
Call to Meeting
March 28, 2023

The next Regular Meeting of the Westchester Library System (WLS) is **Tuesday, March 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: February 28, 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, April 25, 2023, at 6:00 p.m.

WESTCHESTER LIBRARY SYSTEM
Trustee Meeting
February 28, 2023 – Approval Pending

REGULAR MEETING

The Regular Meeting of the Westchester Library System was called to order by Karen Zevin at 6:02 p.m. The quorum requirement was met with the following people in attendance:

Board members present: Andrea Bober, Robert Cartolano, Nishat Hydari, Wes Iwanski, Karen Kelley, Maureen LeBlanc, Susan Morduch, Joseph Puglia, Edris Scherer, Diane Tabakman, Karen Zevin

Board Members absent: Julie Mills-Worthy, Francis Okelo

Also present from WLS were: Terry Kirchner, Rob Caluori, Wilson Arana, Kate Meyer, Elena Falcone, Allison Midgley, Allison Pryor, Dana Hysell

Public Library Directors Association (PLDA) Representative: Yvonne Cech, Director, John C. Hart Memorial Library

Karen Kelley, Chair of the Nominating & Board Education Committee, introduced Alice Joselow, who has agreed to fill the vacancy for District II [Briarcliff Manor, Ossining, Tarrytown]. The Board approved the appointment of Ms. Joselow on a motion by Karen Kelley and seconded by Wes Iwanski. The motion passed unanimously.

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

MINUTES

The minutes of the January 31, 2023, were approved with revisions to correct typographical errors on a motion by Mr. Puglia and seconded by Ms. Morduch. The motion passed unanimously.

FINANCIAL REPORTS

Mr. Caluori noted that the audit is nearly complete and is expected to be presented to the Board for approval at the April Board Meeting. He also noted he has been exploring replacing the current financial management system with a cloud-based version by Sage called Intacct. Ms. Scherer, WLS Board Treasurer, noted that Mr. Caluori has also discussed this option with the Chair of the Finance Committee, Ms. LeBlanc. Mr. Caluori also reviewed the January 2023 financial report making note of key variances. The financial reports were accepted on a motion by Ms. Scherer and seconded by Ms. LeBlanc. The motion passed unanimously.

PRESIDENT’S REPORT

As part of the President’s report, Ms. Zevin introduced Dana Hysell, Outreach Services Specialist, who was responsible for WLS and the member libraries participation in Advocacy Day, which was held on February 23, 2023. Ms. Hysell stated that the virtual meeting was well attended and focused on support of NYLA’s initiative of municipal ballot reduction, and modernization of Civil Service practices. Ms. Hysell concluded that all legislators in attendance were supportive and thankful. Ms. Zevin reminded the Board that advocacy doesn’t end with Advocacy Day, and that everyone has a responsibility to advocate for libraries. Ms. Zevin also reminded the Board that with Open Meetings Law committee meetings are public and must be posted within 2 weeks of each meeting.

COMMITTEE REPORTS

Nominating & Board Education: Ms. Kelley, Chair, reported that the committee is currently searching a candidate to fill the vacancy for District V [Armonk, Bedford Village, Mount Pleasant, Pound Ridge]. She had a brief discussion with the committee regarding Board education training which may be required for library board staff, as well as sexual harassment training.

Audit Committee: Mr. Iwanski reported that the auditors are in the final stages of the 2022 audit, and the committee will be meeting with the auditors to receive the report and will be bringing a recommendation to the Board at a future meeting.

Governance Committee: Ms. Morduch reported that the committee will send a link to review the policies and bi-laws, and that Dr. Kirchner is working on the employee handbook. All policies are located on the WLS website.

Budget Committee: Ms. Scherer reported that the Budget Committee’s next meeting will be in September 2023.

EXECUTIVE DIRECTOR’S REPORT

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

Dr. Kirchner introduced WLS staff in attendance of the Board Meeting. As part of the Executive Director’s report, Wilson Arana, Manager of IT, was introduced to speak.

Mr. Arana gave an overview of the IT Services Menu. The overview highlighted the important role of IT staff to support and maintain the services provided. He acknowledged Lindsay Stratton, Systems Librarian, for ILS Maintenance Service, Michael Petrocelli, Systems Administrator, for his work with the Network Managed Services and Wireless Support, and Jean-Paul Francois, Jr. Systems Administrator, for their work in maintaining the authorized devices on the WLS Network. He also acknowledged the training staff, Allison Midgley and Allison Pryor, for the training they provide to the library staff.

Dr. Kirchner stated that he received an email from Greg Wirszyła, PLDA President which included a document of their organization’s priorities for 2023. After further discussion, it was decided that Dr. Kirchner will meet with the PLDA Executive Committee to discuss the document further.

PLDA LIASON’S REPORT

Ms. Cech reported on the January 2023 PLDA meeting where the following was discussed:

- PLDA has established a Wellness Committee.
- PLDA had a discussion regarding professional development opportunities and if they can be available through either Central Library Funds or through WLS, they are developing roundtables to discuss this further.
- Greenburgh Public Library has installed remote lockers through Bibliomation and are currently piloting the program.

Ms. Cech thanked Jennifer Brown, PLDA Past-President, for stepping in for last month’s Board Meeting.

ADJOURNMENT

Having completed its agenda, the Board adjourned its meeting at 8:08 p.m. on a motion by Ms. Morduch and seconded by Ms. Kelley that passed unanimously.

