs strengthen the organization's partner network and help us to deliver professional development and support to member library staff.**

WLS OUTREACH SERVICES act to improve **access to library services** through 1) **outreach and collaboration** that builds awareness among community members, community organizations, and service providers; 2) **content creation** to serve the needs of target communities, and 3) **direct service**. We work with member libraries and service agencies - both local and national - to serve the evolving needs of Westchester County residents.

OUTREACH SERVICES is funded in part by a Coordinated Outreach Grant from NYS. Our responsibility under this annual grant is to place a special emphasis on the needs of under- and unserved audiences. Specifically, this directs us to focus our efforts on those who:

- are blind or who have a physical disability
- seniors
- people who have a developmental or learning disability
- people living in institutionalized settings
- members of ethnic or minority groups in need of special services
- people who are educationally disadvantaged
- people who are unemployed or underemployed
- at risk youth from birth to age 21

Additionally, our unique role as a county-wide service provider and information resource, with a focus on these audiences, has allowed us to successfully apply for public and private grant funding - usually in partnership with community organizations. These funds enable us to enrich what we provide to our target audiences.

We use what we've learned through our networks and service efforts to provide **training for library professionals**, and **act as a resource for member libraries**.

Specifically, Outreach programs advance WLS Strategic goals to:

1. Expand Community / Member Library / Partner Engagement: Create awareness of and connections to services and resources provided by WLS, the member libraries, and partners such as local nonprofits and County government, and
2. Promote Equity and Access: Advocate for and provide leadership and partnership on digital equity and literacy for all residents of Westchester County.

See the **WLS OUTREACH PROGRAMS BY AUDIENCE** for details on programs, audiences serviced, and key partners

# WLS OUTREACH PROGRAMS BY AUDIENCE

Each project/program strengthens our network of community relationships. All programs are funded by a mix of governmental and private sources.

UNDER / UNEMPLOYED

EDUCATIONALLY  
DISADVANTAGED

JUSTICE-IMPACTED  
INDIVIDUALS

DISABILITY (PHYSICAL  
OR COGNITIVE)

SENIORS

FAMILIES / CAREGIVERS

AT RISK YOUTH

SPANISH-  
SPEAKING

## ADULT LEARNING SERVICES

[firstfind.org](http://firstfind.org)

### COLLEGE GUIDANCE

✓ ✓ ✓

### FAMILY RESOURCES

✓ ✓ ✓

### HSE CONNECT!/READ BETTER

✓ ✓ ✓ ✓ ✓ ✓ ✓

### JOB SEARCH SERVICES

✓ ✓ ✓ ✓ ✓ ✓ ✓

## OLDER ADULT SERVICES (55+)

[seniors.westchesterlibraries.org](http://seniors.westchesterlibraries.org) | [seniorlawday.info](http://seniorlawday.info)

### MUSIC AND MEMORY @ THE LIBRARY

✓ ✓ ✓

### SENIOR BENEFITS REFERRAL

✓ ✓ ✓

### SENIOR LAW DAY COLLABORATIVE

✓ ✓ ✓

### VISION LABS: READING FOR A LIFETIME

✓ ✓ ✓

## REENTRY SERVICES

[connections.westchesterlibraries.org](http://connections.westchesterlibraries.org)

### CORRECTIONAL FACILITY SUPPORT

✓ ✓ ✓ ✓ ✓

### REENTRY SERVICES

✓ ✓ ✓ ✓ ✓ ✓

## GENERAL SERVICES

[conversations.westchesterlibraries.org](http://conversations.westchesterlibraries.org) | [westchesterdigitalequity.org](http://westchesterdigitalequity.org)

### OUTREACH & RESOURCE PROMOTION

✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓

### WESTCHESTER RESILIENCE/WESTCHESTER BREATHES

✓ ✓ ✓

Outreach staff facilitate monthly adult and youth services meetings and offer regular opportunities for library staff to become familiar with outreach programs, including a review of the service environment and client needs. Our aim is for staff to be able to direct patrons to resources at the point of need or to support referral to Outreach staff. Additionally, promotional materials are circulated to member libraries. Patron-directed materials are available for library events and programs; see our latest [Publications Catalog](#).

Updated  
January 2023



**westchester**  
LIBRARY SYSTEM

Empowering libraries. Empowering communities.

