

**Item:** WLS Delivery Services

**Background:** WLS currently contracts with All Island Courier (AIC) for the delivery of books, DVDs, CDs and other materials to the 38 member libraries. The service includes 2 routes, 6 days per week, to the 44 library sites in Westchester. AIC has provided delivery service to WLS and the member libraries for the last five years. The current contract expires on December 31, 2017.

**Status:** A request for Proposal was developed and sent to thirteen prospective vendors; these vendors were invited to an information session and tour of the current delivery operations. Of the thirteen prospective vendors, three vendors attended the meeting. Proposals were due to WLS by 5:00 pm on Wednesday, October 11. AIC was the only vendor to submit a proposal. Pricing for year one (2018) is proposed to remain the same as 2017 pricing; in years two and three, the price will increase by 3% each year.

**Recommended**

**Action:** WLS recommends contracting with All Island Courier, Inc. for the next three years, with the option of a two-year extension at the end of that time.

November 28, 2017

**Item:** Central Library Aid Budget FY2017-18 & FY2018-19

**Background:** Each year the State of New York requires the submission of a budget proposal for the use of Central Library Development Aid (CLDA) and Central Book Aid (CBA) funds set aside for Central Library services for the State’s fiscal period of April 1<sup>st</sup> through March 31<sup>st</sup>. The funding is a designated appropriation as part of Chapter 917 of the State Education Law. WLS’s Central Library (CL) is the Mount Vernon Public Library.

**Status:** The Public Library Directors Association (PLDA) CL/eContent Committee met on 9/5/17 and discussed system-wide e-content purchases that could be subscribed to via the CL Funds. The PLDA CL/eContent Committee also discussed and agreed to allocate resources in light of the recommendations from the CL Study Committee that were approved at the 9/26/17 WLS Board Meeting along with the goals of the CL Plan of Service; and those goals that the following proposed budget supports include:

- Provision of centralized electronic services;
- Expansion of the system-wide digital collection in response to member libraries’ needs;
- Expansion of member library staff training and professional development offerings in growing fields such as digital literacy, e-reading, mobile technologies and social media;
- Member libraries will have access to training and tools to assist with collection analysis;
- Member libraries will be aware of and know how to effectively use the services and resources provided by the Central Library Aid.

These recommendations were presented to and approved by the general membership of (PLDA) at their November 16<sup>th</sup> Meeting. In accordance with the Central Library Study Committee recommendations, a member of the CL Advisory Committee will be at the WLS Board Meeting to present its budget recommendations.

The FY2017-2018 CLDA budget proposal includes the following:

	<i>2017-18</i>	<i>2018-19</i>
Ancestry.com	\$ 30,547	\$ 0
Bookletters	25,180	0
Hoopla	37,077	76,951
Job and Career Accelerator	15,000	15,000
Kanopy	0	30,000
Learning Express	51,502	49,565
Lynda.com	27,500	27,500
Mango Languages	23,000	23,750
Mergent Intellect	0	27,500
Morningstar	30,960	0
Novelist	34,500	50,000
Press Reader	30,000	30,000
Total Boox	45,000	20,000
Training	<u>1,000</u>	<u>1,000</u>
<b>Total Central Library Aid Budget:</b>	<b>\$351,266</b>	<b>\$351,266</b>

**Recommended**

**Action:** Staff recommends approval of the Central Library Budget proposal as presented.

November 28, 2017

**Item:** WLS Fiscal Year 2018 Budget

**Background:** The Budget Committee of the WLS Board of Trustees met on October 19<sup>th</sup> and reviewed a number of options in order to arrive at a budget proposal for the 2018 fiscal year.

Input was also sought from WLS managers and staff as well as the Finance Committee of the Public Library Directors Association (PLDA).

**Status:** Attached is the Executive Summary for the proposed FY 2018 operating and capital budgets along with the back-up information and spreadsheets. The Budget Committee will meet again prior to the November 28<sup>th</sup> Board Meeting to confirm the attached proposed budgets and will give their final report at the Meeting.

