

**Westchester Library System
Central Library Study Committee
Report and Recommendations**

Submitted September 26, 2017

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INTRODUCTION

The Central Library Study Committee (CLSC) was formed by a resolution of the Westchester Library System Board on March 28, 2017, which directed the committee to discuss the future of the Central Library (CL) with all interested parties and to report in September. It was left to the discretion of the committee whether or not to recommend action items as a result of their study. Minutes of that WLS Board meeting and other pertinent material are available online at:

www.westchesterlibraries.org/wp-content/files/wls-board/minutes/2017/03-28-2017_Approved_Minutes.pdf.

The CLSC conducted its study through a series of meetings with interested parties as well as collection of relevant information from various sources including the general public and other library systems. The following meetings were held:

April 13 – CLSC Organizational meeting
May 18 – Westchester Public Library Directors Assn (PLDA)
June 8 – New York Division of Library Development (DLD)
July 13 – Mount Vernon Public Library (MVPL) and patrons
August 10 – WLS Staff Terry Kirchner, Executive Director; Fran Feuerman, CFO
September 14 – CLSC Review meeting

This report was adopted unanimously by the CLSC at the September 14, 2017, meeting.

The committee members submitted a list of questions to the participants prior to each meeting and followed up with other questions as they arose during the meeting. MVPL Interim Library Director Evania Thompson spoke and asked questions during the May 18, June 8, and July 13 meetings. All meetings were open to the public and were attended by various guests. The July 13 meeting was held in the Mount Vernon Public Library and was open to public comment. Agendas and minutes of all meetings were published online and the minutes are contained in Appendix A of this report.

In addition to oral comments delivered in the July 13 meeting, written comments from the general public were solicited, received, and acknowledged. Those comments are contained in Appendix B of this report.

The CLSC also reached out to other public library systems in New York to learn how they view and operate their Central Libraries. Systems contacted included the Four County, Mid-Hudson, Nassau, and Suffolk Cooperative. Reports on each are contained in Appendix C of this report.

The CLSC thanks Terry Kirchner and the WLS staff for their assistance in gathering data, providing contact information, and facilitating the meetings. Special thanks goes to Elise Burke who served as recording secretary. We would also like to thank the various organizations and officials who shared their thoughts with us and, in particular, express our appreciation to the patrons of the Mount Vernon Public Library who repeatedly demonstrated their deep love and support for their library.

FINDINGS

The “Central Library” is not an entity. It is a NYS funding program to expand shared library service established in 1958 at the time of the creation of the library systems in New York. The program was initially designed to bolster the collections of large, established libraries to enhance library service for the entire geographic area covered by each system. Each system’s needs differed greatly and they were given wide latitude in how the Central Library program was executed. The Westchester Library System designated the Mount Vernon Public Library as its Central Library at that time.

The goals of the Central Library program have not changed since its conception, although the various library systems throughout the state have evolved many different methods of achieving them. According to the Division of Library Development, the broad purposes of the CL are threefold:

- Providing Free Direct Access to library service for all residents in a public library system’s service area, especially for those who aren’t served by a public library.
- Providing access to information for the public. The CL usually has a substantial collection of non-fiction titles for research and reference purposes and foreign language materials. Collections can be print, various electronic media or online.
- Providing professional expertise to public and member library system staff.

It should be noted that these three goals have been consistently achieved by WLS. The system’s Free Direct Access Plan fulfills Commissioner’s Regulation 90.3(a) through (d)(4) for under-served and unserved areas. The union catalog, WLS county-wide delivery service, and consistent investment of Central Library and other funds in appropriate research and reference books, databases, and other digital resources provides access to a wealth of information for the public. WLS professional staff provides extensive training opportunities to member libraries on-site, on-line, and in WLS headquarters. The WLS Central Library Plan of Service is in Appendix D

With the evolution of new ways to deliver library service to Westchester County, the MVPL’s role in achieving these goals has diminished over the years. This reflects no dereliction of duty on the part of the MVPL, but rather primary changes in the way the public views and uses all public libraries as well as the growth of capabilities of other libraries in the system.

One recurrent theme heard from the PLDA is that library patrons have no awareness of the CL, nor would they be expected to have any since the CL functions are integrated into the system. The member libraries also pointed out that they market themselves as the first stop for patrons and are diligently building their own identities rather than as branches of WLS or the CL.

MVPL meets the basic standards for Central Libraries according to Commissioner’s Regulation 90.4., which specifies the amount of local library funding, hours of operation, and number of full-time professional librarians on staff. According to DLD, a physical library building is necessary to meet those standards at this time.

While minimum standards have been met, other unfortunate situations have impacted MVPL's contribution to the success of the Central Library program. Turnover of the library's management and board in past years made accurate, timely communication with the system difficult, particularly at times when budget items were in question. Political turmoil in the city government caused library funding to fall below acceptable state maintenance of effort standards and resulted in a loss of \$125,000 in CL funds to the system in 2014 and 2015. WLS made up for that loss with system funds.

We believe the current MVPL management and governance as well as the change of the library's funding from city-provided to voter-approved will prevent those particular problems from recurring. One pending question is the renewal of the MVPL registration but DLD reports that it is under active review and renewal is expected in the immediate future.

There is no question that WLS is fully responsible for designating the CL, developing the CL Plan of Service, and applying for and administering CL Development Aid and CL Book Aid, subject to DLD approval based on meeting state standards. The five-year CL and the System Plans of Service are developed together, with input from the member libraries, to identify anticipated service and program needs.

The potential use of a Request For Proposal (RFP) to allow interested member libraries meeting the standards identified in Commissioner's Regulations 90.4 to bid for the CL designation is an acceptable and creative approach to selecting the member library or libraries that could support the goals and directions outlined in the CL Plan of Service. DLD has acknowledged that the RFP process has the potential to be an effective approach for matching the selected CL with the needs identified in the CL Plan of Service.

Regulations specify that a CL Advisory Committee be appointed to make recommendations to the WLS Board. Currently, that committee includes three members drawn from volunteers solicited by PLDA, the MVPL director, and the WLS Executive Director. Every attempt is made to include a small, medium, and large library director on the committee.

The two sources of funding for the CL program are Central Library Development Aid and Central Library Book Aid. It should be noted that state regulations provide wide latitude in usage of the funds as long as they are used to meet the three basic goals of the program. DLD requires, however, that all funds be spent to the benefit of the entire system, not the designated CL service area or the designated CL itself.

Based on member library needs, the CL Advisory Committee recommended and the WLS Board approved the following budget for NYS fiscal year 2016-2017. Please note that these figures are for the NYS fiscal year; not the calendar year used for WLS budgets. The full budget report is in Appendix E.

CL Development Aid for databases and e-content	\$253,700
CL Book Aid (including \$30,000 for MVPL book purchases)	\$44,100
Total CL Budget	\$297,800

We believe the system is properly allocating the funds to meet the needs of member libraries and their patrons. Performance measurement is difficult, however, due to different reporting and data output formats of the products and services supported in part or completely by CL funds.

PLDA members consistently emphasized that their patrons have increasingly requested and used electronic services like those listed in Appendix F. Performance metrics for these assets clearly show the growing patron use of these databases provided through the WLS provided CL function. One rough indicator, for example, is patron usage of databases (such as Morningstar and Ancestry.com), which in 2016 totaled about 3.5 million searches in 1.4 million online sessions. Other online digital resources such as video and music collections and educational programs define their performance outputs in terms of downloads or minutes consumed rather than by the terms searches and sessions. Further comparisons are in Appendix G.

One point made by the PLDA is that there has been difficulty in accessing books in the MVPL collection through inter-library loan. The condition of the MVPL collection is believed to be a factor. One major reason the collection is in less-than-adequate condition may be due to the CL designation itself. Many libraries were at one time under the mistaken impression that the CL was to be the depository for the “last copy” of books in the system and consequently sent dated, worn, and damaged copies to MVPL, which accepted and shelved them.

One of the most striking findings of the committee was the Mount Vernon community’s deep attachment to the CL designation of the MVPL. The library has long promoted its designation as a mark of status and it is widely seen as a bright spot in the community’s reputation. While many comments from the public revealed a great deal of misunderstanding about the actual purpose and function of the CL program, there is no question that the designation contains great value for the MVPL and its patrons.

RECOMMENDATIONS

MVPL should remain the designated Central Library until such time as a change is warranted.

WLS should continue to provide centralized electronic services through CL funds.

As with all WLS services, WLS should design performance metrics to measure and communicate how effectively the CL meets the needs of Westchester library patrons.

WLS should explore with PLDA the role of physical reference collections in today's public libraries and whether digital options for these print reference collections would better serve the entire community. In addition, WLS and PLDA should explore creation of a reference collection to be made available through inter-library loan for in-library-use. That collection could include current CL-sponsored items as well as reference items in other libraries.

The CL Advisory Committee should formally present its budget recommendations to the WLS Board.

In light of this study, WLS should review the current CL Plan of Service to evaluate new services and approaches for delivering CL functions to the patrons of all 38 member libraries.

APPENDIX A

Minutes of Central Library Study Committee Meetings

WESTCHESTER LIBRARY SYSTEM
Central Library Study Committee Meeting
April 13, 2017

The meeting of the Central Library Study Committee was called to order by Dave Donelson, Chair, at 6:01 PM at WLS Headquarters.

Committee members present: Dave Donelson, Susan Morduch, Sean Ryan, Edris Scherer
Also present from WLS was: Terry Kirchner

Guests were in attendance representing the Mount Vernon Public Library and the WLS Board

Mr. Donelson opened the meeting by providing an overview of the committee's charge and discussed the goal for this first committee meeting, which was to clarify the activities and roles of the committee members.