# WLS OUTREACH PROGRAMS 2023 - SERVICE ACTIVITIES AND PARTNERS

## ADULT SERVICES ([FIRSTFIND.ORG](https://www.firstfind.org))

- ▶ **College Guidance** – one-to-one counseling and workshops; bilingual service. Key partners: Member library hosts - MAM, NEW, high school guidance departments, Community Resource Center.
- ▶ **Family Resources** – early literacy and special education guidance. Key partners: Department of Social Services, Headstart (Family Services of Westchester, WestCOP), Student Advocacy.
- ▶ **HSE Connect/Read Better** – 1-1 remote coaching in use of an online GED study and literacy resources (also relevant for ESL students). Key partners: BOCES, Department of Social Services, Westchester Educational Opportunity Center.
- ▶ **Job Search Services** – 1-1 remote coaching for job search. Key partners: Westchester Educational Opportunity Center, Department of Social Services.

## OLDER ADULT SERVICES ([SENIORS.WESTCHESTERLIBRARIES.ORG](https://seniors.westchesterlibraries.org) | [SENIORLAWDAY.INFO](https://seniorlawday.info))

- ▶ **Music & Memory at the Library** – assistance in eResource use for those caring at home for a friend or family member with dementia. Key partners: Member libraries, Alzheimer's Association, Local Offices for the Aging.
- ▶ **Senior Benefits Referrals** – orientation towards information and assistance for Medicare and other benefits. Key partners: Member library hosts - YWI, YRK, Department of Senior Programs and Services, Westchester Disabled on the Move, WestCOP.
- ▶ **Senior Law Day Collaborative** – free educational services, professional consultations and information resources. Key partners: Member Libraries Hosts (YWI and others), Westchester County Public Private Partnership for Aging Services, the Westchester County Department of Senior Programs and Services, and attorneys, financial advisers and care managers from the public and private sectors.
- ▶ **VisionLabs: Reading for a Lifetime** – consultation for accessible library resources and available low vision services. Key partners: VISIONS, NYS Commission for the Blind, Westchester Disabled on the Move, Westchester Institute of Human Development, Westchester Council of the Blind.

## REENTRY SERVICES ([CONNECTIONS.WESTCHESTERLIBRARIES.ORG](https://connections.westchesterlibraries.org))

- ▶ **Correctional Facility Support** – ILL and guidance for Bedford Hills, Taconic, and Sing Sing Correctional Facilities. Resources and programming for the Westchester County Jail. Key partners: NYS Department of Correction and Community Supervision, Westchester County Department of Corrections.
- ▶ **Reentry Services** – information and direct service, e.g., HSE and Job Search; 2022/2023 Reconnect with Tech program. Key partners: Westchester Reentry Task Force, Westchester County Department of Corrections, NYS Department of Corrections, Youth Shelter of Westchester, WEOC.

## GENERAL SERVICES ([CONVERSATIONS.WESTCHESTERLIBRARIES.ORG](https://conversations.westchesterlibraries.org) | [WESTCHESTERLIBRARIES.ORG](https://westchesterlibraries.org))

- ▶ **Outreach & Resource Promotion** – presentations and 1-1 assistance to community organizations and potential patrons. Key partners: Member Libraries, Westchester County Service Agencies, Senior Centers, Community Groups.
- ▶ **Resilience Coalition / Westchester Breathes** – community-directed education on the impact of adverse childhood experiences and trauma on mental/physical health. Key partners: Member Library Collaborators (documentary screenings and events), NYS Office of Mental Health, Department of Community Mental Health, Department of Social Services, Department of Health, Resilience Coalition Members.



# Financial Statements and Notes

January 2023



Westchester Library System  
Statement of Financial Position - WLS Balance Sheet  
As of 1/31/2023  
\* Unaudited