Respectively submitted,

Andrea Zuckerman Bober
Secretary



Financial Statements and Notes

February 2023

Westchester Library System
Statement of Financial Position - WLS Balance Sheet
As of 2/28/2023
* Unaudited

	<u>2/28/2023</u>	<u>1/31/2023</u>	<u>Current Period Change</u>	<u>Current Period % Change</u>	<u>12/31/2022</u>
Assets					
Current Assets					
Operating Cash & Cash Equivalents	2,226,203	1,602,531	623,672	38.92%	2,261,909
Reserve Cash & Cash Equivalents	2,776,374	2,766,444	9,930	0.36%	2,762,472
Unconditional Promises to Give	717,783	677,867	39,916	5.89%	333,377
Accounts Receivable	111,435	837,830	(726,396)	-86.70%	126,397
Prepaid Expenses	953,811	1,070,500	(116,690)	-10.90%	723,226
Security Deposits	<u>0</u>	<u>0</u>	<u>0</u>	0.00%	<u>0</u>
Total Current Assets	6,785,606	6,955,173	(169,568)	-2.44%	6,207,381
Long-term Assets					
Property & Equipment	<u>587,588</u>	<u>602,081</u>	<u>(14,493)</u>	-2.41%	<u>616,574</u>
Total Property & Equipment	<u>587,588</u>	<u>602,081</u>	<u>(14,493)</u>	-2.41%	<u>616,574</u>
Total Long-term Assets	<u>587,588</u>	<u>602,081</u>	<u>(14,493)</u>	-2.41%	<u>616,574</u>
Total Assets	<u>7,373,194</u>	<u>7,557,254</u>	<u>(184,061)</u>	-2.44%	<u>6,823,955</u>
Liabilities					
Short-term Liabilities					
Accounts Payable	355,196	350,565	4,632	1.32%	699,492
Deferred Revenue	<u>862,106</u>	<u>1,091,711</u>	<u>(229,605)</u>	-21.03%	<u>6,686</u>
Total Short-term Liabilities	1,217,302	1,442,275	(224,973)	-15.60%	706,177
Long-term Liabilities					
Capital Lease Obligations	0	0	0	0.00%	0
Deferred Rent	211,663	214,365	(2,702)	-1.26%	217,066
Post-Retirement Benefits Payable	<u>3,856,991</u>	<u>3,856,991</u>	<u>0</u>	0.00%	<u>3,856,991</u>
Total Long-term Liabilities	<u>4,068,654</u>	<u>4,071,356</u>	<u>(2,702)</u>	-0.07%	<u>4,074,057</u>
Total Liabilities	<u>5,285,956</u>	<u>5,513,631</u>	<u>(227,675)</u>	-4.13%	<u>4,780,235</u>
Net Assets					
Working Capital	5,568,304	5,512,898	55,406	1.01%	5,501,204
Long-Term Net Assets	<u>(3,481,066)</u>	<u>(3,469,275)</u>	<u>(11,791)</u>	0.34%	<u>(3,457,483)</u>
Total Net Assets	<u>2,087,238</u>	<u>2,043,624</u>	43,614	2.13%	<u>2,043,721</u>
Total Liabilities and Net Assets	<u>7,373,194</u>	<u>7,557,254</u>	<u>(184,061)</u>	-2.44%	<u>6,823,955</u>

NOTES FOR FEBRUARY 2023 STATEMENT OF FINANCIAL POSITION - WLS BALANCE SHEET

The key changes to the Balance Sheet are an increase in WLS's cash position, which is higher by \$623,700, a decrease in Accounts Receivable of \$726,400 and a decrease in Deferred Revenue by \$229,600.

Reminders:

All figures are approximate to the nearest \$100 or 1%.

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: This line shows the total cash in WLS's bank accounts, investment accounts and petty cash. – In this period WLS's cash position increased by \$633,600. With \$1,048,500 in receipts, revenues received included \$711,700 from member libraries for IT fees and group purchases and \$304,700 from Westchester County for the fourth quarter of 2022. Expenditures totaled \$414,900. Aside from rent, payroll and benefits, Internet, and delivery to libraries, the notable expenditures include \$12,700 to Swank Motion Pictures for public performance license group purchases for member libraries and \$28,300 to Hoopla for digital content for patrons in January.

Accounts Receivable: These are monies owed to WLS by another party. – This figure decreased by \$726,400 in the period, the result of receiving \$730,800 in payments and recording \$4,400 in new receivables. Activity was driven primarily by payments from member libraries for IT services and group purchases, but also included 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 decreased by \$229,600, the result of recognizing revenues from IT, eContent, and movie licensing.

Westchester Library System
Statement of Revenues and Expenditures - Comparison to Budget with 2021 and 2022 YTD
From 2/1/2023 Through 2/28/2023