The Central Library Study Committee will gather information related to Central Library activities and roles in the Westchester Library System as well as other public library systems throughout New York. The information will help inform the committee on the overarching question: What should the Central Library be in order to best serve the entire system? A report summarizing the information gathered will be reviewed and discussed by the committee at the September 14th meeting and then be shared with the full WLS Board on September 26th. The committee may, but is not required, to make a recommendation for future action. Future meetings will provide opportunities for invested parties to participate with the committee. These invested parties include the Public Library Directors Association (PLDA), New York State Library's Division of Library Development (DLD), Mount Vernon Public Library and its patrons, and WLS staff.

Further discussion identified three core questions to be asked of the invested parties:

1. What do you think is the purpose of the Central Library?
2. What would you like the purpose of the Central Library to be now?
3. What do you see as the role of the Central Library in the future?

Committee members will reach out to other public library systems in New York to gather different perspectives on Central Library roles and activities. The emphasis will be on understanding how the Central Library is funded, how it has evolved and what are the anticipated changes in the future. The cooperative public library systems to be contacted (and the committee member to initiate the contact) are:

- Four County Library System (Dave Donelson)
- Mid-Hudson Library System (Susan Morduch)
- Nassau Library System (Edris Scherer)
- Suffolk Cooperative Library System (Sean Ryan).

Mr. Kirchner will provide contact information and an overview of the Central Library's budget and collection size/services supported (if available) for each of these systems to the committee members.

Each committee member is charged with preparing a list of questions that they would like asked at the upcoming meetings and/or with the system directors to be interviewed. These questions should be sent to Mr. Donelson at least one (1) week in advance of the scheduled meeting. Mr. Donelson will explore options for soliciting written comments and feedback from the public who would like to provide potential questions or other input into the process. Comments from the public will be heard at the MVPL meeting.

Committee members created a list of questions to provide historical context for current Central Library activities:

1. How many items are identified as belonging to the Central Library collection?
 2. Where do these items reside?
 3. What circulation statistics are available for these items?
 4. What is the budget history that has supported Central Library activities?
 5. What is the scope of the digital Central Library collection?
 6. What usage statistics are available for the digital items?
 7. What training activities have been supported through the Central Library budget?
- Mr. Kirchner will work with WLS staff to provide answers to the above questions prior to the next scheduled meeting.

The schedule for upcoming meetings was reviewed:

<u>Day</u>	<u>Date</u>	<u>Time</u>	<u>Location</u>	<u>Focus</u>
Thursday	4/13	6:00 PM	WLS	Organizational
Thursday	5/18	9:30 AM	WLS	PLDA
Thursday	6/8	6:00 PM	WLS	NYDLD
Thursday	7/13	7:00 PM	MVPL	MVPL
Thursday	8/10	6:00 PM	WLS	WLS Staff
Thursday	9/14	6:00 PM	WLS	Review
Tuesday	9/26	6:00 PM	WLS	Board Report

Mr. Kirchner will confirm with DLD that they are able to send a representative to the June 8th meeting at 6:00 PM. Mr. Donelson will follow up with the Mount Vernon Public Library to confirm that the proposed July 13th meeting can be held in that library.

Having completed its agenda, the committee adjourned the meeting at 6:43 PM.

WESTCHESTER LIBRARY SYSTEM
Central Library Study Committee Meeting
May 18, 2017

The meeting of the Central Library Study Committee was called to order by Dave Donelson, Chair, at 9:33 AM at WLS Headquarters.

Committee members present: Dave Donelson, Sean Ryan, Edris Scherer

Also present from WLS was: Terry Kirchner

Committee member absent: Susan Morduch

Guests from the Public Library Directors Association (PLDA) and the WLS Board were in attendance.

WLS Executive Director Terry Kirchner welcomed individuals to the meeting and provided a brief introduction to the Central Library Study Committee.

Chair, Dave Donelson, reviewed with PLDA the committee's charge, upcoming meeting dates, and the three core questions that are being explored.

He explained the Central Library Study Committee is in the process of gathering information related to Central Library activities and roles in the Westchester Library System as well as other public library systems throughout New York State. The information will help inform the committee on the overarching question: What should the Central Library be in order to best serve the entire system? The committee may, but is not required to, make a recommendation for future action. Future meetings with invested parties include the Public Library Directors Association (PLDA) – today's meeting; the New York State Library's Division of Library Development (DLD) scheduled for June 8th at 6 PM at WLS Headquarters; the Mount Vernon Public Library (MVPL) and its patrons (in the process of being scheduled for July); and WLS staff scheduled for August 10 at 6 PM at WLS Headquarters. The committee will meet on September 14 at 6 PM at WLS Headquarters to review and discuss the report that will be shared with the full WLS Board at its scheduled 6 PM meeting on September 26. Other meetings may be scheduled as necessary.

The committee is exploring three core questions of the invested parties:

1. What do you think is the purpose of the Central Library?
2. What would you like the function of the Central Library to be now?
3. What do you see as the role of the Central Library in the future?

Committee members will reach out to other public library systems in New York to gather different perspectives on Central Library roles and activities. The emphasis will be on understanding how the Central Library is funded, how it has evolved and what anticipated changes may occur in the future. The cooperative public library systems to be contacted are the Four County Library System (4CLS), Mid-Hudson Library System, Nassau Library System and the Suffolk Cooperative Library System.

Interim Director, Evania Thompson, Mount Vernon Public Library (MVPL), which is the Central Library of the Westchester Library System, commented that after meeting with the Division of Library Development her understanding is that there were four facts that needed to be brought forward:

1. The Central Library status is a State-created designation
2. DLD is not moving away from the brick and mortar Central Libraries because many systems prefer to have one
3. DLD is willing to guide the Mount Vernon Public Library through its certification process
4. MVPL was not at fault for the loss of NYS Central Library funding in the past. The library was caught in a battle between the former mayor and city council.

Ms. Thompson also noted that she objected to the Central Library Study Committee's list of questions distributed to PLDA prior to the meeting. She noted that none of the questions addressed the issue of racism that was raised by a guest speaker during the March 28, 2017, WLS Board meeting. Ms. Thompson noted that only two of the questions distributed were of importance and worthy of discussion:

- Have you experienced any problems specific to the designation of Mount Vernon Public Library as the Central Library?
- How can the Central Library better serve Westchester?
- Ms. Thompson also noted that the MVPL was the only beacon of excellence currently available in the City of Mount Vernon and that its status as the Central Library serves as an important point of pride for the library and the community.

Mr. Donelson thanked Ms. Thompson for her remarks and invited the PLDA membership to join in the discussion by asking a series of questions that relate to the committee's mission. He reminded the group that this discussion is not intended as an investigation of the Mount Vernon Public Library. Its focus is to explore what an ideal Central Library of the Westchester Library System would look like.

Question: Are patrons a factor in discussion of the Central Library?

Answers:

- Patrons have no clue about what the Central Library is. There is no notion of a Central Library by patrons. The Central Library is a passé concept.
- Bricks and mortar Central Library concept dates back to a different time and era when physical libraries were the guardians and warehouses of books. There is some concern that DLD considers the need for physical Central Libraries as non-negotiable.
- For patrons who might visit the Central Library, local convenience, travel time related to traffic and geography of Westchester County and the availability of public transportation options are concern.
- Member libraries are marketing themselves as the first stop for patrons. Libraries are trying to build their own identities, rather than as branches of WLS or the Central Library.

Question: What types of needs do Central Library funds fill now?

Answers:

- Purchasing of digital content shareable by all member libraries allows for access, experimentation and equitable learning opportunities.
- PLDA and WLS have been excellent stewards of the funds.

Question: What resources and components of the Central Library are most important to your library/patrons?

Answers:

- Floating foreign language collections.
- Access to backlist titles and older materials, many of which are currently shelved at MVPL.
- Housing books and materials at other locations besides MVPL is not an issue due to the delivery system. From the patron's perspective, if it's not housed at a local member library, it doesn't matter where it's housed.
- It is helpful to have the satellite language collections because they allow for shelf browsing. This can be very helpful with non-Roman character languages that are difficult to search in the online catalog.
- It's not always easy for an individual library to make the case for hosting a satellite language collection. Doing so requires financial, staffing and space allocation commitments by the library, which is especially difficult to make if the language collected is not strongly reflected within the community served.

Question: Should WLS provide training using Central Library funds?

Answers:

- It's an appropriate use of funds, especially now that there are continuing education requirements for renewing public library certification.

Question: How do you feel about possibly moving the Central Library designation to another member library?

Answers:

- The Yonkers Public Library (YPL) trustees have expressed potential interest in the Central Library role, but there has only been general discussion at this point.
- Put emphasis on the digital Central Library instead.
- The Central Library designation could be on a cycle tied in with the Plan of Service every 5 years.
- The RFP idea was interesting. As member libraries, there is an obligation to go out to bid for large financial purchases – the RFP approach follows this practice.
- Concern that MVPL perceives it is experiencing racism within WLS and PLDA.
- In terms of visiting MVPL, the general concern is about finding a parking spot and not that it's unsafe to travel to the City of Mount Vernon.
- Criteria for a high functioning Central Library is pretty clear:
- Effectively spending the Central Library funds allocated to it.
 - Meeting the collection development/management goals established and having the staffing resources willing and able to support these collection development/management activities.

- Materials added to the collection in a timely manner and correctly added to the online catalog for tracking (using Item Type codes).
- Fulfilling ILL requests in a timely manner.
- Good access by public transportation.
- Robust hours of operation.

Question: Have you experienced any problems specific to the designation of MVPL as the Central Library?