	<u>1/31/2023</u>	<u>12/31/2022</u>	<u>Current Period Change</u>	<u>Current Period % Change</u>	<u>12/31/2022</u>
<b>Assets</b>					
<b>Current Assets</b>					
Operating Cash & Cash Equivalents	1,602,531	2,261,909	(659,378)	-29.15%	2,261,909
Reserve Cash & Cash Equivalents	2,766,444	2,762,472	3,972	0.14%	2,762,472
Unconditional Promises to Give	677,867	333,377	344,490	103.33%	333,377
Accounts Receivable	837,830	126,397	711,434	562.86%	126,397
Prepaid Expenses	1,070,500	723,226	347,274	48.02%	723,226
Security Deposits	<u>0</u>	<u>0</u>	<u>0</u>	0.00%	<u>0</u>
Total Current Assets	6,955,173	6,207,381	747,792	12.05%	6,207,381
<b>Long-term Assets</b>					
Property & Equipment	<u>600,561</u>	<u>615,054</u>	<u>(14,493)</u>	-2.36%	<u>615,054</u>
Total Property & Equipment	<u>600,561</u>	<u>615,054</u>	<u>(14,493)</u>	-2.36%	<u>615,054</u>
Total Long-term Assets	<u>600,561</u>	<u>615,054</u>	<u>(14,493)</u>	-2.36%	<u>615,054</u>
Total Assets	<u>7,555,734</u>	<u>6,822,435</u>	<u>733,299</u>	10.75%	<u>6,822,435</u>
<b>Liabilities</b>					
<b>Short-term Liabilities</b>					
Accounts Payable	350,565	699,492	(348,927)	-49.88%	699,492
Deferred Revenue	<u>1,091,711</u>	<u>6,686</u>	<u>1,085,025</u>	16229.33%	<u>6,686</u>
Total Short-term Liabilities	1,442,275	706,177	736,098	104.24%	706,177
<b>Long-term Liabilities</b>					
Capital Lease Obligations	0	0	0	0.00%	0
Deferred Rent	214,365	217,066	(2,702)	-1.24%	217,066
Post-Retirement Benefits Payable	<u>3,857,051</u>	<u>3,857,051</u>	<u>0</u>	0.00%	<u>3,857,051</u>
Total Long-term Liabilities	<u>4,071,416</u>	<u>4,074,117</u>	<u>(2,702)</u>	-0.07%	<u>4,074,117</u>
Total Liabilities	<u>5,513,691</u>	<u>4,780,295</u>	<u>733,396</u>	15.34%	<u>4,780,295</u>
<b>Net Assets</b>					
Working Capital	5,512,898	5,501,204	11,694	0.21%	5,501,204
Long-Term Net Assets	<u>(3,470,855)</u>	<u>(3,459,063)</u>	<u>(11,792)</u>	0.34%	<u>(3,459,063)</u>
Total Net Assets	<u>2,042,043</u>	<u>2,042,140</u>	<u>(97)</u>	0.00%	<u>2,042,140</u>
Total Liabilities and Net Assets	<u>7,555,734</u>	<u>6,822,435</u>	<u>733,299</u>	10.75%	<u>6,822,435</u>

## **NOTES FOR JANUARY 2023 STATEMENT OF FINANCIAL POSITION - WLS BALANCE SHEET**

The key changes to the Balance Sheet are the decrease in WLS's total cash position, which is lower by \$655,400, an increase in Accounts Receivable of \$711,400 and an increase in deferred revenue by approximately \$1.08 million. All figures noted in this narrative are approximate to the nearest \$100 or 1%.

It is important to note that the December 2022 figures included in this statement are unaudited and while they reflect year-end activities being completed, are subject to change until audit activities are complete.

**Current 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.*

*Cash & Cash Equivalents: These lines show the total cash in WLS's bank accounts, investment accounts and petty cash. – In this period WLS's cash position decreased by approximately \$655,400. With \$656,500 in receipts, revenues received included \$594,900 from member libraries for IT fees and group purchases. Expenditures totaled \$1,311,900. Aside from rent, payroll and benefits, Internet, and delivery to libraries, the notable expenditures include \$215,900 to Dell to renew VMWare support through 2025 and \$122,600 to Equinix for the hosting and support of the Evergreen ILS from March 2023 thru March 2024.*

*Accounts Receivable: These are monies owed to WLS by another party. – This figure increased by \$711,400 in the period, the result of recording approximately \$1.34 million in receivables against the receipt of approximately \$630,600 in payments. Activity was driven primarily by invoices and payments from member libraries for IT services and group purchases, but also included interest due from TD Bank for Dec-2022, activity from the LIU Palmer School program, and BTOP (Broadband Technology Opportunity Program).*

**Short term Liabilities:** *This section shows WLS's near-term obligations.*

*Deferred Revenue: Funds received which have not yet been earned. – This figure increased by \$1,085,000, the result of deferring \$1,085,700 in revenues from IT, eContent, NYS, eRate and movie licensing against the recognition of \$700 in revenues from IT and movie licensing.*

Westchester Library System  
Statement of Revenues and Expenditures - Comparison to Budget with 2021 and 2022 YTD  
From 1/1/2023 Through 1/31/2023