**Recommended**

**Action:** The Budget Committee recommends adoption of the FY2018 budget as presented.

November 28, 2017

## **Westchester Library System Proposed FY 2018 Operating Budget**

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### *Executive Summary*

The mission of Westchester Library System (WLS) is to ensure that all County residents have seamless access to excellent library services and to promote the efforts of the 38 member libraries to reach all of their communities by providing access to physical and digital materials, programs and services. The System maintains support for libraries and increases awareness of what libraries can do for the people of Westchester County. WLS also serves as a center of innovation for the County's library community, and collaborates with the member libraries to provide access to resources and services, as well as to enhance and support centralized library services which help the libraries reduce their individual costs. WLS will meet its mission through the provision of a wide range of services, programs, and materials that meet the diverse needs of the County's residents.

The 2018 proposed revenue budget totals nearly \$6.5 million from all sources, an increase of approximately \$78,000 over the 2017 revenue budget, driven by a proposed increase in member fees of \$54,000. In this budget, expenses exceed revenues by \$114,700 before depreciation and by \$335,700 when projected depreciation of \$221,000 is included. The budget allows for the continuation of most current programs and services, including:

- ✓ **HSE Connect!** provides information and support to adults seeking a high school equivalency (HSE) diploma. The program works to explain the three paths available to obtain a HSE diploma, including an in-depth look at the reading and math levels required to succeed. Our staff and volunteers prepare adult students by reviewing the study resources offering assessment so they can know where to start and by providing free one-to-one tutoring. We also advocate for our clients as they navigate the adult education landscape and the many barriers to persistence.
- ✓ **Westchester Seniors Out Speaking (WSOS)** provides educational presentations and one-to-one counseling on Medicare and related health services to those aged 60 and older in order to help them manage their health insurance needs and access related services, such as legal, financial and health resources. This effort is led by paid part-time senior counselors who coordinate and oversee ongoing recruitment, training and service of more than 75 volunteers.
- ✓ **Battle of the Books** is a book-based trivia competition aimed at youth in Grades 4-10. The program is designed to promote a love of reading in children and teens and exposes them to books and authors that they might not otherwise encounter. Additionally, the program inspires teamwork and good sportsmanship and encourages participants to think of their local libraries as a resource for entertainment.
- ✓ **Early Literacy Outreach** works to raise awareness among young families of the importance of early literacy. WLS outreach to Head Start Centers and other childcare providers centers on the array of practices and activities available to parents, and the important role of libraries in creating young readers that are ready for school and life success. A majority of the parents encountered are not current library users; the WLS program provides them with resources and skills they can use immediately with their children and facilitates engagement with their local library for continued enrichment.

## Westchester Library System Proposed FY 2018 Operating Budget

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- ✓ **Re-entry Outreach** offers group programs and direct information service to those navigating re-entry. Among the hurdles ex-offenders face is a lack of awareness of needed services. The challenge is as much an overabundance of information, as knowing who to call when the need is most critical. Our website, [Westchester Connections](#), seeks to address this need. Its key features include a simple interface, plain language, encouragement and information that speaks specifically to the experience and needs of ex-offenders. The site offers email and live chat information services supported by WLS staff and re-entry partner agencies. The site is a point of registration for the WLS Welcome Card, a six-month temporary library card available to anyone re-entering in Westchester County. The library system has taken the step of providing this card to assure early access to the essential information and services available in libraries, i.e., information on jobs, careers, and education – as well as computer resources, and opportunities for connection. Future efforts will focus on building awareness of this resource and service among re-entry clients and agencies.
  
- ✓ **Youth Job Readiness** is a program through which WLS works collaboratively with the Great Potential Program at SUNY Purchase to help deliver and support forums to meet the needs of young people for relevant and meaningful out-of-school learning and development opportunities. The target audience from the school districts served is middle and high school students from low-income families and groups under-represented in higher education. Activities focus on college awareness and workforce development. The early college exposure component is designed to encourage participating youth to think about their future and to envision themselves in college. WLS also leads job readiness workshops on topics including work experience options, setting goals, mock job searches, cold calling, preparing resumes, and practicing completing job applications and being interviewed.
  