Answers:

- Concern for items not being filled despite MVPL's responsibility is a repository. The catalog says the item is available and on the shelf, but staff says it's not there.
- Customer service complaints about MVPL. Some patrons have reported that they would rather have books delivered to another library than getting them at their home library (MVPL). This means nearby libraries have had to absorb the financial costs of also supporting the MVPL patrons who prefer to use other libraries rather than their home library (MVPL).
- Waiting for holds from MVPL is frustrating. When a member library followed up with MVPL, the items were still on the shelf and had not been pulled for delivery. [Ms. Thompson noted that she had recently initiated staffing changes to address the ILL concerns that have been expressed.]

Question: How can the Central Library better serve Westchester?

Answers:

- Focus on digital and traveling collections.
- Be accessible to the entire county.
- Educate member library staff so they know and understand the Central Library role better.
- Better market the role of Central Library to increase awareness of resources and services.
- Subject requests. It's been a long time since staff at other member libraries has gotten a positive response for these types of requests.
- Would MVPL be an even better local library if it didn't have to also meet the obligations of being a Central Library? Is the work exerted by MVPL to add, process and deliver materials actually worth the effort to it?
- Important to consider the patrons' context:
 - Patrons are expecting more access and discoverability.
 - Patrons just want the materials and don't care where they are.
 - Having a Digital Central Library promotes our local services and allows for better local marketing of services.

The discussion with PLDA concluded at 10:25 AM. The committee members took a break and reconvened at 10:40 AM to see if there were any outstanding questions related to the PLDA discussion or the upcoming committee activities. No outstanding questions were noted and the meeting was adjourned at 10:45 AM.

WESTCHESTER LIBRARY SYSTEM (WLS)
Central Library Study Committee
June 8, 2017

Committee Members Present: Dave Donelson, Chair; Susan Morduch, Sean Ryan, Edris Scherer
WLS Staff Present: Terry Kirchner, Executive Director; Elise Burke, Recording Secretary
Guests: New York State (NYS) Library Division of Library Development (DLD) participants via
Conference Call: Carol Desch, Coordinator of Statewide Library Services & Director of Library
Development; Barbara Lilley, Library Development Specialist & WLS Regional Consultant
Evania Thompson, Interim Director, Mount Vernon Public Library (MVPL)

Mr. Donelson led the meeting through a series of questions [*in bold italics*] that were shared prior to the meeting. Below are the responses from DLD participants and discussion regarding each:

1. What is your view of the purpose of the Central Library (CL)?

The broad purposes of a CL include:

- Providing Free Direct Access to library service for all residents in a public library system's service area, especially for those who aren't served by a public library.
- Providing access to information for the public; CL usually has a substantial collection of non-fiction for research and reference purposes and foreign language materials. Collection can be print, electronic media or digital.
- Providing professional expertise to public and member library system staff. Since half of the libraries in NYS do not have a professional librarian as a director, this professional development aspect is very important.
- Central Library Development Aid & Central Library Book Aid flows to the System but purpose of the funds is for the central library program; it doesn't necessarily have to go to the Central Library itself.

2. How do you see CL functions evolving in the near term? Long term?

The CL function has evolved through the years in response to how people receive their data from a print to electronic environment. The framework in the law is very broad. Due to new technology, information can get out to public in ways unknown when the program was first created. Systems must evaluate most effective way of serving individual needs. This is varied from System to System.

Funding also drives changes. When too stagnant and does not keep pace with costs, it creates challenges to fill all needs; must think carefully of what to focus on.

3. *Have any library systems implemented innovative solutions/approaches to their CL operation that have improved the contribution of their CL to their member libraries? How so?*

The METRO region has. Due to attrition, DLD has had to streamline their activities with less staff members available. The CL Directors Association Liaison position is currently vacant; and an overall review of CLs has not been done in a long time. WLS may want to reach out geographically to see what other Systems are doing. Central Library directors do not meet together on a regular basis but have NYLINE-C as a listserv, which could be used to contact CL Directors.

People used to go to the library for research, but online searching has changed that. Even colleges have done away with Reference Librarians for research. Libraries are filling roles never had before. To stay innovative, systems need to stay engaged with their member libraries and come up with ideas on how the System can support CL services that will meet the needs of their users. There is no one formula.

4. *How does DLD recommend that performance of a CL be measured? Is there a best of breed example?*

Mainly, libraries should meet the Minimum Standards set by NYS.

Each System's Plan of Service has a Central Library Plan of Service that should include evaluation activities, and how to measure and evaluate them in light of CL guidelines. In addition, performance could be measured against Plans from similar Systems; data from the NYS Annual Reports, other statistics and surveys. It is important to identify what the CL program is to accomplish and continue to measure progress regularly.

5. *What role does DLD play in CL selection? Use of funds?*

DLD would provide advice, if asked. The System designates the CL in their Plan of Service.

DLD does not tell a System how to use their CL funds as long as they meet the intent of the law, regulations, and guidelines. The law has expanded; books are not the only option. CL Book Aid does not have to be spent on physical volumes.

What role does the CL community play in the budgeting process? CL budgets should be in alignment with the System's Plan of Service and CL Plan of Service. If something is highly irregular, DLD will ask the System for clarification; but it is the System's responsibility to ensure that the CL is using funds appropriately. If there are changes to the budget, the System should inform their Regional Consultant with the appropriate information (e.g., new job descriptions, new software, etc.).

6. *What role does MVPL Board of Trustees play in the approval of the CL budget?*

Each system is required to have a CL Advisory Committee who makes recommendations to the System Board on how the budget should be spent and then the System Board approves the budget.

Some Systems expend CL funds at the system level and some Systems allocate grants to their member libraries and the central library expends the funds. How that gets carried out is decided by the System.

7. Should we choose to do so, how can WLS change the designated CL For the system?

If the WLS Board decides to make a change to the Central Library designation, an amendment to the CL Plan of Service would need to be submitted to DLD. This should include the rationale behind the revision (how the change developed) and the process followed to designate a new CL (what input was received from the member libraries and the CL and how they were involved).

System would lay out the process, follow it, and make the final decision. It is important that the CL selection process be transparent (informing all involved of what is going on); clear (understanding of what everyone wants in terms of services); and open to all for input to the decision.

The new CL chosen must be in full compliance with minimum library standards from Commissioner's Regulations §90.2 and pre-requisites for CL status from Commissioner's Regulations §90.4.

8. Is a brick and mortar CL required? If so, why?

Under current regulations, the answer is yes. Free Direct Access to library services within the system service area is critical. If someone does not have access to a local library, traditionally their library service was provided by the CL. The public can now use computers to have access to library service sufficient for this program, and funds can all be spent on electronic resources for these purposes. However, ultimately, physical access would need to be provided should library service not be available.

The unserved areas in Westchester were discussed; and the WLS Free Direct Access Plan will be reviewed to ensure accessibility.

9. How does the status of MVPL registration affect its designation as CL? When can we expect the issue to be resolved?

The registration for MVPL is still in progress. Ms. Lilley & Ms. Thompson met and completion of the registration process is expected within 5 months. The MVPL Board is fully committed to completing this and doing what is necessary to remain as the CL.

A few questions were raised should the registration process not be completed. Would MVPL not be able to receive CL funds from the System and would MVPL need to submit a variance for not completing their registration.

MVPL is currently under registration review; this does not mean that they do not have their registration. MVPL meets all criteria but currently does not have all documentation in place. They are actively working on it; but they are not out of compliance. If the 5-month goal is not met and DLD decides to pull MVPL's registration, it is at that point that MVPL cannot receive funds.

DLD's goal is to help the library come into compliance, and has been successful in helping libraries succeed, and be eligible to receive local public funds or State funds. Libraries have to be registered to get funding.

10. Under current MVPL status, what potential exists for another maintenance of effort problem to arise?

Now that MVPL has put out their budget to a public vote, they have a more stable funding stream. Once a public vote is approved, the budget amount cannot be decreased, unless the library doesn't complete their registration.

WLS could pursue a Request for Proposal (RFP) should they want to explore changing the CL. Using a RFP might be good route to see which other libraries are able and interested in taking on this role.

Next Meetings: July 13 (7 PM) at the Mount Vernon Public Library; August 10 (6 PM) at WLS Headquarters; September 26 (6 PM) WLS Board Meeting Committee Report.

Meeting adjourned at 7:07 pm.

WESTCHESTER LIBRARY SYSTEM
Central Library Study Committee Meeting
July 13, 2017

The meeting of the Central Library Study Committee, held at the Mount Vernon Public Library (MVPL), was called to order by Dave Donelson, Chair, at 6:10 PM.

Committee members present: Dave Donelson, Susan Morduch, Sean Ryan, Edris Scherer
Also present from WLS was: Cathy Draper, Terry Kirchner, Elise Burke (recording secretary)
Over 100 people from the Mount Vernon community were present.

Mr. Donelson thanked the Mount Vernon Public Library for hosting the meeting and all those for coming and showing support for their library. He introduced the members of the Central Library Study Committee and others present from WLS.

Mr. Donelson shared a summary of the pertinent information gathered so far and clarified some important points about the purpose of the central library program and its operation.

The central library program was established in 1958 and it has three goals. One of the Westchester Library System's responsibilities is to ensure the system's Central Library program achieves these goals; and the committee's purpose is to examine how these three goals can best be fulfilled:

1. To provide free direct access to library service for all residents of the county, especially for those not living in an area served by a public library.
2. To provide access to information to the public, primarily through non-fiction and reference collections. Those collections can be in print or electronic form.
3. To provide a venue for professional training for member library staffs.

The committee may or may not recommend a course of action to the full WLS board. Regardless, however, please note that any action the board takes will not impact funding for the Mount Vernon Public Library in any way. State law prohibits spending central library program funds on the designated library itself. Funds must be spent to benefit all the libraries in the system. No one is trying to change the ability of the Mount Vernon Public Library to serve its community. This library is important to you and it's important to all of us in Westchester County.