	Current Period 2/28/2023	Current Period Budget	Current Period Budget Variance	2/28/2021 YTD	2/28/2022 YTD	2/28/2023 YTD	YTD Budget	YTD Budget Variance	Total Budget
Revenue									
State Revenues without Restrictions	205,910	205,921	(11)	302,880	376,270	411,820	411,842	(22)	2,471,050
County Revenues without Restrictions	105,975	106,008	(33)	173,000	175,100	211,850	212,017	(167)	1,272,100
Federal Revenues without Restrictions	13,750	13,750	0	25,000	25,750	27,500	27,500	0	165,000
Member Technology Fees	223,468	224,833	(1,365)	470,379	469,733	447,486	449,667	(2,181)	2,698,000
Fund Raising & Contributions	117	0	117	890	218	117	0	117	0
Interest	14,099	417	13,683	702	463	20,554	833	19,720	5,000
WEBS & Other	1,380	208	1,172	2,252	1,210	1,968	417	1,551	2,500
Government Revenues with Restrictions	18,955	18,958	(3)	28,970	35,500	37,910	37,917	(7)	227,500
Other Revenues with Restrictions	<u>4,597</u>	<u>14,417</u>	<u>(9,820)</u>	<u>1,921</u>	<u>9,179</u>	<u>11,742</u>	<u>28,833</u>	<u>(17,091)</u>	<u>173,000</u>
Total Revenue	<u>588,252</u>	<u>584,512</u>	<u>3,739</u>	<u>1,005,995</u>	<u>1,093,424</u>	<u>1,170,946</u>	<u>1,169,025</u>	<u>1,921</u>	<u>7,014,150</u>
Expenditures									
Salaries	170,663	197,935	27,272	347,133	362,100	355,669	395,870	40,202	2,375,223
Fringe Benefits	111,537	112,350	813	174,532	192,879	212,104	224,700	12,596	1,348,202
Professional Fees	5,968	4,275	(1,693)	5,295	2,342	6,801	8,550	1,749	51,300
Equipment	1,221	15,833	14,612	11,344	16,098	2,562	31,667	29,104	190,000
Library Materials	68,573	59,202	(9,371)	135,753	127,437	135,476	118,403	(17,073)	710,420
Rent and Utilities	27,726	29,656	1,930	55,104	55,104	55,452	59,312	3,860	355,870
Repairs and Maintenance	43,036	46,617	3,581	73,548	75,761	103,504	93,233	(10,271)	559,400
Supplies	168	3,796	3,628	4,924	1,752	291	7,592	7,300	45,550
Telephone and Internet	36,451	38,925	2,474	60,798	62,825	80,132	77,850	(2,282)	467,100
Printing and Postage	0	6,242	6,242	3,810	6,094	2,261	12,483	10,222	74,900
Bibliographic Fees	7,048	7,458	410	18,747	13,236	13,911	14,917	1,006	89,500
Professional Development	411	8,171	7,760	563	1,015	488	16,342	15,854	98,050
Travel	155	4,200	4,045	121	326	157	8,400	8,243	50,400
Memberships	202	2,333	2,131	9,317	7,816	12,973	4,667	(8,306)	28,000
Contractual Services	19,471	32,942	13,471	44,845	88,443	35,925	65,883	29,958	395,300
Delivery Service	34,052	37,583	3,532	74,622	68,370	72,831	75,167	2,336	451,000
Insurance	1,774	2,917	1,143	3,212	9,479	5,253	5,833	580	35,000
Miscellaneous	<u>494</u>	<u>2,250</u>	<u>1,756</u>	<u>337</u>	<u>1,204</u>	<u>1,277</u>	<u>4,500</u>	<u>3,223</u>	<u>27,000</u>
Total Expenditures	<u>528,949</u>	<u>612,685</u>	<u>83,735</u>	<u>1,024,004</u>	<u>1,092,281</u>	<u>1,097,067</u>	<u>1,225,369</u>	<u>128,302</u>	<u>7,352,215</u>
Net Revenue Before Depreciation	<u>59,302</u>	<u>(28,172)</u>	<u>87,474</u>	<u>(18,009)</u>	<u>1,143</u>	<u>73,879</u>	<u>(56,344)</u>	<u>130,224</u>	<u>(338,065)</u>
Non-Cash Activity									
Depreciation	14,493	14,083	(410)	31,027	22,441	28,986	28,167	(820)	169,000
Unrealized Gain/Loss on Investments	<u>1,195</u>	<u>0</u>	<u>(1,195)</u>	<u>92</u>	<u>349</u>	<u>1,195</u>	<u>0</u>	<u>(1,195)</u>	<u>0</u>
Total Non-Cash Activity	<u>15,688</u>	<u>14,083</u>	<u>(1,605)</u>	<u>31,119</u>	<u>22,791</u>	<u>30,181</u>	<u>28,167</u>	<u>(2,015)</u>	<u>169,000</u>
Net Revenue	43,614	(42,255)	85,870	(49,128)	(21,648)	43,698	(84,511)	128,209	(507,065)

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

Net revenue before depreciation was above budget on both a monthly (\$59,300) and year-to-date (YTD) (\$73,900) basis. Even with the positive variance in the bottom line, there are noteworthy variances discussed below. All figures are approximated to the nearest \$100 or 1%.

Revenues:

Total revenue was essentially within budget for February. 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 February was significantly higher than budgeted. At the time the budget was created, interest rates were beginning to rise but could not be fully anticipated. However, even if interest rates remain higher than expected 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 68% (\$9,800) 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 February was less than revenues by \$59,300 and came in \$83,700 less than the monthly budget. Significant positive and negative variances are discussed below.

Salaries – Spending in this line was \$27,300 under budget for February. This is primarily due to one part-time and three full-time positions in the budget that are currently vacant. Three positions are in the process of being filled, one is currently being filled by a temporary contractor, expenses for which appear in *Contractual Services*.

Equipment – This line was underspent by 14,600 compared to the budget. Expenses budgeted in this line, in addition to traditional IT expenses for equipment replacement, includes laptops for staff as part of WLS's effort to create a more mobile-enabled and security-aware work environment. While there is some spending in this line on a monthly basis, most purchases (for both IT and the laptop project) will typically occur as larger purchases in a given period.

Contractual Services – This line was underspent by 13,500 for February. This was primarily driven by the discontinuation of services from Anatomy, which provided network administration support. While a contractor may be engaged for specific projects, the day-to-day network management roles has been transferred to WLS staff.

Library Materials – This line was overspent for the month by \$9,400. The overage was driven by higher than anticipated costs for pay-per-use electronic content provided to library patrons. While this overage represents spending above budget, Central Library funds carried into 2023 will be used to cover part of this overage.

Professional Fees – This line was slightly over budget for the month (\$1,700) and is under budget for the YTD. The overage in February was due an invoice from USI for the annual actuarial evaluation of WLS's post-retirement benefit costs. Currently, the line is expected to end the year within the budgeted allocation.

Fringe Benefits – This line ended the month essentially within budget. However, this is incongruent with the positive variance in *Salaries*. This was due to the quarterly reimbursement payments to retirees for Medicare. The line has a positive variance for the YTD.

Executive Director's Report March 2023

2023 PLDA Priorities

WLS staff worked with the Executive Director to provide discussion points for each of the priorities listed. This discussion document was shared with PLDA prior to the March 16, 2023, meeting. The 2023 PLDA Priorities Discussion Document was presented as an agenda item, but no discussion of the document occurred. The document follows this report.

2023 State Budget

With the Assembly and Senate one-house budget proposals released, we now enter the home stretch of New York's budget season! As such, NYLA (New York Library Association) is asking for library advocates across the state to tell their legislators that libraries need increased funding in the final budget (due April 1, 2023).

The full details of the Assembly and Senate proposals are below:

Assembly:

- Library Aid: \$104.6M
- \$8.5M increase from Executive
- Library Construction Aid: \$54M
- \$40M increase from Executive
- Love Your Library Fund: \$175,000 Release

Senate:

- Library Aid: \$103.1M
- \$7M increase from Executive
- Library Construction Aid: \$39M
- \$25M increase from Executive
- Love Your Library Fund: \$150,000 Release

To ensure that New York's libraries receive a historic increase in funding, WLS Trustees and all library advocates are asked to send an email to their state legislators. An online letter can be created and sent on the NYLA Advocacy website located at

https://www.nyla.org/4DCGI/cms/review.html?Action=CMS_Document&DocID=12&MenuKey=advocacy.