- ✓ **Career & Educational Counseling Services (WEBS)** includes workforce development programs and services for unemployed and underemployed adults and is designed to help adults plan and manage their careers in an ever-changing, globalized and technological world. The program provides individuals in career transition with strategies for assessing themselves, obtaining occupational information, updating skills and utilizing technology in order to reach their goals of reemployment, career change or a return to school. These free group and individual services are provided by career counselors at libraries throughout the county. Many of the programs provide special assistance to individuals over 50 who are exploring new work options.

In the area of training, WLS will continue to sponsor ongoing learning and professional development activities to help member library staff and trustees keep pace with the latest trends in library technology, literacy outreach services, library advocacy and community engagement.

The Development Department will focus on raising monies to better serve targeted populations and/or literacy needs. Specifically, fundraising goals will focus on senior programming, HSE Connect!, workforce development, and e-content.

The following assumptions form the basis for the revenue figures included in the budget:

- ✓ The 2018-19 allocation from New York State will remain flat.

## **Westchester Library System Proposed FY 2018 Operating Budget**

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- ✓ \$1,000,000 in operating funds will be received from Westchester County.
- ✓ Member Library Fees will increase by 2%.
- ✓ The WLS Annual Breakfast and any other planned special events will break even.
- ✓ Other Grants line includes: grants for family and adult literacy, mini-grants for libraries, senior programs and services, and training activities.
- ✓ Fundraising and Contributions line represents \$85,000 to be raised from corporate and foundation sources.

On the expense side, the following assumptions are built into the budget:

- ✓ 2018 salaries increase by 2% over 2017. In the area of fringe benefits, an increase of 10% for the cost of health insurance has been included. The assumption for pension is that the WLS cost will be approximately 16% of 2018 salary expenses, a reduction of .5% from what was budgeted in 2017.
- ✓ WLS pays most of the cost of post-retirement health insurance for its retirees. \$244,000 (approximately 3.7% of the overall expense budget) is budgeted to cover these costs in 2018.
- ✓ In the 2018 budget, the Library Materials line (which includes books, films, periodicals, e-books, DVDs, CDs and audio books) is budgeted at \$769,800 and includes monies for reimbursement of libraries participating in the interlibrary loan debit/credit program.
- ✓ The Repairs and Maintenance line includes costs from VMWare, Nutanix and Teridici, all of which support VDI.
- ✓ The Telephone and Internet line has been increased to continue growth of network bandwidth to support library operations. Requests from member libraries are supported by State and Federal guidelines which call for 100Mbps at libraries by the year 2020. The increase requested in 2018 will bring 39 of 44 library locations to 50Mbps and five to 100Mbps. The smallest 5 sites will remain at 20Mbps.

WLS is a dynamic entity that focuses on efficiency and fiscal responsibility and strives to empower both libraries and their communities. As always, spending will be monitored against budget on an ongoing basis, and WLS will continue to look for cost savings and additional sources of revenue throughout 2018.

Westchester libraries provide vital services to their communities. In 2018, WLS will continue to support the needs of libraries and, by extension, all the residents and businesses in Westchester by providing model programs, affordable and easy-to-use information technology, and support services that enable libraries to continuously improve services to their communities.