The remainder of the Central Library Study Committee meetings are scheduled as follows: meeting with WLS staff (August 10, 6 PM at WLS Headquarters); meeting to review and discuss the committee report (September 14, 6 PM at WLS Headquarters); and the full report will be shared at the WLS Board Meeting (September 26, 6 PM at WLS Headquarters).

The purpose of this meeting is to gather the thoughts of the community of the current Central Library, Mount Vernon Public Library. Comments were opened by Evania Thompson, MVPL's Interim Director, who noted that MVPL is ready, willing and able to serve as WLS's Central Library. The question was raised as to why this issue is coming up now? MVPL has the largest

book collection. Despite past issues, their budget is now being voted on by the public and thus more reliable; the library is in the process of re-registering but not out of compliance; and central library funds are being used for the purchase of appropriate materials. MVPL has the desire and expertise to continue as WLS's Central Library.

The floor was open for public comment. Each person was given 2 minutes each. Forty-nine people shared their comments, and written comments are attached. Below is a summary of the subjects covered:

- Understand that technology is taking over. MVPL has made numerous enhancements, now has fastest Internet connection of 200Mbps, board is willing to work with WLS and be put to the test.
- Not just about status but about library; MVPL has vested interest in the community and wants to be the library that leads Westchester
- For periodicals and newspapers more information at MVPL
- MVPL has education, location, information—5 ways to get to MVPL
- Access to resources for online studies
- Best research library, closest to NY Public Library
- Modern technology for children and adults with no computers at home
- One of the original Carnegie libraries
- Why is WLS considering moving central library somewhere else; MVPL is historic and part of history of the country
- Library is important to the community's integrity and belief in self; taking away central library status is not good
- YMCA and Memorial Field taken away, need to maintain central library status; reference materials important support for academic studies
- Mount Vernon is heart of diversity, where cultures cross great ideas are born
- MVPL is 126 years old; why take away status
- MVPL has a caring and loving community
- Library card is first ID; best staff inclusive of community
- MVPL is willing to meet challenge, need metrics/measurements for success; have made bricks with straw; can demonstrate need
- MVPL has resources that cannot be found elsewhere; important to retain status for seniors and children; willing to work together to do what it takes
- Reason why MVPL was made central library in 1958, what has changed?
- Raised overseas, back in Mount Vernon, library can help global players
- Community members are warriors
- Many improvements made but told not something library did; more validity to what is implied; what is the value to taking away this designation?
- Library is the center of a core; always something going on
- Thanks for asking; brought community together to ask how to support this institution
- Library is a personal story for many; always found what's needed; instilled love of reading; source of pride
- Don't understand why
- How to change the conversation to make it better

- Great turnout evidence of community commitment; investment in children, reason not to let go of status
- Most libraries were private collections, Carnegie saw need for public, for all to grow together
- What is authority for WLS to issue Request for Proposal to change central library status; would same question be asked if it was any other community; what is rationale for change?
- MVPL largest Federal Depository library and law library; can be advocate to teach county about diversity
- Need to re-invest in Carnegie library and its great role in city
- Many success stories from Mount Vernon thanks to library
- One of the brighter institutions in the City; want to understand why change is needed
- Library shows what the world has to offer and saves lives
- Library helps people with academic achievement; don't take away something good for this community; do the right thing
- Academic research done at MVPL; Mount Vernon has marketing issues, important to change people's impression of Mount Vernon
- Library at one point had significant cuts but since 2014, budget has gone out to vote, right staff in place, working on completing re-registration; need WLS to tell us how we can be successful; board is committed to library's success
- MVPL pre-dated requirements of State law; because land owned by school district had to have a school district library; board was appointed by school district but money came from City of Mount Vernon; had to bring budget to public vote to be compliant; budget brought to community and passed; age has beauty
- MVPL has largest collection in Westchester, what happens if another is designated that has less; how is central library utilized, does it benefit MVPL or WLS
- Needed out-of-print book for college class; MVPL staff found book in 2 days, instant star of the class; that's what MVPL is all about
- Library educating youth; central library status key to future
- How much weight do these comments have with committee? What would it take for MVPL to keep the central library status—already serves the 3 goals outlined; begging for status to call their own
- Some comments imply racism; served in military, but what did people die for if racism is still an issue; don't let racism be catalyst
- Term coined by Moynihan of "benign neglect"; do not completely undermine efforts
- MVPL serving free breakfast/lunch to those 19 and under; central library to those libraries that don't have the resources that MVPL does; see smiles everywhere you go in library
- Committee should do the right thing, even if not easy or hard to do; even if MVPL doesn't have everything, will make up for it
- Why are we here; what is this whole process; greed is motivation, WLS wants to take all for themselves; people will continue to fight; if nothing, meeting has given the committee a great education.

All were thanked for coming and showing their support. The meeting adjourned at 8:35 PM.

WESTCHESTER LIBRARY SYSTEM
Central Library Study Committee
August 10, 2017

Committee members present: Dave Donelson, Susan Morduch, Sean Ryan, Edris Scherer
WLS Staff present: Terry Kirchner, Executive Director; Fran Feuerman, Chief Financial Officer (CFO); Elise Burke, Recording Secretary

Dave Donelson, Chair, called the meeting to order at 6:02 PM. He noted that several emails have been received in favor of keeping Mount Vernon Public Library (MVPL) as the Central Library (CL) for WLS. The Committee continues its information gathering, and this meeting's focus is on the WLS staff perspective. The following questions [*in bold italics*] were asked and the responses and general discussion regarding each are noted below.

Please explain the governance committee of the Central Library (CL), how it works and its membership structure.

For WLS, a cooperative public library system, the CL advisory committee is part of the Public Library Directors Association (PLDA) of Westchester. The CL advisory committee evolved over time. Initially, there were 3 committees: Database, e-Content, and the CL Coordinating Committee. First, the Database and e-Content Committees combined; and then that committee and the CL Coordinating Committee eventually merged into the current committee—e-Content/CL Coordinating Committee.

The membership is taken from the member library directors. The PLDA Executive Committee puts out a call for members, and the goal is to have a representation of each library size (small, medium and large) as well as the CL Director and WLS Director as members.

The basic function of this committee is to review current library trends and to get a sense from the member libraries what is needed at the libraries as well as to review the use of items purchased and whether they are a worthy investment. As a library cooperative, any future changes or recommendations for this process would need to be decided by the member libraries. The current framework is good; however, there could be a deeper investment from the overall library staff so that decisions are not just driven by the directors.

How is input gathered?

Information on CL services is gathered from PLDA monthly meetings as well as through surveys, other communications, and trends noted in local and national publications. Directors also share feedback from patrons, trade shows and professional conferences.

How does the system allocate CL funds?

Needs are expressed by the member libraries as to what would best help their communities, and the goals are directed toward CL services established by NYS for adult materials—Non-Fiction and Foreign Language. The money gets distributed in different ways. WLS has used a

Memorandum of Understanding for CL purchasing, such as the 2013-14 satellite collection program. The determination of items purchased was up to the member library within certain criteria (no express copies). These costs were then either reimbursed to the individual libraries or were paid directly for the libraries. This pilot project was a good idea in theory; however, not all libraries expended the money available.

The money that goes to MVPL for Central Book Aid is disbursed directly to MVPL, who pays the costs for these materials. MVPL makes the choice of what is purchased; however, in some years, specific needs are recommended (e.g. biographies). The CBA funds must be used for all the member libraries and not just MVPL's collection.

WLS reviews purchases from what has been added to the catalog appropriately marked for CL. CL spending is also part of the NYS Annual Reports for both MVPL and WLS; however, that reporting is done on a cash basis in different fiscal years and hard to compare. In addition, CL circulation is not reported separately in the Annual Reports.

Dr. Kirchner shared data with the CL Study Committee on cost and usage of CL materials. The PLDA e-Content/CL Advisory Committee also reviews this type of data on a 6-month and 12-month basis.

Could the measurement process be improved?

As digital usage increases and definitions of new technologies differ, it has been challenging to be consistent in reporting for comparative purposes. Part of this has to do with how the Integrated Library System (ILS) and outside vendors reporting systems track the information, which do not always coincide.

Much of what is currently gathered is anecdotal, and a more fact-based system of data gathering could be used. WLS could also use its website to post more CL-focused reports. Having more levels of staff involved in gathering information (not just directors) would also be helpful.

How do you see the role of the CL as a research resource?

Since 1959 and the creation of the CL program, the role today is going in a direction more toward digital materials that are easily accessed by the public at any library vs. only at the designated CL. However, there is still a need for physical materials. The system helps support the circulation transactions for both digital and physical items.

Research materials would not necessarily have to circulate based on the current requirements. The idea was raised of whether non-circulating research materials could be sent to other member libraries for in-house use by their patrons.

Research expertise is often directed by a library's collection strength (genealogy, local history) but should be something that can help support the function of all the member libraries.

Specifically, how do you see the role of CL's professional development in the long term?

In 2009, training was paid for by the CL funds to support staff salaries. There are different ways of interpreting the professional development role of CL.

One idea raised was to have the CL act as a technology incubator and testing site for all 38 members. WLS's Innovation Lab was set up for those purposes, but this could be a new opportunity for service that the CL could fill.

What new opportunity would you like to see the Central Library play within WLS? How do you envision that happening?

New ideas for professional development need to assess the best blend of face-to-face instruction vs. online tools. There could be an opportunity to have someone dedicated to the CL to train the trainers at the member library level to get patrons excited about new digital products and to support staff time to attend such activities. Any new ideas should be done on a trial basis. Perhaps there is a need to invest in less services but have a more reliable/trustworthy curation of products purchased.