	Current Period Actual	Current Period Budget	Current Period Budget Variance	1/31/2021 YTD	1/31/2022 YTD	1/31/2023 YTD	YTD Budget	YTD Budget Variance	Total Budget
Revenue									
State Revenues without Restrictions	205,910	205,921	(11)	151,955	188,197	205,910	205,921	(11)	2,471,050
County Revenues without Restrictions	105,875	106,008	(133)	86,600	87,550	105,875	106,008	(133)	1,272,100
Federal Revenues without Restrictions	13,750	13,750	0	12,500	12,825	13,750	13,750	0	165,000
Member Technology Fees	224,018	224,833	(816)	234,767	234,433	224,018	224,833	(816)	2,698,000
Fund Raising & Contributions	0	0	0	50	147	0	0	0	0
Interest	6,454	417	6,038	258	190	6,454	417	6,038	5,000
WEBS & Other	588	208	380	1,067	645	588	208	380	2,500
Government Revenues with Restrictions	18,955	18,958	(3)	14,810	17,760	18,955	18,958	(3)	227,500
Other Revenues with Restrictions	<u>7,145</u>	<u>14,417</u>	<u>(7,272)</u>	<u>1,605</u>	<u>4,759</u>	<u>7,145</u>	<u>14,417</u>	<u>(7,272)</u>	<u>173,000</u>
Total Revenue	<u>582,695</u>	<u>584,512</u>	<u>(1,818)</u>	<u>503,612</u>	<u>546,506</u>	<u>582,695</u>	<u>584,512</u>	<u>(1,818)</u>	<u>7,014,150</u>
Expenditures									
Salaries	185,006	197,935	12,930	175,658	184,189	185,006	197,935	12,930	2,375,223
Fringe Benefits	100,567	112,350	11,783	91,915	95,326	100,567	112,350	11,783	1,348,202
Professional Fees	833	4,275	3,442	1,796	660	833	4,275	3,442	51,300
Equipment	1,341	15,833	14,492	8,054	10,304	1,341	15,833	14,492	190,000
Library Materials	66,904	59,202	(7,702)	60,124	65,909	66,904	59,202	(7,702)	710,420
Rent and Utilities	27,726	29,656	1,930	27,552	27,552	27,726	29,656	1,930	355,870
Repairs and Maintenance	60,468	46,617	(13,852)	43,257	47,581	60,468	46,617	(13,852)	559,400
Supplies	124	3,796	3,672	4,776	435	124	3,796	3,672	45,550
Telephone and Internet	43,681	38,925	(4,756)	30,495	31,884	43,681	38,925	(4,756)	467,100
Printing and Postage	2,261	6,242	3,981	328	690	2,261	6,242	3,981	74,900
Bibliographic Fees	6,862	7,458	596	6,618	6,458	6,862	7,458	596	89,500
Professional Development	77	8,171	8,094	0	15	77	8,171	8,094	98,050
Travel	3	4,200	4,197	121	271	3	4,200	4,197	50,400
Memberships	12,771	2,333	(10,437)	9,133	7,816	12,771	2,333	(10,437)	28,000
Contractual Services	16,454	32,942	16,487	23,512	62,158	16,454	32,942	16,487	395,300
Delivery Service	38,779	37,583	(1,196)	41,608	30,800	38,779	37,583	(1,196)	451,000
Insurance	3,479	2,917	(562)	1,622	2,616	3,479	2,917	(562)	35,000
Miscellaneous	783	2,250	1,467	113	954	783	2,250	1,467	27,000
Total Expenditures	<u>568,118</u>	<u>612,685</u>	<u>44,567</u>	<u>526,682</u>	<u>575,619</u>	<u>568,118</u>	<u>612,685</u>	<u>44,567</u>	<u>7,352,215</u>
Net Revenue Before Depreciation	<u>14,577</u>	<u>(28,172)</u>	<u>42,749</u>	20,831	<u>(29,113)</u>	<u>14,577</u>	<u>(28,172)</u>	<u>42,749</u>	<u>(338,065)</u>
Non-Cash Activity									
Depreciation	14,493	14,083	(410)	15,640	11,221	14,493	14,083	(410)	169,000
Total Non-Cash Activity	14,493	14,083	(410)	15,640	11,221	14,493	14,083	(410)	169,000
Net Revenue	<u>84</u>	<u>(42,255)</u>	<u>42,339</u>	5,191	<u>(40,334)</u>	<u>84</u>	<u>(42,255)</u>	<u>42,339</u>	<u>(507,065)</u>

**NOTES FOR JANUARY 2023 (INCOME STATEMENT) STATEMENT OF REVENUE AND EXPENDITURES –  
COMPARISON TO BUDGET WITH 2021 AND 2022 YTD**

Revenues outpaced expenditures by \$14,600 for the month and year-to-date (YTD). Expenditures in January were \$42,700 less than budgeted. Being the first month of the year, both the monthly and YTD figures are the same. Even with the positive variances in the bottom line, there are noteworthy positive and negative variances discussed below. All figures in this narrative are approximated to the nearest \$100 or 1%.

**Revenues:**

Total revenue was essentially within budget for January. This was primarily driven by the offsetting variances in *Interest* and the negative variance in *Other Revenues with Restrictions* and is discussed in greater details below.

*Interest* for January was significantly higher than budgeted. At the time the budget was created, interest rates were beginning to rise but could not be fully anticipated. In addition, should interest rates remain the same, revenues in this line are expected to decline between March and July as WLS's cash on hand declines due to normal cash flow.