Westchester Library System  
Budget Summary 2016-2018 - DRAFT

	2016 Final	2017 Adopted	2017 Projected	2018 Proposed	\$ change over 2017 Projected
<b>REVENUES:</b>					
General Library Aid	1,534,021	1,550,000	1,550,630	1,550,800	170
Supplementary Aid	217,398	206,000	206,134	206,200	66
Local Library Services revenue	279,542	279,600	279,694	279,700	6
Local Library Service pass-thru payments	(279,542)	(279,600)	(279,694)	(279,700)	(6)
Local Services Support Aid	190,875	192,800	192,949	193,000	51
Central Library Aid	281,235	284,200	284,292	284,300	8
Central Library Book Aid	66,209	66,900	66,927	67,000	73
Central Library Book Aid pass-thru payments	(66,209)	(66,900)	(66,927)	0	66,927
Westchester County	1,000,000	1,000,000	1,000,000	1,000,000	0
Erate	2,168	0	300	0	(300)
Member Library Fees	2,699,314	2,695,700	2,699,146	2,803,500	104,354
Enhanced Services to Libraries	28,450	15,000	24,300	22,500	(1,800)
Special Events	14,141	12,000	12,661	12,000	(661)
Investments/Interest Income	6,854	4,800	6,000	6,000	0
WEBS, Non-Resident Cards, Misc	42,634	41,300	37,800	34,800	(3,000)
Coordinated Outreach	154,072	155,700	155,744	155,700	(44)
Correctional Facilities	40,719	41,300	41,296	41,300	4
Westchester Comm Coll pass-thru revenue	2,616	315,000	180,000	180,000	0
Westchester Comm Coll pass-thru payments	(2,616)	(315,000)	(180,000)	(180,000)	0
Other grants	278,209	88,500	110,500	63,500	(47,000)
Contributions/To Be Raised	164,928	107,000	75,000	85,000	10,000
<b>Total Revenues:</b>	<b>6,655,018</b>	<b>6,394,300</b>	<b>6,396,752</b>	<b>6,525,600</b>	<b>128,848</b>
<b>EXPENSES:</b>					
<b>Personnel</b>					
Salaries & Hourly Wages	2,256,245	2,388,300	2,368,600	2,394,600	26,000
Employee Benefits	867,449	905,100	875,300	931,300	56,000
Retiree Health Benefits	246,905	244,000	220,000	244,000	24,000
<b>Subtotal Personnel</b>	<b>3,370,599</b>	<b>3,537,400</b>	<b>3,463,900</b>	<b>3,569,900</b>	<b>106,000</b>
<b>Other Than Personnel</b>					
Professional Fees	28,623	26,100	29,200	28,900	(300)
Equipment	230,411	218,200	204,400	222,400	18,000
Library Materials	655,090	685,050	680,000	768,800	88,800
Rent & Utilities	268,445	335,100	335,500	337,600	2,100
Repairs & Maintenance	356,510	419,700	442,300	477,700	35,400
Supplies	39,126	30,900	30,900	38,100	7,200
Telephone & Internet	294,045	368,800	328,800	374,000	45,200
Printing & Postage	50,539	63,300	56,100	54,600	(1,500)
Bibliographic Fees	73,826	70,000	67,400	70,000	2,600
Professional Development	45,221	53,100	56,900	53,200	(3,700)
Travel, Conferences & Meetings	30,142	38,150	29,300	38,700	9,400
Memberships	12,514	16,900	14,900	15,100	200
Contractual Services	334,822	185,100	183,000	129,200	(53,800)
Delivery Service	371,033	393,500	392,200	393,500	1,300
Special Events	18,059	12,000	13,000	12,000	(1,000)
Insurance	20,437	23,000	22,900	25,000	2,100
Interest expense	445	500	0	500	500
Miscellaneous	7,188	13,900	8,200	29,200	21,000
<b>Subtotal Other Than Personnel</b>	<b>2,836,476</b>	<b>2,953,300</b>	<b>2,895,000</b>	<b>3,068,500</b>	<b>173,500</b>
<b>TOTAL EXPENSES</b>	<b>6,207,075</b>	<b>6,490,700</b>	<b>6,358,900</b>	<b>6,638,400</b>	<b>279,500</b>
<b>Net Revenue before Depreciation</b>	<b>447,943</b>	<b>(96,400)</b>	<b>37,852</b>	<b>(112,800)</b>	
<b>Depreciation</b>	<b>145,477</b>	<b>138,000</b>	<b>195,000</b>		
<b>TOTAL EXPENSES with Depreciation</b>	<b>6,352,552</b>	<b>6,628,700</b>	<b>6,553,900</b>	<b>6,638,400</b>	
<b>Net Revenue</b>	<b>302,466</b>	<b>(234,400)</b>	<b>(157,148)</b>	<b>(112,800)</b>	