Upcoming Activities:

ConnectALL – Listening Session on Friday, March 24th

All library staff and trustees are invited to participate in the ConnectALL Listening Session scheduled for Friday, March 24, 2023, from 10 AM to 12 PM. Interested individuals should [register to attend](#) either in-person at SUNY/Purchase or virtually. ConnectALL is looking to gain input from those organizations working to close the digital divide and improve the well-being of marginalized populations. Public libraries have been deeply engaged in this work, and this is an opportunity to share your observations and ideas on how to reduce digital barriers in your community.

Trustee Handbook Book Club: The Board-Director Relationship - Tuesday, April 18

On Tuesday, April 18, 2023, at 5 PM, join co-author of the Handbook For Library Trustees of New York State Rebekkah Smith Aldrich and friends for this fun and informative series! At each session, trustees will take a deeper dive on a topic relevant to their role and responsibilities as a library trustee. Trustees are encouraged to review the Personnel chapter of the Handbook for the Library Trustees of New York State prior to this event. To attend this session, register at <https://midhudson.org/trusteebookclub/>.

U.S. Book Show – May 22-25, 2023

Presented by Publishers Weekly and hosted by New York University, this year's U.S. Book Show is a hybrid event—in-person and livestreaming to a virtual audience. View a schedule of the author chats and get an overview of the event at <https://eventory.cc/event/usbookshow>. A special rate of \$19 plus tax is available for library staff and trustees interested in attending the event virtually. Onsite/in-person pricing is also available for selected events. More information about the pricing and the online registration form can be found at <https://eventory.cc/event/usbookshow/tickets>.

Cataloging Services

One of the strategic goals of WLS is the improvement of infrastructure, and a substantial change in the public catalog will be coming at the end of April, with the move to Aspen's discovery layer. Director of Cataloging Service Douglas Wray, Manager of Cataloging Services Melissa Glazer and Cataloger Steven

Pisani have been busy learning about its functionality and are involved with providing feedback. The goal is to maximize its usefulness for users when it comes to accurate, efficient, and comprehensive utilization of the online catalog.

Mr. Wray is continuing to work with the Equinox Open Library Initiative and OCLC in the pursuit of software which would make the upgrading of brief, vendor-provided bibliographic records more efficient.

WLS Cataloging Services is in the process of seeking a full-time cataloger. The person would replace Paul Gunther-Mohr, who departed in February.

WLS Cataloging Services assists member libraries with matters related to the libraries' vendors, and Mr. Wray is currently assisting Scarsdale Public Library with their establishment of an account with the audio-visual materials vendor Midwest Tape.

The Westchester community relies on the shared online WLS catalog to know the holdings of the member libraries, and to be able to place holds on materials, borrow them, or simply view them. The WLS catalogers often need to create bibliographic records "from scratch." Here are three examples of recent original cataloging by Mr. Wray:

Heavenly Creatures / Jenna Ji Min Lee

A Yonkers resident wrote this children's book, which is a retelling of the Buddhist legend of Avalokitesvara and Mahasthamaprapta. (Cataloged for Yonkers Public Library)

The Neighborhood Buzz. Rivertowns

This is a "lifestyle" magazine published quarterly in Ardsley. It focuses on the communities of Ardsley, Dobbs Ferry, Hastings-on-Hudson, Irvington, Sleepy Hollow, and Tarrytown. The winter 2023 issue was its initial one, and it replaces the periodical *Bee Local*. (Cataloged for Irvington Public Library)

Play and Learn Kit. Picture Our Journey

An example of the juvenile kits assembled by Katonah Village Library, this one focuses on the theme of immigration. It contains eight books, Spanish and English activity guides, art supplies and a pencil sharpener, all in a backpack. (Cataloged for Katonah Village Library)

Career Coaching Services (CCS)

Career Coaching Services continues to have strong patron interest for the Career Development seminar, 'Managing Your Career in Changing Times.' The seminar draws individuals who seek assistance in determining their job search strategy at specific or challenging stages of their career. The participants are diverse in professional experience, individual circumstances, and industry variation. The six-week seminar sessions are offered separately, with morning, afternoon, and evening options. All the Winter sessions were at capacity.

There has been an increase in unique patron inquiries regarding job search needs where the seminar was not a fit. As we have changed the scheduling of the seminars, it has freed up Career Coach time and schedules to work with patrons on an individual basis when needed. This new service has been very well received and has provided individuals with an alternative program to meet their career development needs that was not available in the past.

Member Library Collaboration

Member library collaboration is strong with specific interest in offering career-focused topics to their communities. In February we facilitated a virtual, member library sponsored, adult-services workshop on Interviewing. The libraries are requesting more In Person workshops as their patrons show more interest in these environments. CCS will be holding three in person workshops at the member libraries this coming spring.

We were asked again to present a Teen workshop entitled, “Teen Job Search Tips, Applications, Resumes, & More,’ that is being sponsored by 19 of the member libraries. The presentation is scheduled for mid-March with a strong registration to date. This interactive workshop gives young adults the tools they need to conduct a well-informed job search with peer testimonials given during the presentation.

Speaker Series

The Speaker Series events continue to be popular. The most recent of these quarterly events was held in January 2023. Damon Montal presented, ‘How to be the Executive of your Career.’

Mr. Montal gave a unique perspective on being proactive in moving one’s career forward by introducing a concept of strategic planning to ensure one’s goals are met in a way that maximizes the likelihood of success. Mr. Montal has presented several times on different trending employment topics for CCS.

The next event will be hosted on March 23 to address the topic of the hiring process from an employer’s perspective. The presenter is from a large local corporation and will provide a manager’s viewpoint around hiring needs and the decision-making process at the corporate level.

Information Technology (IT) Services

A high priority initiative this month has been the active testing of the email migration pathways that will soon be implemented to support libraries hosting their own email services and those libraries contracting with WLS IT for email services.