*Other Revenues with Restrictions* was under budget by 50% (\$7,300) driven primarily by a shortfall in the Restricted Contributions line. This is consistent with years past and while the budget assumes that approximately \$14,400 would be earned in this line each month, the monies raised will fluctuate monthly.

There were small positive and negative variances in *State Revenues without Restrictions*, *Federal Revenues without Restrictions*, *Member Technology Fees*, and *Government Revenues with Restrictions* that are largely the result of rounding while distributing annual and half-year figures into monthly allocations. Variations like these are to be expected monthly and would offset in the year-to-date (YTD) totals as the year progresses.

**Expenses:**

Total spending in January was less than revenues by approximately \$14,600 and came in approximately \$44,600 less than the monthly budget. Significant positive and negative variances are discussed below.

*Repairs and Maintenance* – Similar to *Library Materials*, this line is also over budget due to several prepaid expenses, totaling \$17,800, that are for part of or the entire year incurred or released in January. These expenses include hardware and software maintenance agreements and include software and services such as online bill payment for patrons, financial management, document management and outreach engagement. This line will be monitored carefully throughout the year.

*Salaries* – Spending in this line was approximately \$12,900 under budget for January. This is primarily due to two positions in the budget that are currently vacant. One position is new for 2023 and the other is vacant due to a staff departure in late 2022. The former of the two is in the process of being filled while the latter is currently being filled by a temporary contractor, expenses for which will begin to appear in *Contractual Services* in February.

*Fringe Benefits* – This line came in approximately \$11,800 under budget for January. The variance can be attributed to several small, but incremental savings. (1) We have not yet seen an increase for 2023 on dental, vision, and life while an increase (3%, 3%, and 5%, respectively) has been budgeted. (2) The budget assumed an 18% increase in health insurance, the actual increase was 13% and 15% on individual and family plans, respectively. (3) A position budgeted to convert from PT to FT that will not be moved until March, so benefits for that position were not incurred. (4) The two positions discussed in *Salaries* also have budgeted expenses in this line that were not incurred.

*Memberships* – The majority of expenses in this line typically come in or are recognized in January. While the line is over by \$10,400 this month, the line is expected to end the year within budget and will be monitored carefully.

*Library Materials* – This line was overspent for the month by approximately \$7,700, which was driven by several prepaid expenses, totaling \$9,800 for 2023 that were paid for in 2022 and released in January. This line will be monitored carefully throughout the year.

## **Executive Director's Report February 2023**

### **2022 NYS Annual Reports**

Allison Midgley, WLS Senior Technology Trainer, is the lead contact for the 2022 NYS Annual Reports that each public library in New York must complete each year. Ms. Midgley has worked with WLS staff from multiple departments to collect system-wide data required for each individual library's report. Examples of this data include system-wide circulation and holdings for selected electronic collections such as OverDrive and Hoopla. Ms. Midgley hosted two workshops on the annual reports for library staff. A recording of the workshop and additional information to help answer questions that library staff might have about the annual report can be accessed by staff on the WLS IT wiki. The submission deadline for the reports this year is March 15<sup>th</sup>.

### **NYS Budget / Library Advocacy Day for FY 2023/2024**

WLS will host a virtual advocacy session with our local NYS Assemblymembers and Senators on Thursday, February 23<sup>rd</sup> at 9 AM. Over 65 individuals are registered to attend the event which will focus on two key advocacy issues brought forward by the New York Library Association (NYLA):

- *NYS Library Construction Aid: \$69.4M – Increased investment is needed to maintain and develop the physical infrastructure of New York State's libraries, to ensure a safe, accessible, and sustainable environment for the future. Last year's approved budget was \$34M.*
- *NYS Library Operating Aid: \$147.1M – Increased aid is needed to support the foundational framework of New York State libraries, improving the lives of residents of all ages, abilities, and economic status. Last year's approved budget was \$99.6M.*

Additional NYLA supported initiatives that will be addressed include:

- *Modernization of Civil Service – Working with the Civil Service Committee, legislative partners, and allies at external organizations, we seek amendments to processes and protocols within Civil Service for librarianship. This is not an "official" initiative this year but will be a topic brought forward as a discussion item state-wide.*

- *Municipal Ballot Petition Reduction* – This bill would align the petition signature requirement for libraries using a municipal ballot approach with the 25-signature requirement in place for libraries using a school district ballot approach for their budget proposals.
- *Association Library Retirement Opt-In Option* – This bill would allow association libraries that meet certain criteria the ability to join the New York State Retirement System upon approval of their board.

More information about the New York Library Association's (NYLA) budget and legislative initiatives for 2023 can be viewed at <https://www.nyla.org/2023-legislative-session/?menukey=advocacy>.