Although the CL is not a specific library but an overall program, WLS can look into other ways to help MVPL. As a cooperative, what WLS is trying to accomplish through the CL must come from PLDA and how best to serve all 38 member libraries.

A clearer understanding of the CL mission and the link between the CL & PLDA needs to be made. Also, better measurement tools need to be identified for success.

WLS supported MVPL financially during their Maintenance of Effort and is willing to help to get their current registration review completed.

The next committee meeting is scheduled for September 14th as a working session to compile the committee's report for the WLS Board Meeting on September 26th. All committee members were asked to send Mr. Donelson a summary of their interviews with other Systems regarding their CL activities. Mr. Donelson thanked Dr. Kirchner for submitting the information requested regarding WLS's CL activities and those individuals from Mount Vernon who submitted emails. All items will be made part of the final committee report.

The meeting adjourned at 7:05 PM.

APPENDIX B

Written Public Comments

Gary Newman <newman@wlsmail.org>

Fri, 14 Apr 2017 18:34:20 -0400

Subject: Last Night s Meeting of the WLS Central Library Committee

WLS Central Library Committee:

I was at your meeting last night. I was also at the WLS Board of Trustees meeting of March 28, where I, along with a lot of other people, spoke about the Central Library. Some of you were not at the former meeting, so I have attached my speech. I heard nothing last night to change my conclusions that the current issues regarding the Central Library are rooted in race and class, and that Terry Kirshner is compromised.

I must point out that of the four organizations with which you intend to meet, PLDA, the WLS staff, NYDLD, and the Mount Vernon Public Library, the first is guided by Mr. Kirshner, the second is controlled by Mr. Kirshner, and the third has gotten its information about the current issues mostly from Mr. Kirshner. I must also point out that your decision to deprive the public of the right to speak at these public meetings impacts primarily, if not entirely, Mount Vernon, and that it serves, intentionally or not, to insulate yourselves from the justified distress of the diverse Mount Vernon community. I would say that the same holds true for your dictum that you will listen only to facts, not opinions, whatever that means. As for your rule that all public comments must be given to you in writing, that pretty much silences most people with less education than yourselves. Finally, I couldn't help notice, given all the things in which you expressed interest, that you expressed no interest at all in Legislator Williams's warning that a change in the Central Library status at this time would be illegal.

As I said on March 28, everything about this business is rotten. And that is a fact.

Gary Newman
CSEA Union President
Mount Vernon Public Library

Tue 7/11/2017 10:41 PM

Leslie Allicks lallicks@yahoo.com

Ms Draper: I have been a Mt Vernon resident for over 20 years, and have attended innumerable events/programs at the library. It is a jewel of the city of Mt Vernon.

I understand that a meeting will be held on 7/13 where a decision might be made to remove the MVPL's central library status.

I am emailing to ask, implore you and the Committee to NOT remove the Central Library status from the MVPL.

Respectfully.,
Leslie Allicks

Thu 7/13/2017 7:38 PM
cinnaminis22@gmail.com

The Mount Vernon Public Library should not lose its Central Library status.

As an educator for Westchester County for the past 20 years, it is imperative that our youth be given access to information, resources, and education. In order for students, particularly students of color from urban environments, to be competitive with their peers as they pursue higher education, they need access to the technology and research skills to enable them to obtain a competitive edge. The 21st century requires technological/digital literacy skills, research in the STEM fields, and enhanced opportunities to obtain multiple literacy skills, as well.

I instill in my students that actions have consequences. Although you stated that there will be no change to the funding and the research collections will remain, losing the Library's Central Status will inevitably pave the way for the depletion of funds, negligible care, and sub-standard access resources. Additionally, this Library provides programming and resources for individuals and families from cross cultural, cross generational, multiple socioeconomic people and groups.

Our community has demonstrated its commitment to preserving, protecting and promoting the progress toward maintaining the Mount Vernon Public Library's status.

Thank you.

Sincerely,
Tambria Terry
437 Hancock Avenue.
Mount Vernon, NY 10553
msbria@outlook.com
(914) 837 – 2800

Sun 8/6/2017 7:29 PM
Dennis During dcduring@gmail.com

On personal convenience grounds alone, I would prefer that MVPL keep its Central Library status. I am a regular user of older works and find their service generally good. I find parking almost always readily available, particularly in the evening. Public transport is also fairly convenient with many bus routes at Mt Vernon East.

I don't know what considerations are involved in the decision making and what kind of user-need fact base you have, but I hope this decision is made on more than glorified gut-feel.

I imagine that the stacks could use a good review to catch misshelved and, worse, mislabeled (including damaged and wear to shelving labels) books. I wonder how instances of mislabeling, label wear, and misclassification of books by those libraries with books to be put in the Central Library archives are detected and corrected.

--

Dennis C. During

Mon 8/7/2017 6:38 AM
matm4m@aol.com

Please maintain the central status of the Mt. Vernon Public Library. I grew up one block away from that library and it is the reason I was able to apply to, attend, and graduate from college.

Thank you,
Margaret Mahoney

Mon 8/7/2017 7:46 AM
barach1 barach1@aol.com

The folks at the library are working harder to ensure that the library fulfills its obligation as a central hub. New mayor, new library leadership will translate into stronger community support. The residents are more hopeful about the future and we want the central library designation be part of our future.
Thank you.

Mon 8/7/2017 11:19 AM
Morrison, Donna donna.morrison@mssm.edu

We need all part of our library for our children and adults who need to be educated and knowledgeable in this challenging world.....
We need our library
Thank you.

Wed 8/9/2017 10:43 AM
Brodie Lee brolee54@outlook.com

I am writing you concerning the present status of the Mount Vernon Public Library, regarding central library status. It is my sincerest hope that the any changes the Westchester Library System intends to make will not adversely affect the Mount Vernon Public Library. I have been an active member of the Public Library for more than 50 years and am looking forward to continuing my involvement with the Public Library for another 50 years. Hopefully any changes that have to be made will enhance the Mount Vernon Public Library ability to function as a great institution within the Mount Vernon Community and throughout Westchester County.

Thank you,
Brodie Lee

Wednesday, August 09, 2017 2:10 PM
Bbdoonan [mailto:bbdoonan@aol.com]

Dear Sir/Madam:

As a devoted reader, researcher and concerned citizen, my vote is for retention of the Mount Vernon Public Library as the Central Library for the WLS!!

It is the earliest recipient of a Carnegie library charter in Westchester (source NY Times: March 3, 1896, signed by Melvil Dewey) and houses the largest collection to be found in Westchester! When you are seeking a specific hard to locate resource, then diligently search the WLS site, your local library often lets you down - and where do you end up finding it? That's right - the Mount Vernon Public Library!

Thank you for your attention.

Sincerely,
Barbara B. Doonan Ph.D.
NY Medical College
Valhalla NY 10595

Wed 8/9/2017 10:23 PM
John Wanzel <john.wanzel@gmail.com>

Hello,
As a resident of Mount Vernon, I support our local library staying a central library.
Thanks!
John

Thu 8/10/2017 6:39 AM
Nishan Stepak nstepak@wlsmail.org
Collection Development and Electronic Resources Librarian III
Mount Vernon Public Library

Letter to the Westchester Library System Central Library Study Committee

Dear Central Library Studies Committee,

I believe the Mount Vernon Public Library should maintain its central library status.

I am the Manager of Collection Development and Electronic Resources at the Mount Vernon Public Library. I have worked at the Mount Vernon Public Library for more than fifteen years.

Previously, I had worked at the Brooklyn Public Library Central Library in the History, Biography, and Religion Department under the direction of Mark Levine for two years. There are issues defining what a central library is. In my experience, we had both research and popular material at the Brooklyn Public Library Central library. It was a central library which is different than both a research library and a public library. It is standard practice to have both research and popular materials at central libraries.

Research material and special collections have different standards for weeding than popular material. I would consider the mezzanine to be a very large special collection. It would be the largest special collection in Westchester County. There are arguments that this collection should be discarded. It is used every single day. I regularly go into the mezzanine to retrieve material for people while I am at the reference desk. Some of them are local professors.

The mezzanine collection also has to be described and acknowledged in a manner that highlights its unique content. As a last copy collection, there are unique books in many subjects including history, biography, oversize material, social sciences, and other subjects. Opal Lindsay, one of our previous directors removed the description of the mezzanine from our website. There has been no description about it since then.

The popular material in the collection should be held to same standards for weeding as any other collection.

I would further say that this collection needs to be assessed for preservation by a professional conservator, not looked at as simply an old part of a large public library. There are professionals from places like the Northeast Document Conservation Center who can make a complete assessment about what is truly special in our library collection.

According to the New York State Conservation and Preservation Program of Library Development, there has to be a collection assessment before anything can be done about preservation or conservation of a public library collection. A collection assessment would cost \$5000 and take a single day to do.

This collection is important to the whole county. It needs to have a separate plan.

I believe that with the changes in technology there has been a change in perception about what is valuable for libraries. One of the services which the public wants is access to the internet, computer classes, and computer help. We have been building up our capacity to teach computer classes and offer internet access. I believe the Mount Vernon Public Library is capable of teaching computer classes for professional development. We have staff and consultants who are capable of doing this.

The Mount Vernon Public Library should work more closely with the Westchester Library System to do professional development.

Regards,
Nishan Stepak
Collection Development and Electronic Resources Librarian III

Thu 8/10/2017 8:20 AM
mimi mc kenna mimimckenna6@hotmail.com

Please vote to KEEP our central library status.
Thank you,
Aileen McKenna

Thu 8/10/2017 8:25 AM
Darryl Walker uniquevisiongroup@yahoo.com

This email is in direct support of the MVPL to maintain their status....