**2018 PROPOSED BUDGET BY DEPARTMENT**

Revenues	Admin	Fundraising/ Special Events	Cataloging	Shipping/ Delivery	Outreach	Training	WEBS	Youth	Information Technology	TOTAL
General Library Aid	1,142,200		408,600							1,550,800
Supplementary Aid	57,200			42,700	44,000	62,300				206,200
Local Library Support revenue	279,700									279,700
Local Library Support payments	(279,700)									(279,700)
Local Services Support Aid	10,500	62,300					120,200			193,000
Central Library Aid	283,300				1,000					284,300
Central Library Book Aid	67,000									67,000
Westchester County			260,000	398,500	48,000		145,800	147,700		1,000,000
Erate										0
Member Library Fees									2,749,600	2,749,600
Enhanced Services to Libraries									22,500	22,500
Special Events		12,000								12,000
Investments/Interest Income	6,000									6,000
WEBS, Non-Resident Cards, Misc	1,800						22,000	12,000		35,800
Coordinated Outreach					153,700			2,000		155,700
Correctional Facilities					41,300					41,300
Westchester Comm Coll pass-thru					0					0
Westchester Comm Coll pass-thru					0					0
Other grants	0				30,400	20,000		13,100		63,500
Contributions	0	85,000								85,000
<b>Total Revenues:</b>	<b>1,568,000</b>	<b>159,300</b>	<b>668,600</b>	<b>441,200</b>	<b>317,400</b>	<b>83,300</b>	<b>288,000</b>	<b>174,800</b>	<b>2,772,100</b>	<b>6,472,700</b>

Expenses:	Admin	Fundraising/ Special Events	Cataloging	Shipping/ Delivery	Outreach	Training	WEBS	Youth	Information Technology	TOTAL
Personnel										
Salaries	516,700	94,200	348,500	19,300	93,900	19,300	150,700	104,700	881,200	2,228,500
Hourly Wages	10,000	0	17,000	0	96,000	0	0	0	25,400	148,400
Employee Benefits	206,000	34,500	171,900	5,400	36,900	5,400	73,500	41,300	368,100	943,000
Retiree Health Benefits	233,000	0	0	0	0	0	0	0	11,000	244,000
<b>Subtotal Personnel Services</b>	<b>965,700</b>	<b>128,700</b>	<b>537,400</b>	<b>24,700</b>	<b>226,800</b>	<b>24,700</b>	<b>224,200</b>	<b>146,000</b>	<b>1,285,700</b>	<b>3,563,900</b>
Other Than Personnel										
Professional Fees	18,900	0	0	0	300	0	0	0	9,700	28,900
Equipment	10,200	0	0	0	2,200	0	0	0	200,000	212,400
Library Materials	406,300	0	0	0	14,700	0	0	14,800	334,000	769,800
Rent & Utilities	66,800	10,800	40,300	18,000	37,600	37,600	13,500	0	113,000	337,600
Repairs & Maintenance	15,100	2,600	0	0	0	0	0	0	460,000	477,700
Supplies	14,600	300	1,400	5,000	1,900	0	6,300	600	8,000	38,100
Telephone & Internet	0	0	0	0	0	0	0	0	359,000	359,000
Printing & Postage	18,500	1,000	15,000	0	11,800	0	1,000	0	5,300	52,600
Bibliographic Fees	0	0	70,000	0	0	0	0	0	0	70,000
Professional Development	5,500	2,500	0	0	5,400	21,000	100	1,700	16,000	52,200
Travel, Conferences & Meetings	8,000	600	4,000	0	3,000	0	400	2,700	17,500	36,200
Memberships	11,500	800	300	0	500	0	0	0	2,000	15,100
Contractual Services	39,500	0	0	0	13,200	0	42,500	9,000	25,000	129,200
Delivery Service	0	0	0	393,500	0	0	0	0	0	393,500
Special Events	0	12,000	0	0	0	0	0	0	0	12,000
Insurance	14,000	0	0	0	0	0	0	0	11,000	25,000
Interest	500	0	0	0	0	0	0	0	0	500
Miscellaneous	3,000	0	200	0	0	0	0	0	10,500	13,700
<b>Subtotal OTPS:</b>	<b>632,400</b>	<b>30,600</b>	<b>131,200</b>	<b>416,500</b>	<b>90,600</b>	<b>58,600</b>	<b>63,800</b>	<b>28,800</b>	<b>1,571,000</b>	<b>3,023,500</b>
<b>TOTAL EXPENSES</b>	<b>1,598,100</b>	<b>159,300</b>	<b>668,600</b>	<b>441,200</b>	<b>317,400</b>	<b>83,300</b>	<b>288,000</b>	<b>174,800</b>	<b>2,856,700</b>	<b>6,587,400</b>
<b>NET REVENUE before Depreciation</b>	<b>(30,100)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(84,600)</b>	<b>(114,700)</b>
<i>% of overall budget (before depreciation)</i>	24.3%	2.4%	10.1%	6.7%	4.8%	1.3%	4.4%	2.7%	43.4%	100.0%
Depreciation	13,300								207,700	221,000
<b>TOTAL EXPENSES with Depreciation</b>	<b>1,611,400</b>	<b>159,300</b>	<b>668,600</b>	<b>441,200</b>	<b>317,400</b>	<b>83,300</b>	<b>288,000</b>	<b>174,800</b>	<b>3,064,400</b>	<b>6,808,400</b>
<b>Net Revenue</b>	<b>(43,400)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(292,300)</b>	<b>(335,700)</b>