WLS Chief Finance Officer Rob Caluori provided testimony at the Westchester State Senate Delegation's public forum on the proposed FY 2023/2024 NYS Budget and I provided testimony at the NYS Assembly Westchester Delegation's public forum on the proposed budget. At both public forums, the legislators acknowledged the importance of public libraries and public library systems in Westchester County and throughout the state.

### **Trustee Handbook Book Club 2023**

The first Trustee Handbook Book Club of 2023 took place on Tuesday, February 21, 2023. The topic of this session was Open Meetings Law (OML). A recording of the session will be posted online at <https://midhudson.org/trusteebookclub/>. This online link can be used to register for future sessions or to view any of the archived recordings.

Future sessions include:

- **The Board-Director Relationship** (Tuesday, April 18, 2023, 5:00-6:30pm)
- **Financial Planning & Budgeting** (Tuesday, June 20, 2023, 5:00-6:30pm)
- **Strategic Planning** (Tuesday, August 15, 2023, 5:00-6:30pm)
- **Equity, Diversity, Inclusion, Access & Justice** (Tuesday, October 17, 2023, 5:00-6:30pm)
- **Financing & Managing Construction Projects** (Tuesday, December 19, 2023, 5:00-6:30pm)

Participating in or viewing of one of these sessions, either "live" or as an archived recording, counts as 1.5 hours of trustee training that is eligible to meet the 2 hour per year requirement for public library trustee education.

## **Digital Equity and Inclusion**

WLS Director of Development Patricia Brigham and I participated in a virtual meeting with staff from the *ConnectALL Initiative to Transform New York's Digital Infrastructure*, a new group tasked with implementing:

- An interactive broadband map to support consumer decision-making and identify areas for investment
- Grant programs and partnerships to expand broadband access, affordability, and equity statewide
- The removal of State fees and outdated regulations to support the growth of broadband in rural and underserved areas.

The ConnectAll Initiative will be hosting a series of listening sessions and focus groups throughout the region in April as part of their overall goal to draft a statewide equity plan later this year. WLS and the other organizations that attended the meeting were asked to recruit individuals from target audiences for these listening sessions. The target audiences include:

- Low-income households
- Aging populations
- Incarcerated individuals
- Veterans
- People with disabilities
- People with language barriers
- Racial and ethnic minorities
- Rural inhabitants

Representatives from HR&A Advisors, the consulting firm that will lead the listening sessions and draft the report, Ramapo Catskill Library System (RCLS), Mid-Hudson Library System (MHLS), Southeastern New York Library Resource Council (SENYLRC), Mercy College, STEM Alliance, and Westchester County Association also attended the meeting.

## **Cataloging Services**

Improving infrastructure is a WLS strategic goal, and one improvement being pursued by WLS Cataloging Services is the use of a software program to automate the upgrading of certain bibliographic records in the catalog.

When member libraries purchase materials from vendors, the vendors often provide corresponding bibliographic records to WLS Cataloging Services. Daily, Director of Cataloging Services Douglas Wray imports these bibliographic records into the shared online catalog, after editing them to reflect local practices. The vendor provided records which include cataloging metadata that make it possible for the materials to be discovered and circulated in the online catalog. In some cases, the records are “full level,” which means that they have all the metadata

needed to be useful; in other cases, they are skeletal, “brief” records, that the vendor provides at no additional cost, to which the libraries can link materials. Unfortunately, these “brief but free” records lack many bits of information vital for discovery and circulation in the online catalog. In some scenarios, vendors eventually follow up brief records with full versions, but that is a rare occurrence.

To date, the WLS catalogers have been methodically replacing the brief records one-by-one with full ones found in the OCLC WorldCat database. The steadily increasing volume of “brief” vendor records has made this method of addressing the issue cumbersome and inefficient.

With the help of Director of IT Wilson Arana, Systems Librarian Lindsay Stratton and the Equinox Open Library Initiative, Mr. Wray has begun working toward incorporating an application – adapted from one created by a librarian in the New York Public Library’s BookOps division – to make the process more efficient.

Mr. Wray and Manager of Cataloging Services Melissa Glazer have begun brainstorming for a cataloging workshop which they will present to member library staff late in the spring. Reflecting the WLS values of education and partnership, the workshop will discuss WLS Cataloging Services’ role in assisting the public and member library staff with their use of the catalog, suggest ways in which the libraries can make workflows smoother for everyone, and field questions and address issues.