Thanks,
Darryl Walker

APPENDIX C

Notes on Comparable Systems

2016-17 Public Library System Central Library Aid				
System	Population Served	CLDA*	CLBA	Total CL Funding
Four County	361,316	\$111,343	\$66,936	\$178,279
Mid-Hudson	650,704	194,934	66,936	261,870
Nassau	1,339,532	401,290	66,936	468,226
Suffolk	1,493,350	447,370	66,936	514,306
Westchester	949,113	284,330	66,936	351,266

* CLDA Central Library Development Aid equals approximately \$0.30 per household and varies each year per legislative appropriation.

Four-County Library System

Steven Bachman, System Director

Serves Broome, Chenango, Delaware, and Otsego Counties

Designated Central Library: Broome County Library

CL funds are used for a variety of purposes. The largest portion of the funds are used for the base subscription to Overdrive for access to e-books and downloadable audio (individual titles were purchased in part with member library funds). A portion of the CL funds is used to subsidize the designated central library's automation fee (for use of the ILS). CL funds are also used for staff to improve the speed of cataloging of central library materials. About \$25,000 in CLDA funds are distributed to the designated CL to subsidize staff and to develop the professional collection.

According to Bachman, "Our designated Central Library is in a disastrous funding situation that has severely curtailed the role it can play with the larger system membership. There was a time when they provided workshops and the like, but those days are gone. A lot of their role at this point is inter-library loan support. They still have a very large collection which is helpful to the other libraries in the system." The designated CL is chartered to serve the entire county, overlapping the eight other libraries in the county, which complicates funding.

The system's CL advisory committee includes the CL director and one staff member, the system director, two system board members, and various member library representatives. The intent is to have two advisory committee members from each county, but it is difficult getting people to serve. The CL advisory committee meets by phone twice per year. The system service area is 4,000 square miles, so travel to meetings isn't practical.

Mid-Hudson Library System

Serves Columbia, Dutchess, Greene, Putnam, and Ulster Counties

Tom Sloan, System Director

Designated Central Library: Adriance Memorial Library

Central Library – Poughkeepsie Public Library District's Adriance Memorial Library is the Central Library, and it is the largest library in the system. No other library has had this responsibility. It is one of 66 libraries in the system. It is a well-funded library and a good model for others in the system.

What is the function of the Central Library and how is it used by member libraries/patrons? The Library's staff provides a variety of supplemental reference and training services as well as circulating non-fiction collections to the member libraries and the correctional facilities.

How is the Central Library funded? The Central Library budget is approximately \$260K. No other libraries provide Central Library services.

How is the Central Library used? Primary Services provided by the Central Library:

- Digital Collection Development (87.3K)
- Public Service Staff Training and Education (8.8K)
- Collection Management and Use Analysis (13.9K)
- Reference Services (59.7K)
- Delivery and Interlibrary Loan (47.7K)
- Supplemental Adult Non-Fiction Collections (44.3K)

How is the Central Library managed?

- Managed by the Central Library in collaboration with the library system.
- The Central Library writes out a proposal that is sent to the advisory board and then to the Board of Trustees for final approval.
- Usage statistics and surveys of member library satisfaction are used to assess performance and to drive required change.

How do you see the Central Library evolving?

Changes in services made over time include more electronic services, which are likely to continue.

Nassau Library System

Serves Nassau County

Jackie Thresher, System Director

Designated Central Library: Levittown; Co-Central Libraries: East Meadow, Hewlette-Woodmere (Art & Music), Hempstead (World Language)

The Nassau Library System is a consortium comprised of 54 member libraries with a wide range of budgets. Each member library is independent, autonomous, supported by local taxes, and governed by its own board of trustees. All public libraries in Nassau County are members of NLS.

Not only did I get a chance to speak with Jackie Thresher but because of a local connection had the opportunity to meet Ken Uric, a trustee on the NLS board, and tour the Farmington Library with him and his wife who is on the Farmington Library board. In addition because the Library Trustee Association (LTA) had a regional workshop co-hosted Nassau Library System and Suffolk Cooperative Library System and held at the Plainview-Old Bethpage Public Library I was able to meet Jackie in person and tour that library as well.

The Co-Central Libraries and the Contract Libraries of the Nassau Library System provide extensive collections of print, non-print, and online resources for System-wide use. The libraries also employ staff with specialized skills in order to meet the reference needs of the Nassau Library System's member libraries and their patrons.

Central Library Services, available to patrons of all member libraries, are funded by Central Library Aid – a component of state aid to NLS. Services are provided by the East Meadow, Levittown, Hempstead, and Hewlett - Woodmere libraries and include an in-depth collection of music and fine arts materials, an extensive world languages collection, a government information service, and the availability of Foundation Center information and resources. Central Library Aid is also used to subsidize NLS' Core Collection of databases and online homework help (in Spanish as well as English), which reduces the cost of these services to all member libraries.

The Central Library Plan services are funded by the state aid programs Central Library Development Aid (CLDA) and Central Book Aid (CBA).

And to conclude, Ms. Thresher's response to the question how do you see the Central Library concept evolving for your system, she said the evolution is strongly toward online services. Then added, libraries are aware things need to change. More training of how to use the databases is needed, also offering help with Overdrive, homework and online instruction are a few of the issues that need to be addressed currently and in the future.

Suffolk Cooperative Library System

Kevin Verbese, System Director

Serves Suffolk County

Designated Central Library: Patchogue-Medford Library

Central Library – Patchogue-Medford Library has had Central Library responsibility for the Suffolk Cooperative Central Library for over 30 years. No other library has had this responsibility. Patchogue-Medford is the seventh largest library in the Suffolk Cooperative Library System with a budget of over \$8.5M. It is centrally located in Suffolk County and as Central Library supports all 56 member libraries in the Suffolk Cooperative Library System.

What is the function of the Central Library and how is it used by member

libraries/patrons? Mission, Services and Long Range Plan are described in the attached Central Library Plan of Service 2012-2017.

How is the Central Library funded? The Central Library budget is approximately \$400K. The Central Library budget is split between the Central Library (76%) and the library system (24%). No other libraries provide Central Library services.

How is the Central Library used? Primary Services provided by the Central Library:

- County-wide Homework & Study Help – an online service that provides help to students. The total cost of this service is approximately \$365K which is funded by the library system (\$300K – not included in the Central Library Budget) and by the Central Library (\$65K).
- 6th Day Delivery (inter-library loan) – the Central Library funds a sixth day of materials delivery to member libraries in the Suffolk Cooperative Library System (\$40K).
- Electronic Collection on Overdrive – the Central Library funds electronic materials for this collection (\$100K).
- Continuing Education with County - cost of these programs are shared between the library system (\$40K) and the Central Library (\$40K).
- Subject matter specialists in History, Medical and Legal (\$85K).
- Central Book Aid – non-fiction eBooks (\$12K).

How is the Central Library managed?

- Managed by the Central Library (Patchogue-Medford) in collaboration with the library system.
- PLDA – Suffolk County is included in discussion of plans/changes by the library system.
- Usage statistics and surveys of member library satisfaction are used to assess performance and to drive required change.

How do you see the Central Library evolving?

Changes in services made over time include more electronic services and support of services like Homework Help. These type changes to more electronic services are likely to continue.

APPENDIX D

Central Library Plan of Service

**Central Library Plan of Service
Westchester Library System (WLS)
January 1, 2017 – December 31, 2021**

This plan describes the use of the Central Library Development Aid (CLDA) and Central Book Aid (CBA) state aid funds received by WLS in support of central library services for the member libraries.

Digital Collection Development

1. Goal Statement

Expansion of the system-wide digital collection in response to member libraries' needs

2. Years 1-5 (2017-2021) Intended Result(s)

- Acquisition of and/or access to digital collections that support patrons' educational, informational and recreational needs through the use of CBA and/or CLDA funds

3. Evaluation Method(s)

- Ongoing analysis and review of patron use and feedback data conducted by the Central Library Coordinating Committee
- Annual member library survey and/or feedback opportunities to gauge member library satisfaction with the selected digital resources and to identify potential resources for the forthcoming year

Public Service Staff Training and Education

1. Goal Statement

Expansion of member library staff training and professional development offerings in growing fields such as digital literacy, e-reading, mobile technologies and social media

2. Years 1-5 (2017-2021) Intended Result(s)

- Provision of digital and in-person learning opportunities for member library staff to develop the skills and understanding required to help patrons meet their educational, informational and social media needs through the use of CLDA funds

3. Evaluation Method(s)

- Ongoing analysis and review of training topics offered, the number of sessions and participants, and participants' evaluation data
- Surveys of participants for selected sessions to determine the levels of change in participants' behaviors, skills or knowledge as a result of attending a training or professional development activity

Collection Management and Use Analysis

1. Goal Statement

Member libraries will have access to training and tools to assist with collection analysis

2. Years 1-5 (2017-2021) Intended Result(s)
 - Provision of learning opportunities for member library staff in the areas of analyzing, evaluating, and managing collections through the use of CBA and/or CLDA funds
3. Evaluation Method(s)
 - Surveys of participants for selected sessions to determine the levels of change in participants' behaviors, skills or knowledge as a result of attending a training or professional development activity

Supplemental Adult Non-Fiction Collections

1. Goal Statement

Member libraries will have access to adult non-fiction materials that supplement their local collections

2. Years 1-5 (2017-2021) Intended Result(s)
 - Purchasing and/or leasing of non-fiction materials to improve patrons' access to items in high-demand and targeted subject areas using CBA and/or CLDA funds
3. Evaluation Method(s)
 - Ongoing review of circulation reports for materials purchased and/or leased materials using CBA and/or CLDA funds