The department has been actively engaged in reviewing the training program to ensure that the workshops provided are aligned with the service level agreements and support new and emerging technology trends. A minimum attendance requirement of 10 individuals has been put in place. To help support this new attendance requirement, WLS IT staff will work with the libraries to create regional onsite training opportunities in addition to our traditional WLS-based in-person and virtual training options.

By the end of this month, all staff workstations in participating libraries will have Office 365 locally installed, which will provide the staff with common office programs such as Word, Excel, and PowerPoint. In April, the new patron interface for the online public access catalog (OPAC) will be launched. This new interface is provided by Aspen Discovery and will allow for the integration of downloadable eBooks, audiobooks, movies, and music from vendors such as Comics Plus, Hoopla Digital, Kanopy, and OverDrive. WLS IT staff are working closely with other WLS departments such as Cataloging, and PLDA Technology Committee, during the setup process. WLS will host numerous training workshops for public library staff to ensure that they are aware of and comfortable working with this new interface. A demonstration of the new interface will be provided to the WLS Board at this month’s meeting.

Michael Petrocelli has been promoted to Junior Network/Helpdesk Administrator. In this role, he will monitor the call center to ensure work orders are assigned and completed promptly. He will also focus on the system-

wide network to ensure that it operates at or above the standards outlined in the service level agreements. WLS IT is currently recruiting for a Junior Systems Administrator position that will provide network management support and focus on the VMware and Nutanix infrastructures.

Public Innovation and Engagement (PIE)

The activities below are a sample of the types of outreach that takes place throughout the year.

RESOURCE REVIEWS - Department of Social Services



As part of a multi-part programming request from the Department of Social Service, we provided 10 90-minute Resource Review programs that reached 255 staff. This was an expansion of work done before the pandemic and was designed to assist these service professionals in encouraging library use at the point of need, i.e., in the context of needing computer access, adult learning opportunities, employment assistance, programs for children, and

educational and enrichment resources in all formats. For many of the participants - including many new DSS staff - this was also an introduction to public library services.

CONNECTING TO NEW AUDIENCES - Spanish-language outreach

Tabling at food pantries

With the help of our new (bi-lingual) team member - Alejandra Orellana, we promoted library services to over 500 Spanish speaking families at food banks in Mt Kisco and Peekskill. These locations serve many families and offer us an opportunity to build awareness of system-wide and local library resources. These events have also helped us to create and refine bilingual marketing materials that we will be using at future events. Key items promoted at these events: GED Academy in Spanish and Learning Upgrade (for ESOL).

College Guidance - First Gen/Spanish-speaking families

Our College Coach, Amy Gonzalez, delivered two Zoom programs on "How to Pay for College" and provided drop-in coaching at New Rochelle. Most consult clients in the last month have been Spanish speaking; support included college application and FAFSA assistance and writing a financial aid appeal. Several drop-in opportunities at other library locations are being scheduled (New Rochelle 3/25, Port Chester 4/19, Community Resource Center -to be scheduled)

Elder law and related programming



From March through May, the Senior Law Day Collaborative will deliver a six-program series that will be simulcast in Spanish. Working with the Collaborative, our vendor Transperfect, and targeted promotion, the plan is to both build awareness of the valuable resources and service of the Collaborative (which includes several topics related to library service), and create video content that can have a long, useful life online.



PARTNERSHIP

Reconnect with Tech - Cohort #7

For the latest Reconnect with Tech cohort we collaborated with the Ossining Public Library who hosted the program in their Teen Room. As a result of partnering with local organizations such as the Jan Peek House, Family Services of Westchester, and Hudson Link, this cohort had 12 justice involved individuals eager to learn. Outcomes including digital literacy training, device ownership, and strong positive experience of library services.

Summer Reading

WLS joined forces with 13 other NYS Library Systems to help host two summer reading workshops - February 15 for children's programming and March 2 for teen programming. Librarians and directors from across the state gave brief presentations on programming ideas that can work within this year's summer reading theme 'All Together Now'. Ideas ranged from sensory dance parties to summer pen pals, building a tiny town to soaring community art projects and staging a play.

Both sessions were recorded. Recordings were timestamped and, along with presentation materials, shared with all registrants, attendees, and system-wide youth services staff. This was truly a wonderful collaboration that we hope to continue with in the future.

Westchester Women's Summit

WLS was a sponsor of the Discovery Space at the March 10 Westchester Women's Summit. This was the first in-person gathering since the pandemic for this program, which was attended by over 300 people representing a mix of engaged community professionals - both those young and more seasoned in terms of their experience in the county. The Discovery Space was active and included opportunities to engage with agencies as diverse as Girls, Inc., the LOFT, White Plains Hospital, HOPE's Door, and several media firms.



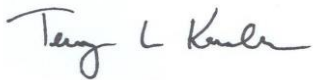
This was a valuable outreach opportunity to showcase outreach resources for reentry, job search, adult learning, and senior services, as well as system-wide eResources. (*Online Learning Resources* and *Discover & Connect* brochures were very popular!)

REACHING IN!

Professional development programming on job search

Rebecca Mazin, author of the Job Search Toolkit and WLS' virtual job coach, led two opportunities (March 3 and March 6) for library and partner staff to learn about how to use the Toolkit and related services for patrons and clients. The program covered: helping someone think about where they are in their job search process, best current resources for job search for different types of job opportunities, resume best practices, interview tips, and the current market realities for different types of job seekers.

Sincerely,

A handwritten signature in cursive script that reads "Terry L. Kirchner".