WLS Cataloging Services catalogs a wide variety of materials. A Texas Instruments graphing calculator was cataloged for the Yonkers Public Library. A library pass to the American Kennel Club Museum of the Dog was cataloged for the Eastchester Public Library. Three books written by children were cataloged for the Rye Free Reading Room. These were: *Trapped in the School* by Lauren Parish; *Lyna’s Skating Show* by Elise Negishi; and *Max & the Mystery of the Test* by Hugo Morck Encinas. Mr. Wray employed original (“from scratch”) cataloging for the three books and the library pass.

There was one staffing change in the department with the departure of Paul Gunther-Mohr, who had worked at WLS as a full-time cataloger. Mr. Wray and Ms. Glazer will be searching for a replacement.

### **Information Technology**

WLS completed three IT-related audits/assessments in 2020, with each audit focusing on a different area: Network, operations, and virtual environment. Taking the results of these three audits into consideration, WLS has made, and continues to address, changes to address recommendations made by the auditors.

Key issues raised by the audits included:



**1. An inadequately defined and adhered to Service Level Agreement resulting in the WLS supporting non-standard equipment (e.g., Printers) presenting additional complexities in the support arrangement and strain on existing resources.**

**2. An aging network and desktop infrastructure requiring significant investment but that has been neglected for the last several years.**

**3. Poor acquisition and system implementation life cycle resulting in technology (e.g., VDI, Dude) and applications (Evergreen ILS) being implemented that:**

**a. Failed to meet the needs of all key stakeholders.**

**b. Lacked fully trained and knowledgeable IT personnel to support solutions.**

**c. Inadequately tested and approved by all key stakeholders resulting in not fully functional and /or problematic solutions requiring the need for increased support, workarounds, or acceptance of poor and/or unsatisfactory service.**

The introduction of an official Service Level Agreement (SLA) served to clarify service level expectations with the participating libraries. The first SLA offered 4 core services from WLS IT: Managed Network Administration, Device Support and Maintenance, Managed Wireless Service, and ILS Maintenance. For 2023, the SLA added a new service to the model, Email Administration.

The auditors consistently recommended that it was important for WLS to make certain that every service offered was accounted for by both WLS and the participating libraries. Email and web hosting as services have historically been provided to the member libraries at no additional cost, even though there were costs and cybersecurity concerns associated with the services. There were not any formal agreements or placement within the PLDA IT Funding Model for these services. These two unfunded IT services were evaluated based on their overall benefit to the participating libraries, the cost to WLS to maintain the services, and the availability and sustainability of 3<sup>rd</sup> party solutions to provide the services. While email has been maintained as a service that can be purchased, the web hosting service has been discontinued.

The SLA implementation helped WLS plan how to best replace the aging hardware in the environment. Over the past two years all areas of the technology environment have been updated. These updates include new Virtual Desktop Infrastructure (VDI) hardware and local clients, new system and library network equipment, new wireless equipment, and new Windows 10 public computers.

With the SLA implementation and aging hardware issues fully addressed, more focus is now being placed on personnel and professional development/training related issues. Recent discussion with individual staff has provided a clearer picture of the present skill sets available and potential gaps that will need to be addressed going forward. Some skills gaps can be addressed through training and professional development opportunities, while others will require hiring additional staff or using an outside contractor. Over the next two years, the WLS IT staff will focus on supporting the following activities:

- Network
- Email administration
- Cybersecurity
- Infrastructure
- Device support and administration
- ILS
- VDI

- Helpdesk
- Reporting
- Training

While supporting these core service activities, the department will continue to self-evaluate their ability to provide each service in a cost-effective and sustainable manner as recommended by the auditors. WLS IT staff will also be more proactive in anticipating and acquiring the skill sets required to support emerging technology trends and services.

The WLS IT department participates in monthly meetings with PLDA representatives (library directors and staff) to discuss technology topics and trends. These meetings are structured around agenda topics, but any director or library staff member can mention their own topic, question, or concern. The meeting agenda and additional topics, questions, or concerns raised will be reviewed at the next PLDA meeting. These PLDA Technology Committee meetings help library directors and staff be better informed about the changes coming up. These meetings also create a space for WLS and the libraries to discuss IT-related needs and wants for the upcoming years, which is extremely helpful in identifying potential services, anticipating the related costs, and training needs.

### **Public Innovation & Engagement**

#### **Libraries Turning Outward - WLS Efforts to Integrate and Promote the ALA/Harwood Institute Practices for Transformation and Community Change**



For over 30 years, the Harwood Institute has worked to help divided communities connect and create positive, sustainable change. The Institute's mission inspires and seems to have increasing relevance with each passing year: **to foster "...a world where community is a common and**

**enduring enterprise – where everyone can come together amid their differences to solve the complex challenges that affect us all."**

In 2012, American Library Association President Maureen Sullivan announced a partnership with the Harwood Institute. The focus of that initiative - [Libraries Transforming Communities \(LTC\)](#) - was to "strengthen libraries' roles as community leaders and change agents using the Harwood Institute's **Turning Outward** approach to community engagement." This effort was undertaken in recognition of the unique and needed role libraries can have in communities, as well as the imperative to act differently if libraries were to be recognized and successful in that role.