Supplemental Foreign Language Collections

1. Goal Statement

Member libraries will have access to foreign language materials that supplement their local collections

2. Years 1-5 (2017-2021) Intended Result(s)
 - Purchasing and/or leasing of foreign language materials to improve patrons' access to items in high-demand and targeted subject areas using CBA and/or CLDA funds
3. Evaluation Method(s)
 - Ongoing review of circulation reports for materials purchased and/or leased materials using CBA and/or CLDA funds

Promotion of Central Library Services and Resources

1. Goal Statement

Member libraries will be aware of and know how to effectively use the services and resources provided by the Central Library of the Westchester Library System

2. Years 1-5 (2017-2021) Intended Result(s)
 - Increasing member library staff awareness about and knowledge of the services and resources provided by the Central Library through promotional and educational activities supported by CBA and/or CLDA funds

3. Evaluation Method(s)
 - Annual member library survey and/or feedback opportunity to gauge member library staff's knowledge of and satisfaction with the Central Library services and resources provided

APPENDIX E

WLS Central Library Budgets

Proposed Central Library Budgets for April 2012-March 2013 & April 2013-March 2014

CLDA Funds for Databases / Services / Programs	2012-13	2013-14
Gale Genealogy Connect	\$43,328	\$44,627
Lynda.com	5,738	5,738
Morningstar Investment Research Center	27,793	27,793
McNaughton New York Times Fiction	15,000	15,000
DVD Collection Development by member libraries	34,200	4,200
Rocket Languages	13,824	14,238
Learning Express	47,490	47,490
Job & Career Accelerator	15,000	15,000
JobNow	28,000	28,000
Training/Workshops for member library staff	12,000	10,000
Total	\$242,372	\$242,086

CBA Funds for Nonfiction & Foreign Language titles in multiple formats

McNaughton New York Times Nonfiction (floating collection)	\$15,000	\$15,000
CD language learning collection development by member libraries (38 libraries @ \$500)	19,000	19,000
Popular materials in non-English (housed at Central Library & satellite locations)	11,450	11,450
Nonfiction titles (housed at Central Library)	11,450	11,450
Total	\$56,900	\$56,900

Central Library Budget -- Revised September 2015

CLDA Funds for Databases / Services / Programs	2014-15	2015-16
Ancestry.com	\$28,242	\$28,242
Bookletters	26,000	26,000
Flipster	24,522	24,522
Job and Career Accelerator	15,000	15,000
Learning Express	47,500	47,500
Library ELF	2,500	2,500
Lynda.com	27,500	27,500
Morningstar	29,183	29,183
NoveList	24,960	24,960
Rocket Languages	14,300	14,300
Training/Workshops for member library staff	10,000	2,966
Additional e-content/e-book purchases	4,393	-
Total	\$254,100	\$242,673

CBA Funds for Nonfiction & Foreign Language Titles

In multiple formats

Central Library/MTV print materials	\$30,300	\$30,300
Support system-wide e-book purchases	30,300	30,300
Total	\$60,600	\$60,600
Grant Total	\$314,700	\$303,273
Actual State Allocations/Receipts	\$281,412	\$336,561
	-\$33,288	\$33,288

*Mount Vernon Public Library's Maintenance of Effort Variance was declined; and Central Library Aid 2014-15 was reduced from \$318,072 to \$281,412
Finalized figures for NYS Library Aid 2015-16 allocation were not received until September 2015*

Proposed Central Library Budget for 2015-2016

The proposed Central Library budget for 2015-16 includes:

Central Library Book Aid	\$60,600
Central Library Funds	\$254,100
Total	\$314,700

Central Library Book Aid Funds for adult nonfiction & non-English language titles

Central Library/MTV physical purchases	\$30,300
Support system-wide e-book purchases	\$30,300
Total	\$60,600

Central Library Funds for databases, e-content and services

Ancestry.com	\$28,242
Bookletters	\$26,000
Flipster	\$24,522
Job and Career Accelerator	\$15,000
Learning Express	\$47,500
Library ELF	\$ 2,500
Lynda.com	\$27,500
Morningstar	\$29,183
NoveList	\$24,960
Rocket Languages	\$14,300
Training	\$10,000
Additional e-content/e-book purchases	\$ 4,393
Total	\$254,100

Proposed Central Library Budget for April 1, 2016-March 31, 2017

The proposed Central Library budget for April 1, 2016 to March 31, 2017 was developed by the Public Library Directors' Association's (PLDA) Central Library/E-Content Committee and presented to the full PLDA membership on May 19, 2016. The full PLDA membership approved the proposed budget and recommends that this budget be approved by the Central Library/Mount Vernon Public Library Board of Trustees.

The system-wide Central Library Funds supporting e-content purchases total \$253,700. The funds supporting Central Library Book Aid total \$44,100. The Book Aid would support the purchase of \$30,000 in materials at the Mount Vernon Public Library in the adult nonfiction and non-English language categories; partially support the NoveList readers' advisory software that is integrated into the online catalog to enhance the print and e-book discovery process; and the support the creation of a Hindi language collection to be curated at the Tuckahoe Public Library and made accessible to all member libraries.

The proposed Central Library budget for 2016-17 includes:

Central Library Book Aid	\$ 44,100
Central Library Funds	253,700
Total	\$297,800

Central Library Book Aid

Central Library/MTV physical purchases	\$30,000
Partial support of system-wide NoveList software	9,100
Hindi language collection at Tuckahoe Public Library	5,000
Total	\$44,100

Central Library Funds for databases and e-content

Ancestry.com	\$29,372
Aztec	2,500
Flipster	22,828
InstantFlix	20,000
Job and Career Accelerator	15,000
Learning Express 3.0	49,565
Lexia	1,000
Library ELF	2,500
Lynda.com	27,500
Morningstar	30,058
Newslea	6,000
NoveList (total cost 50,000)	6,139
Rocket Languages	14,238
Total BooX	15,000
X-Plain Patient Education Health Tutorials	5,000
Zepheira/BlueCloud Visibility (total cost 20,000)	7,000
Total	\$ 253,700

APPENDIX F

Central Library Program E-content Usage and Cost

Central Library Program E-content Usage and Cost

Ancestry.com	2013	2014	2015	2016	2017
# Sessions			3,195	3,000	1,708
Annual Cost			\$28,242	\$29,372	\$30,547
6-months					\$15,274
Cost/Session			\$8.84	\$9.79	\$8.94
Bookletters			2015	2016	2017
# Active Sites (out of 38)			27	27	27
Annual Cost			\$24,088	\$24,270	\$25,180
Cost/Site			\$892.15	\$898.89	\$932.59
Flipster				2016	
# Downloads				2,019	
# Online Views				11,412	
# Searches				6,418	
# Sessions				7,765	
Annual Cost				\$22,828	
Cost/Download				\$11.31	
Cost/Online View				\$2.00	
Cost/Search				\$3.56	
Cost/Session				\$2.94	
Gale Genealogy	2013	2014			
# Sessions	1,680	2,382			
# Searches	3,054	4,140			
Annual Cost	\$18,400	\$20,125			
Cost/Session	\$10.95	\$8.45			
Cost/Search	\$6.02	\$4.86			
IndieFlix			2015 July-Dec	2016	
# Films Viewed			2,278	1,791	
Annual Cost			\$10,000	\$20,000	
Cost/Film View			\$4.39	\$11.17	
Job & Career Accelerator	2013*	2014	2015	2016	2017
# Sessions	1,633	1,645	1,039	1,361	353
# Job Searches	-	782	2,097	1,243	-

Annual Cost	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
6-months					\$7,500
Cost/Session	\$9.19	\$9.12	\$14.44	\$11.02	\$21.25
Cost/Job Search		\$19.18	\$7.15	\$12.07	
	<i>*Note: JCA changed reporting format in 2013</i>				
JobNow	2013-14*	2014-15*			
# Sessions	7,634	2,689			
# Users	1,260	697			
Annual Cost	\$26,500	\$26,500			
Cost/Session	\$3.47	\$9.85			
Cost/User	\$21.03	\$38.02			
	<i>*Note FY April-March</i>				
Learning Express	2013	2014	2015	2016	2017
# Sessions	6,429	11,053	7,807	5,816	1,718
# Registrations	999	1,995	1,217	853	272
# Page Hits	117,368	59,687	14,000	61,998	3,730
# Tests	4,956	6,364	4,297	2,585	596
# Tutorials	596	3,260	1,698	1,264	414
# Computer Courses	3,202	1,708	1,257	1,613	84
# E-Books	1,574	2,025	1,717	1,452	378
# Resources	7,393	13,357	8,969	6,914	1,472
Annual Cost	\$47,490	\$47,965	\$48,595	\$49,565	\$51,502
6-months					\$25,751
Cost/Session	\$7.39	\$4.34	\$6.22	\$8.52	\$14.99
Cost/Registration	\$47.54	\$24.04	\$39.93	\$58.11	\$94.67
Cost/Page Hit	\$0.40	\$0.80	\$3.47	\$0.80	\$6.90
Cost/Test	\$9.58	\$7.54	\$11.31	\$19.17	\$43.21
Cost/Tutorial	\$79.68	\$14.71	\$28.62	\$39.21	\$62.20
Cost/Comp. Course	\$14.83	\$28.08	\$38.66	\$30.73	\$306.56
Cost/E-Book	\$30.17	\$23.69	\$28.30	\$34.14	\$68.12
Cost/Resource	\$6.42	\$3.59	\$5.42	\$7.17	\$17.49
	2013				
Lexis Nexis	Jan-Sept				
# Searches	695				
Annual Cost	\$40,000				
9-months	\$30,000				
Cost/Search	\$43.17				