Terry L. Kirchner, PhD
Executive Director

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WLS Discussion Points

<p>Evergreen</p> <p>With the end of the contract for Evergreen fast approaching, PLDA members would like to see PLDA and WLS start working together to conduct an aggressive and open-minded approach to investigating various ILS systems that will accommodate customized front-end solutions and data exchanges with other digital library services.</p> <p>Additionally, if Evergreen is to be retained as our system, directors feel the member libraries should be allowed direct access to Evergreen without going through WLS as is the norm with other library systems.</p>	<p>At the January 19, 2023, PLDA meeting, WLS IT asked PLDA for library directors who would volunteer to discuss the state of the ILS. Five library staff members (not directors) were nominated by their library directors to serve as PLDA representatives for this activity.</p> <p>At the February 16, 2023, PLDA meeting, this group's recommendation to remain with Evergreen was presented and approved. WLS is under contract with Bywater to host Aspen Discovery, a front-end solution that will provide a better patron experience when using the online catalog, including integration of digital content into the discovery and retrieval process. The addition of the Aspen Discovery layer was discussed with PLDA prior to its approval by the WLS Board.</p> <p>To date PLDA has not provided any recommendations for major ILS enhancements or improvements.</p> <p>Currently, libraries can access the ILS directly from their own/WLS network using a VPN. Remote access to the ILS is not available due to security concerns.</p> <ul style="list-style-type: none">• Maintaining a secure network connection is a strong first line of defense against cyberattacks.• Not all public library systems maintain appropriate levels of security protection for their ILS. Just because their approach is “more convenient” for library staff does not mean that it is “more secure” for the public’s data.
<p>VDI/Evergreen</p> <p>Ongoing VDI issues still need to be resolved and the recent upgrade did little to correct the many problems experienced by Directors.</p>	<p>WLS IT is in the process of updating and changing selected functions of the VDI environment to enhance stability, security, and functionality.</p>

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WLS Discussion Points

<p>PLDA members had no say in the decision to implement this product and would now like WLS to give serious consideration to pursuing other alternatives to VDI.</p>	<p>WLS IT is in the early stages of looking at alternative options for enhancing VDI and providing more functionality security when remotely connecting to service platforms and tools.</p>
<p>Statistics</p> <p>The majority of concerns PLDA members have with ILS/IT are directed toward statistical reporting. Directors would like to see consistency and uniformity in statistical reporting and a more organized, comprehensive, and dependable delivery of all WLS stats. Several responses to the survey mentioned the importance of statistics being reported in a timely manner.</p> <p>Directors would also like to see more detailed reporting of digital statistics (Overdrive was used as an example) and more consistency in receiving those statistics. It was noted that Hoopla statistics have not been updated since June 2022. Library directors rely on monthly statistics when reporting to their individual library boards. Members are aware of the challenges faced in compiling these statistics but cannot overstate the role accurate and timely statistics play in the relationship between directors, library boards, and the constituents of each Westchester community.</p>	<p>The library data dashboard is an ongoing project to provide a timelier and more consistent platform for information. Unfortunately, most vendors still do not provide API access for reporting and/or do not provide enough information to identify by library usage.</p> <p>Staff intervention is still part of the process for most aspects of statistical reporting. PLDA decisions also impact WLS’s ability to receive complete statistical reports from vendors. The PLDA decision to require that each member library could curate the Hoopla collections for their community “broke” the statistical reporting module that had been in place, but each member library now had immediate access to their library’s statistics on the Hoopla dashboard. WLS was able to work with Hoopla to build a new statistical reporting module that provided aggregated monthly usage statistics for each library on the library data dashboard.</p> <p>As noted in PLDA meetings in the past, many vendors struggle in their efforts to provide meaningful usage data to WLS and the individual libraries.</p>
<p>Additional areas of Interest:</p> <p>WLS providing the ability to work remotely</p>	<p>Currently, VDI provides the best available system for secure access to the environment. We are looking at alternative options as well.</p>
<p>Additional areas of interest:</p> <p>Ongoing modernization of WLS equipment</p>	<p>All libraries participating in WLS IT services have new network equipment, computer and VDI equipment. These upgrades took place in 2021/2022.</p>
<p>Additional areas of interest:</p>	<p>Under the current service model, WLS IT needs to be able to properly provide individual instances</p>

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<p>Return of Microsoft Office</p>	<p>of office licensing to both staff and patrons. While the desire is to provide Microsoft Office, WLS needs to work within the new legal and cost obligations that have been put in place by Microsoft. In the future, there will most likely be a per location scenario that needs to be established at each participating library to address the licensing requirements of Microsoft Office.</p>
<p>Additional areas of interest: Adequate advance notice of WLS staff performing maintenance at member libraries</p>	<p>WLS IT staff should never go to a library unannounced and without a purpose. If you have experienced otherwise, please let Wilson know.</p> <p>Most staff visits are the result of a work order request.</p> <p>If any maintenance is needed WLS IT staff will contact the director or requesting library employee.</p> <p>WLS IT staff perform most maintenance work remotely and a site visit is not needed.</p> <p>If this comment refers to maintenance work that is done during off hours, WLS provides notice to libraries if a disruption is expected to occur over an extended period.</p>
<p>Additional areas of interest: More efficient system of adding records to the catalog</p>	<p>More clarity around this issue would be helpful.</p> <p>Is this a concern about the quality of the vendor MARC records that are received or another issue?</p>
<p>Additional areas of interest: Development of technical infrastructure to support the preservation of digitized content</p>	<p>WLS hosted a digital content management system that was available to all member libraries from 2010-2019, but no member libraries utilized the service, and it was discontinued. WLS IT staff participate in a monthly meeting with the PLDA Technology Committee to discuss technology needs and concerns. WLS has not been made aware of this most recent desire for a WLS hosted digital content management system.</p>
<p>Professional development</p>	<p>Library directors, staff members, trustees, and volunteers have access to a broad range of</p>

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<p>PLDA members are requesting more effective professional development for directors, library staff, and library trustees.</p> <p>Additionally, WLS is asked to investigate the possibility of negotiating with ALA, NYLA, PLA, and other organizations for group pricing on additional professional development options.</p>	<p>professional development and training resources through WLS memberships in Nonprofit Westchester (NPW) and the Metropolitan Library Resources Council (METRO).</p> <p>In addition, vetted professional resources such as WebJunction, the New York State Library and Long Island Library Resource Council (LILRC) webinars, and the Trustee Handbook Book Club, as well as in-house resources such as LinkedIn Learning, offer professional development, networking, and training opportunities.</p> <p>The topics of group pricing and potential system-wide training have been discussed by the PLDA Central Library Committee and are still under review.</p> <ul style="list-style-type: none"> • Further clarity on the term “professional development options” would prove helpful. Is the focus on helping libraries obtain organizational memberships and/or the ability to participate in a specific seminar/workshop series? • Firm commitments by library directors and staff to attend scheduled professional development seminars/workshops is essential. • If organizational membership is a desired option, we can explore creating an annual opt-in contract for the group purchase, with the understanding that NYLA, PLA and ALA might have a minimum number of participants that are required for the reduced pricing option.
<p><i>Mental Health Support for Library Staff</i></p> <p>The events of the last few years have taken a toll on the mental health of most, if not all, of library staff, county-wide. WLS can take the lead by</p>	<p>At the system level we have been successful in promoting Mental Health First Aid programming (For brevity, this response will only address our activities since 2018). When this program was first launched in Westchester County (adult and</p>