To Turn Outward means to take intentional steps to better understand communities; change processes and thinking to make conversations more community-focused; be proactive to community issues; and put community aspirations first. The Institute offers a number of models for dialog and understanding community strengths and readiness for change that make this focus actionable.

Additionally, those working toward change are challenged to show up in a way that shows commitment to the 3As of Public Life - Authority, Authenticity, and Accountability. (see diagram to the right) With Harwood practices at the core, organizations can then be said to be committed

to Public Innovation - an ongoing process of deep listening and engagement that guides both an organization's actions and community change.

## THE CYCLE OF PUBLIC INNOVATION

(ALA Libraries Transforming Communities and the Harwood Institute)



Since the launch in 2012, LTC has been used by libraries across the country. (Case studies, tools, and more can be found at the [ALA web site.](#)) In 2013, a year after Elena Falcone joined as the new director of outreach, she attended the LTC training. Upon her return she sought to integrate what she learned into outreach programming, which resulted in new engagement with both partners and clients of outreach programs.

At that time few Westchester libraries expressed interest in the LTC effort, so the outreach focus was on opportunities with our current programs and

community partners. These efforts bore fruit in 2017 with the launch of a **criminal justice reform** series hosted by member libraries. The 2017 program raised awareness of the challenges and trauma facing those returning from incarceration. The partnerships from that effort spurred the 2018 launch of the **Westchester Resilience Coalition**. The Coalition worked to educate both the public and service providers about the impact of adverse childhood experiences (ACES) on adult mental and physical health. This program was again

hosted by member libraries. In its implementation, concurrent with a national effort on ACES education, WLS had the opportunity to engage in programming on trauma education and resilience with several county agencies – the departments of Public Health, Community Mental Health and Social Services. As a result of this work, WLS was tapped as a partner in the **NYS Project Hope** campaign, which was a state-wide response to the critical need for mental health support during the COVID pandemic, one that made information and support for those in crisis more widely available.



An offshoot of this work has been the **Westchester Breathes** program. In educating the public and agencies about trauma (before COVID), individual community members frequently expressed the need for accessible (low cost, effective) tools for support. Elena became trained in evidence-based practices for stress reduction that were recommended by the DCMH. These practices, taught under the name Breath-Body-Mind, have become a mainstay of health and wellness education among partner agencies and member libraries - especially during the pandemic. Programs (and opportunities for staff training) have been offered through libraries since 2019.

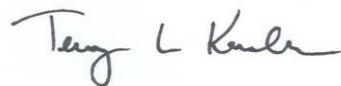
In 2019, Rich Harwood joined the WLS Annual Meeting to discuss the Harwood Institute's work and support our 2020 invitation to partners and member libraries for participation in a national Harwood training. Participants included WLS Staff, YWCA, CHHOP, Lifting Up Westchester, and the Ossining Public Library.

In 2021 and 2022 we returned to the Harwood aspirations-focused community conversation model and engaged participants in WLS senior-directed outreach programs. (Summaries of these events can be found at [conversations/westchesterlibraries.org](https://conversations/westchesterlibraries.org)) In 2022 and in 2023, Harwood education sessions and conversations have taken place or are planned with the Trustee Institute (Nov 2022), Volunteer NY RSVP Program (Feb 2023, serving a diversity of organizations in Westchester County), ARC Westchester (Apr 2023, serving adults with intellectual disabilities), and reentry programs (spring 2023). With this broad approach, we have been slowly building a community of practice within Westchester and are supporting a habit of listening and shaping our programming with community aspirations in mind.

Talking to patrons and community members is something all libraries do as part of their daily operation. Sharing and diligently applying the insights gained, striving for partnership, changing course based on what we hear...requires commitment. The model offered by LTC, by the Harwood Institute, is one that Maureen Sullivan and many others have recognized as essential to overcoming the forces of separation, isolation, and community division. Rich Harwood frames the work of Turning Outward, of fostering sustainable community action through public innovation, as an act of civic faith. That secular faith is described as "...a practical philosophy [that] holds that placing people, community and shared responsibility at the center of our shared lives will create a more just, fair, inclusive and hopeful society for all."

Public libraries - our spaces, services, people - continue to be a logical home for Public Innovation. It starts with turning outward, toward each other, and daring to ask - what kind of community do you want to live in and why?

Sincerely,



Terry L. Kirchner  
*Executive Director*