Literary Reference Center		2014 Jan-Jun			
# Searches		1,431			
Annual Cost		\$21,183			
Cost/Search		\$14.80			
Lynda.com	2013*	2014*	2015	2016	2017
# Users	66	48	3,088	4,529	2,604
# Courses Completed	6	4	603	1,157	642
# Hours Viewed	n/a	n/a	3,833	6,363	4,281
Annual Cost	\$5,737	\$5,737	\$27,500	\$27,500	\$27,500
6-months					\$13,750
Cost/User	\$86.92	\$119.52	\$8.91	\$6.07	\$5.28
Cost/Course Completed	\$956.17	\$1,434.25	\$45.61	\$23.77	\$21.42
Cost/Hour Viewed	n/a	n/a	\$7.17	\$4.32	\$3.21
<i>*Note Lynda.com was a METRO/WLS staff only training resource in 2013 & 2014</i>					
Morningstar		2014	2015	2016	2017
# Searches		29,970	21,784	14,840	8,334
# Record Views		20,721	16,377	12,890	7,752
# Sessions		6,385	6,159	6,155	4,782
Annual Cost		\$27,793	\$29,183	\$30,058	\$30,840
6-months					\$15,420
Cost/Search		\$0.93	\$1.34	\$2.03	\$1.85
Cost/Record View		\$1.34	\$1.78	\$2.33	\$1.99
Cost/Session		\$4.35	\$4.74	\$4.88	\$3.22
Novelist			2015*	2016	2017
# Sessions			560,844	1,320,068	759,023
# Searches			1,265,901	3,505,332	2,819,361
Annual Cost			\$37,480	\$50,000	\$51,500
6-months					\$25,750
Cost/Session			\$0.07	\$0.04	\$0.03
Cost/Search			\$0.03	\$0.01	\$0.01
<i>*Note: 2015 subscription did not include Plus & Select options until July 1, 2015</i>					
Patient Education Video				2016	
# Views				30,560	
# Interactive				10,613	

Tutorials					
# Handouts Printed				16,354	
# Unique Topics				1,476	
Annual Cost				\$4,100	
Cost/View				\$0.13	
Cost/Interactive Tutorial				\$0.39	
Cost/Handout				\$0.25	
Cost/Unique Topic				\$2.78	
Press Reader					2017
# Articles Read					22,546
# Issues Read					6,810
Annual Cost					\$30,000
6-months					\$15,000
Cost/Article					\$0.67
Cost/Issue					\$2.20
Rocket Languages & Mango Languages					
	2013	2014	2015	2016	2017*
# Sessions	942	1,973	2,814	5,251	5,654
Annual Cost	\$13,924	\$14,238	\$14,238	\$14,238	\$21,375
6-months					\$10,688
Cost/Session	\$14.78	\$7.22	\$5.06	\$2.71	\$1.89
<i>*Note: Rocket Languages 2013-2016 / Mango Languages 2017</i>					
Total Boox			2015	2016	Jan-Jun2017
# Checkouts			18,994	51,078	24,604
Annual Cost			\$7,598	\$32,912	\$17,639
Cost/Checkout			\$0.40	\$0.64	\$0.72
University of Fashion			2015	2016	
# Users			1,789	2,414	
Annual Cost			\$6,000	\$12,000	
Cost/User			\$3.35	\$4.97	

Appendix G

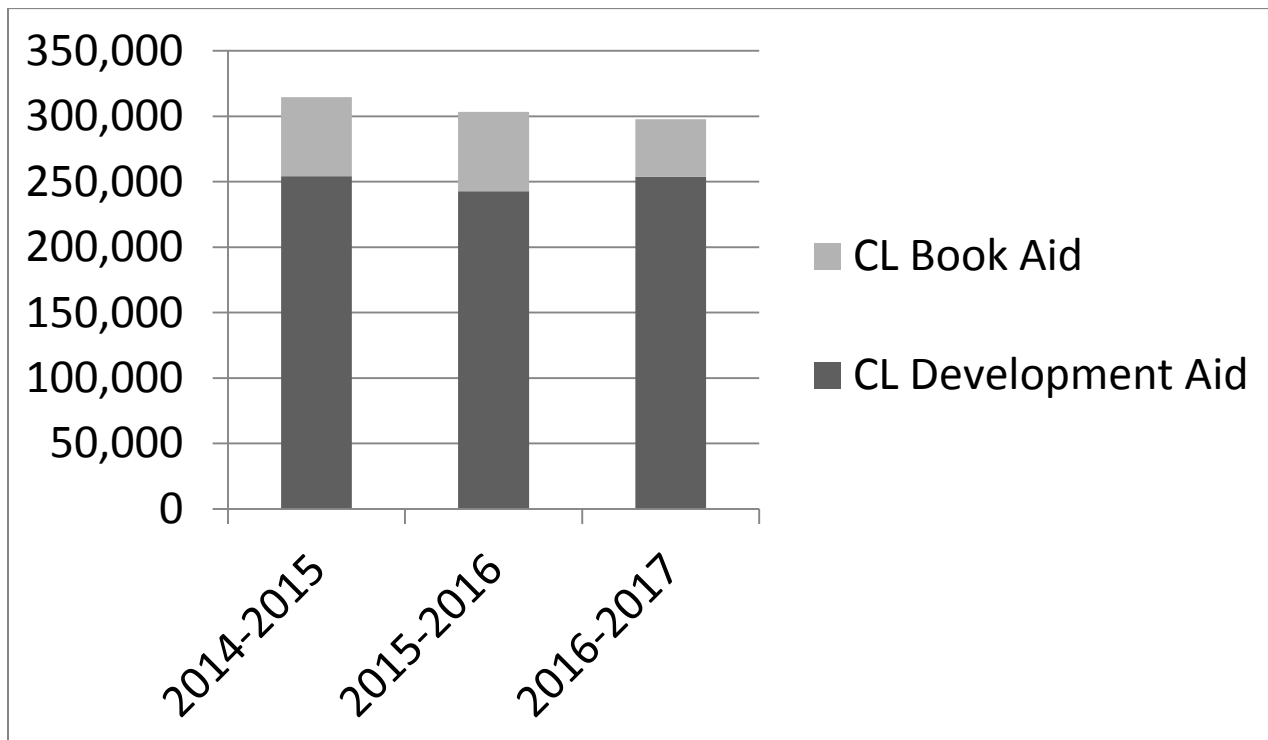
This appendix graphically portrays financial and performance data in areas related to the Central Library of the Westchester Library System. This includes statistics from the WLS Member Libraries Statistics 2016 Report and other similar sources including statistics related to the two Central Library funding programs (1) Central Library Development Aid and (2) Central Library Book Aid.

In managing the Central Library over time, the PLDA CL Advisory Committee and WLS have shifted investments from physical to electronic content/services. The positive results of these actions are shown to increase the overall performance of the Central Library function. It is expected that the trends shown here will continue and accelerate.

Overall Central Library Investment

Summary: Overall Central Library funding is declining slowly. The PLDA CL Advisory Committee is shifting investments towards e-content/services which are in greater demand by patrons and library staffs.

Chart 1 - WLS Central Library Funds from NYS



Central Library Development Aid Performance

Summary: Patron usage of the CL e-content/services is growing rapidly while book circulation declines.

Chart 2 - Central Library e-content/services growth
(includes e-content/services measured in sessions/searches)

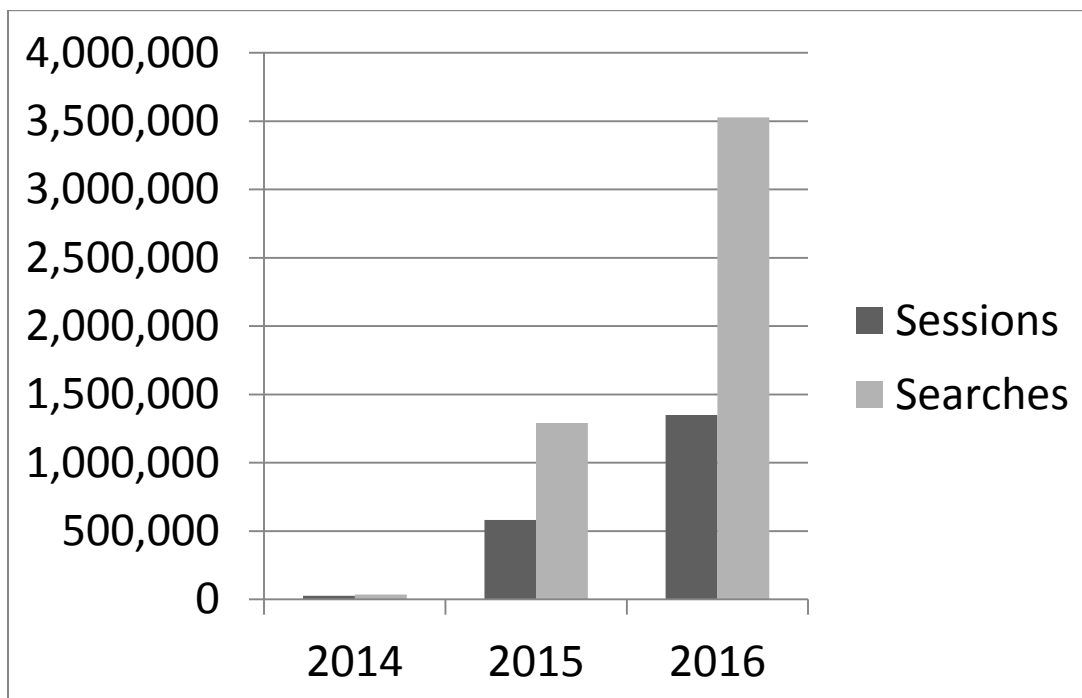


Chart 3 - Total Book Circulation