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WLS Discussion Points

providing wellness programs, support groups, and best practices for healthy work environments for the member libraries. Having these resources available to the member libraries will allow a "return to normal" for library services across the County.

youth versions), WLS sponsored (absorbed the cost) for several waves of attendees. Subsequent enrollment has been low, and the program has shifted to a hybrid model. WLS is exploring options to make this program available again if there are enough participants able to attend the training.

Prior to and during the pandemic, WLS Outreach has shared many opportunities with library staff to learn more about and to engage in programs that support mental health and wellness. The 2018-2023 Resilience/Westchester Breaths program was a direct response to growing awareness and concern about the experience of trauma. Education and service has been provided to the public and to member libraries staff, including:

- Promotion of Mental Health First Aid 2018-2022 - cost for program materials and certification covered by WLS.
- Launch of Resilience (film) screenings at WLS with library staff.
- Launch of Westchester Resilience Coalition at WLS.
- 12-hour Breath Body Mind (BBM) training workshop made accessible to library staff at no cost in 2019. (Despite strong interest expressed, only 5 individuals from the member libraries attended this multi-agency 100-person event).
- 36-hour Breath Body Mind (BBM) teacher training sponsored by WLS (2020, 2023) with the aim of capacity building for member libraries and community agencies. (Despite strong interest expressed, just 3 library staff participated in this event).
- Empathy Driven Problem Solving (Niche Academy) self-paced series made available to all member library staff 2019-2022; launched centrally with supporting cross-library discussion opportunities.

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	<ul style="list-style-type: none"> • Project Hope Services market through and to member libraries (free crisis counseling and referrals). • Burnout Seminar (Niche Academy) made available in 2022 at member library request.
<p>Additional topics proposed:</p> <p>Training in de-escalation techniques</p>	<p>The Empathy Driven Problem Solving (Niche Academy) self-paced series made available to all member library staff 2019-2022 included sessions on this topic. WLS can explore offering yet another round of this series (or a similar workshop) if there is enough interest.</p>
<p>Additional topics proposed:</p> <p>Defense of Intellectual Freedom</p>	<p>ALA has strong programming on this topic. If there is sufficient demand, this would be a good topic to discuss with the PLDA Central Library Committee.</p>
<p>Additional topics proposed:</p> <p>Libraries and 1st Amendment Audits</p>	<p>ALA has strong programming on this topic. PLDA has had discussions on this topic.</p>
<p>Additional topics proposed:</p> <p>Practical topics for trustee training suggested by PLDA members</p>	<p>If there are topics outside of the issues addressed by the Trustee Handbook Book Club, it would be helpful to hear what those topics are.</p>
<p>Additional topics proposed:</p> <p>Civil Service Exam strategies</p>	<p>NYLA addresses civil service at the state level. Locally there are five different civil service offices, each with different approaches to their applications and exams. WLS, together with the Westchester Library Association, has held general overviews of civil service, but we cannot provide expertise on this topic.</p>
<p>Additional topics proposed:</p> <p>Revitalizing Friends of the Library groups</p>	<p>When asked WLS staff have worked with libraries individually to work on this issue. WLS has also offered workshops focused on Friends and Foundations and fundraising.</p>

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<p><i>Additional topics proposed:</i></p> <p>Public Relations and Response Strategies for Libraries</p>	<p>WLS offered communication strategy classes in the past, but few libraries were in attendance. If there is sufficient demand, this would be a good topic to discuss with the PLDA Central Library Committee.</p>
<p><i>Additional topics proposed:</i></p> <p>First Aid Training for Library Staff</p>	<p>Libraries should reach out to their local emergency services provider for this training. This helps to ensure a clearer line of communication between the library and the EMS provider in case of an emergency.</p>
<p><i>Additional topics proposed:</i></p> <p>Training/mentoring for new Directors</p>	<p>The WLS executive director sends a welcome message to new directors and invites them to visit WLS to learn more about our services and encourages them to ask questions. In the past, PLDA took the lead on welcoming new directors and assigned a mentor to each new director. If that will not be the practice going forward, then WLS will look at ways to expand our training and mentoring of new directors and assistant directors.</p>
<p><i>Additional topics proposed:</i></p> <p>More in-person meetings at WLS or member libraries to share ideas & practices</p>	<p>WLS has and continues to offer its conference room and training room spaces to host PLDA and other meetings/workshops for library directors, staff, and volunteers. PLDA has indicated that for now, most meetings will occur on Zoom. WLS does offer onsite events, but few library directors, staff or trustees have attended the onsite events and have frequently requested if an online or hybrid option were available.</p>
<p><i>Additional topics proposed:</i></p> <p>Introductions to WLS staff members with information on staff roles and responsibilities</p>	<p>The WLS Executive Director shared an updated staff directory with PLDA prior to the February 16, 2023, meeting. This directory included more information concerning the core activities of each department and provides the preferred departmental emails.</p>