## **Westchester Library System Proposed FY 2018 Capital Budget**

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A capital budget of \$71,000 is proposed for 2018 for the following purchases:

### **Additional Server Node / Backup Optimization - \$60,000**

The server virtualization project which was completed in 2010 and the VDI (Virtual Desktop Infrastructure) project currently underway have greatly consolidated the server resources needed to support the operation. What once was run on more than two dozen independent servers, occupying more than 80 units of rack space, now runs on eight nodes installed across three hyper-converged chassis that only use six units of rack space.

When the current environment was purchased, future expansion was planned. This request adds an additional node to the existing server environment that will permit creation of highly-available virtual machines, allowing servers and desktops to automatically migrate from one node to another in the event of hardware failure without interruption of service. Due to the fully integrated design of our systems, this benefit extends to both virtual servers and desktops. This purchase will also provide an opportunity to repurpose older hardware to replace a third-party service for off-site backup. This would save an annual cost of \$7,000.

In summary, purchase of an additional server node will:

- provide increased resiliency to prevent hardware failure
- increase available server resources
- capitalize on planned scalability
- produce additional value of existing server licenses
- eliminate the need to have data held by a third party
- reduce the cost of off-site backup
- increase the speed and efficiency of restorations from backups
- better use of the existing resources available

### **Digitization Program Equipment / LEADER Lab Equipment - \$11,000**

Westchester libraries hold a wealth of unique items in their collections. Often these items, locally and historically valuable, are unseen and unknown to all except the most serious researcher. Digitizing these items makes them visible and accessible, increases their appreciation within library collections, and helps preserve them. Through these digitized materials, the public can see and tell its stories, raising awareness and community connections. WLS can play a key role in helping Westchester libraries to understand, develop and execute digitization projects. This request includes \$5,000 to create a digitizing center in the LEADER Lab to provide opportunities for library staff to learn about the components and use scanning tools and equipment that are part of a successful project.

The 2018 LEADER Lab capital request also includes \$6,000 to complement existing lab resources. Gauged by member library interest and recent articles about and visits to makerspaces, this will provide access to emerging technologies and expand learning opportunities in the areas of laser cutting, screen printing and use of basic power tools.

Westchester Library System  
2018 Proposed Capital Budget

	2018 Budget PROPOSED	Description
<b>REVENUES:</b>		
Capital Fund	71,000	
<b>EXPENSES:</b>		
Computer Equipment & Software	60,000	Additional server node / backup optimization
LEADER Lab	11,000	For digitization program equipment and demonstration of state-of-the-art technologies
<b>TOTAL EXPENSES:</b>	<b>71,000</b>	
<b>Revenue vs. Expenses:</b>	<b>0</b>	