<p><i>Outreach & Programming</i></p> <p>PLDA members would like WLS to focus more resources and increase efforts to support member libraries in their outreach efforts. We support system-generated outreach that does not conflict with or duplicate member library's programming and successfully serves populations that may not currently be adequately served by member libraries in Westchester County.</p> <p>PLDA encourages collaboration between WLS and member libraries particularly when outreach is taking place in the member library's community.</p>	<p>Outreach programs provided by WLS typically support those seeking to navigate a complex service need while introducing them to library resources. We act in areas that are a challenge for member libraries to fully serve due to the depth of knowledge and the time required to respond. Every client interaction seeks to connect the community members with local library services; including the provision of temporary library cards to create an immediate opportunity for service use.</p> <p>Examples from current programming:</p> <ul style="list-style-type: none">• HSE Connect! - Adults seeking a high school equivalency diploma have complicated schedules; those who cannot attend a regularly scheduled class (which we help them find) are supported by our online study program (GED Academy & TABE Academy - available in English and Spanish). Our coaches assist adult students in understanding their learning options (use of past Regents, opportunity for NEDP, explaining how past GED and TASC scores can be used, assessing starting points, determining whether to pursue the exam in English or Spanish, working with an IEP diploma), navigating the software, providing encouragement, and connecting them to resources that can support their learning (childcare, transportation support, job search, etc.). Each adult comes to this goal with unique needs and experiences; our expertise in this area helps to connect them to appropriate resources county-wide, including local libraries.• ESOL Referral - Like high school equivalency, scheduling is a challenge. Our primary role is to direct individuals to local programs, including classes and/or conversation groups at local libraries. Many of those seeking to improve their language skills are also seeking an HSE. As
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	<p>appropriate we connect these students to available resources (Essential Ed GED Academy and TABE Academy, Learning Upgrade, free online resources, and local libraries).</p> <ul style="list-style-type: none">• Job Search Coaching / Job Search Toolkit - Many of the outreach target audiences struggle with employment. Our step-by-step guidance, the Job Search Toolkit, is now in its 3rd edition. Its placement on FirstFind allows us to make this information customizable and connect it to free one-to-one coaching. The content has been the basis for several PD events and is a valued offer among our partners.• College Guidance - This service, launched in partnership with a local library, is a direct response to the unmet needs of first-gen, Spanish speaking families seeking to understand the evolving complexities of college preparation, application, and financing. Content has been developed and placed on FirstFind.org (English and Spanish) by our bi-lingual, NCAN certified college coach (who doubles as an HSE coach). English and Spanish language presentations are available at local libraries - supplementing broad-based library programming on college essays and entrance exams.• Senior Law Day Collaborative - Legal and financial concerns of older adults are both complicated and can be costly to address. Our co-sponsorship and leadership in the SLD Collaborative help to assure that free, unbiased, authoritative programming is available to member libraries. More than forty programs are available for member libraries to host; in addition to extensive online programming launched during the pandemic, local education and consultation events have been arranged
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	<p>at several library locations. WLS uses this as an opportunity to promote county-wide and local library services.</p> <ul style="list-style-type: none">• Medicare Information Collaborative - WLS collaborates with the Department of Senior Programs and Services to support two in-person locations for Medicare guidance, a telephone helpline, and free, unbiased, educational programming on Medicare delivered at local libraries (Demystifying Medicare). Like elder law topics, this service steps into a space where both complexity and fee-based services are a norm.• Vision Labs: Reading for a Lifetime - This program emerged from our active work serving seniors. In this service area, adults experiencing vision loss are typically unaware of resources they can tap - from libraries or any agency. Grant funding allowed us to create educational materials and a traveling exhibit for libraries. At least two PD events have taken place with more planned - allowing us to understand service agencies and library resources (from large print collections to accessibility functions on internet devices, magnifiers to TBBL)• Reentry Services - Those returning from incarceration do not typically perceive the public library as a support service relevant to their needs. Through outreach to probation, parole, and directly to inmates at state and county facilities, WLS provides library cards and a review of available services. For these community members, having a knowing contact is important; we follow-up via our Connections website to answer questions and provide referrals to reentry serving organizations.• Harwood Training - Libraries Transform Communities - The efforts to integrate Harwood Institute's approach to
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	<p>outreach - specifically aimed at libraries - is proven and systematic. Guidelines for implementing the Harwood Institute’s approach are delivered in a "toolkit" format with ample roadmaps for action - both external and internal.</p> <p>Unfortunately, there have been few within the WLS community that have attempted to implement the approach. Our work since 2013 has been to integrate it where we can for WLS Outreach programs and partners.</p>
<p><i>Specific requests concerning WLS outreach services to member libraries include:</i></p> <p>Providing guidance and financial support for Battle of the Books</p>	<p>The WLS Executive Director and other WLS staff have been and continue to work with the Battle of the Books Board to provide guidance and funding for this initiative.</p>
<p><i>Specific requests concerning WLS outreach services to member libraries include:</i></p> <p>Making available an up-to-date catalog of programmers, speakers, and experts in various fields that are relatable to the various communities</p>	<p>WLS Outreach staff are available to provide guidance if a library would like to host an outreach-based program or event.</p> <p>WLS Outreach staff facilitate a monthly open Adult Services meeting; discussion of programming opportunities and needs is recurring in these sessions.</p>
<p><i>Specific requests concerning WLS outreach services to member libraries include:</i></p> <p>Hiring a full-time, qualified and experienced consultant whose sole responsibility is to offer training and to collaborate with youth service librarians and staff in member libraries.</p>	<p>WLS supports youth services outreach activities for children, teens, and young adults.</p> <p>WLS Outreach staff facilitate a monthly open Youth Services meeting (a combined teen/children's meeting by majority request); the cross-library exchange is viewed by the participants as important and helpful.</p>
<p><i>Last but not least...General areas of Interest to member libraries:</i></p> <p>Group pricing for products, services, and equipment where applicable</p>	<p>WLS provides group pricing for a wide range of products, services, and equipment already. Let the WLS Executive Director know if you have suggestions for other types of items to pursue as group purchases.</p>

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<p><i>Last but not least...General areas of Interest to member libraries:</i></p> <p>Yearly updates to the salary survey</p>	<p>WLS used to compile this data, but the participation rate was too low to make the document useful. Because there still was some interest in having this information available, PLDA created a self-report salary survey that is accessible to member libraries.</p>
<p><i>Last but not least...General areas of Interest to member libraries:</i></p> <p>Decisive leadership during emergency situations</p>	<p>If this is a request for a workshop on crisis management, this would be a good topic to bring forward to the PLDA Central Library Committee for further discussion.</p>