

Item: Capital Funding Request - VDI Improvements & Upgrades

Background: This past year WLS and the member libraries have been working together to craft the future road of IT services. Three audits were completed to review overall operations, the network and the Virtual Desktop Infrastructure (VDI) environment. Feedback from these audits pointed out the need for a strong, reliable and affordable technology infrastructure as the key to the ongoing success of the member libraries and WLS.

Status: To ensure a secure environment, the following areas of recommendations were made:

Operating System: All virtual machines will need to be upgraded to Windows 10. Currently, all virtual machines are running Windows 7 and this Operating System is no longer supported by Microsoft.

Performance: A newer and more robust VDI infrastructure would enable WLS IT to install and run the latest version of the VMware Horizon software, maximizing the infrastructure's data speed and security needed to support the member libraries' services.

Reliability: New local access devices will need to be acquired to provide a more robust hardware platform to run VDI locally at the libraries. An integration local system will allow multiple platforms to be used, if needed, rather than just one, which is currently the case.

Recommended Request: The new infrastructure would include 4 hosts and support a full Windows 10 desktop environment as well as optimal VDI performance for at least the next 3 years of VMware Horizon usage.

Costs:

New infrastructure equipment, Windows 10 upgrade, installation, and support for a 3-year period	\$210,000
Local access devices	<u>190,000</u>
Total request	\$400,000

Recommended

Action: Approval of the submitted capital fund request as noted above.

December 1, 2020

Item: Central Library Aid Budget FY2021-22

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

Status: The Public Library Directors Association (PLDA) CL/eContent Committee met on 7/31/2020 and 9/22/2020 and discussed system-wide e-content purchases that could be subscribed to via the CL Funds. A summary of the proposed budget was discussed at the 10/15/2020 and the 11/19/2020 PLDA general membership meetings that includes the following:

- Increases CL funding for Hoopla and Kanopy,
- Substitutes NoveList with Syndetics to provide book/album cover art and reviews for the online Evergreen catalog, and
- Removal of Job & Career Accelerator, Freegal, Mergent Intellect and RBdigital.

These recommendations were presented to and approved by the general membership of PLDA at their November 19th Meeting. A member of the PLDA CL/eContent Committee will be at the WLS Board Meeting to present its budget recommendations.

The FY2021-2022 CLDA budget proposal includes the following:

<i>Resource</i>	<i>2021-22</i>
Hoopla*	\$ 78,535
Kanopy*	50,000
Learning Express Library 3.0 (includes Job Search & Occupational Practice Tests)	49,565
Lynda.com	27,500
Press Reader	30,000
Syndetics	<u>41,000</u>
Total Central Library Aid Budget:	\$276,600

**Also funded through other budgeted sources*

Recommended

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

December 1, 2020

Item: WLS Budget Fiscal Year 2021

Background: The Budget Committee of the WLS Board of Trustees met on November 9th and November 23rd to review a number of options in order to arrive at a budget proposal for the 2021 fiscal year.

Status: Attached is the Executive Summary for the proposed FY 2021 operating budget along with back-up information and spreadsheets.

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

Recommended

Action: The Budget Committee recommends adoption of the FY2021 budget as presented.

December 1, 2020

Westchester Library System Proposed FY 2021 Operating Budget

Executive Summary

Westchester Library System (WLS) is one of 23 public library systems established in 1958 under New York State Education Law. The mission of WLS is to ensure that all County residents have seamless access to excellent library services regardless of their location. WLS also strives to support and promote the efforts of the 38 member libraries to reach all of their communities by providing access to resources, programs and services.

In preparing the 2021 proposed budget, WLS addressed the following revenue challenges:

- The assumption of a worst-case scenario cut from NYS of 20% (approx. \$550,000 cut)
- IT fees reduced to 2017 levels (approx. \$262,000 less than previous year budget)

The 2021 proposed revenue budget totals approximately \$6.7 million from all sources, a decrease of approximately \$27,000 over the 2020 revenue budget. Included in the budget is anticipated eRate funding of \$150,000. There is a restructuring of IT member fees that began in 2020 and will be ongoing in 2021. Budgeted expenses exceed revenues by \$645,250 before depreciation and \$602,600 after release of temporarily restricted assets. However, the Budget Committee has recommended that WLS appropriate \$602,600 from unrestricted reserves to meet its projected expenditures for 2021, which then results in a balanced budget before depreciation. *(Unrestricted reserves total \$1.9 million, \$881,000 of which is in the WLS Capital account and \$1,037,000 in its investment account. It should be noted that the proposed 2021 Capital budget will appropriate \$510,000 of the monies in the Capital account.)* When projected depreciation of \$187,750 is included in the Operating budget, the net revenue is (\$187,750). The budget was reviewed to find as much savings as possible and allows for the continuation of current programs and services whose overarching goal is to drive increased patron activity in the member libraries, including:

- ✓ **Public Innovation and Engagement** provides (1) leadership of programs ranging from accessibility and adult literacy to senior benefits/Medicare counseling and reentry; and (2) coordination and engagement with public and private collaboratives and networks such as Senior Law Day, the Westchester Resilience Coalition, Head Start Policy Council, BOCES Educational Networks, Reentry Task Force, and other efforts key to effective community outreach.
- ✓ **Community Conversations:** Launched in 2017, this program delivers a series of community conversations at member libraries designed to engage community members in an informed dialog on a challenging topic. Work launched in 2018 - conversations on adverse childhood experiences and individual/community resilience - continues through to 2021 in our support of the ongoing Westchester Resilience Coalition and leadership in training and delivery of public health and wellness programming focused on resilience skill building.
- ✓ **HSE Connect!/Read Better/Job Search Services and the Job Search Tool Kit:** These three adult education efforts provide information and direct service to support adults seeking to meet critical goals, i.e., improved literacy, a high school equivalency (HSE) diploma, and a better (or first) job. Service is delivered through regular information sessions, an email and phone Helpline and individual tutoring/counseling. A part-time hourly staff member trains and oversees the activities of a small team of volunteer tutors to provide library-based adult literacy and HSE support. An experienced career coach makes available personalized job search assistance through video conferencing, as well

Westchester Library System Proposed FY 2021 Operating Budget

as through work to update and maintain a key resource - the Job Search Toolkit, a plain language guide to all the steps in the job search, and interview process that is made available for download on FirstFind.org. The budget includes funding for workbooks and other teaching materials that support adult literacy and that will be distributed to libraries, agencies, and the County jail.

- ✓ **Westchester Seniors Out Speaking (WSOS)** provides County-wide educational workshops and library-based counseling services on Medicare and related benefits. The program targets those aged 60 and older and helps them manage their health insurance needs and access related services, such as legal, financial and health resources. This effort is led by WLS staff and part-time senior counselors who coordinate and oversee ongoing recruitment, training and service of more than 70 volunteers. Related projects such as Senior Law Day, VisionLabs, and Music & Memory @ the Library are supported by the focus on senior services that WSOS provides.
- ✓ **Westchester County and New York State Corrections Outreach** supports jail-based programs and services including interlibrary loan, professional development, book purchases, the newly-launched jail book group (Bound Readers), programming for reentry organizations, maintenance of a reentry Helpline via the *Connections* web resource, participation in reentry fairs, and productions of reentry materials for returning citizens.
- ✓ **Youth Services/Early Literacy programs** include (1) support for youth services efforts (maintenance of web resources, collection of data required for grants, coordination and collaboration in events such as Battle of the Books) and (2) targeted outreach (e.g., youth workforce development, and fostering family visits between libraries and Head Start childcare centers).
- ✓ **Interlibrary Loan (ILL)** supports patron access to materials from outside institutions such as academic libraries and public libraries outside of Westchester. Materials brought in through this program are not available within the local system and can include rare and out-of-print titles or those covering special subjects. The program also coordinates the loan of materials from member libraries to the correctional facilities in Westchester. Existing as a function to support public engagement, ILL has been moved from the Cataloging Department to the Outreach Department starting in 2021.
- ✓ **Westchester PROJECT HOPE: Essential Information for Challenging Times** is a FEMA-funded collaboration with the Office of Mental Health and four other County agencies. WLS's role includes two functions:
 - Develop and deliver educational materials and forums that help individuals and communities to learn about and discuss the impact of the pandemic on individual and community health and wellbeing. Public programs would address stress management resources and techniques targeted to different age groups, as well as the science of stress and resilience.
 - Provide supportive counseling to assist community members in reviewing and assessing their current needs during the pandemic and identifying potential coping strategies, resources and services.

Westchester Library System Proposed FY 2021 Operating Budget

- ✓ **Career & Educational Counseling Services (WEBS)** provides group and individual counseling to adults in career transition. The program helps the libraries meet the needs of their communities by assisting patrons in seeking a livelihood and keeping skills up to date. Through this program, participants receive career guidance and counseling support, and learn strategies for managing their careers in an ever-changing economy and technological society. Clients include unemployed and underemployed workers, older workers, displaced homemakers, immigrants and students. Components of the program include:
 - Career Development Seminars which include standardized assessment, informational career resources, development of a career/educational plan, and strategies for online networking, job search and resume development.
 - Workshops: Innovative career-related workshops on topics including: "What's Next in My Career? Discovering Possibilities After 50"; "Create a LinkedIn Profile with Impact"; "Get LinkedIn to Your Job Search"; "Thinking about a Career Change?"; "Marketing Yourself in a Job Search"; "Creative Approaches to Networking"; "Ace that Interview and Get the Job You Want"; "Resume Crash Course! What are the Latest Trends?"; "Job Search and Salary Negotiation"; "Careers in Healthcare"; and "Key Strategies for Success in your Job Search."
 - Website: Includes career links that will be updated.
 - Counselor and Library Staff Training: Professional development programs will be planned for library staff and counselors.

2021 Challenges

Lack of information from New York State (NYS) regarding Finances: During the budget preparation, there is usually an indication of the level of NYS funding for the coming year. At present, the current year revenues from NYS are still questionable and there is little information available from which to base revenue assumptions for 2021. A reduction of 20% is assumed, based on the current hold placed on funding from NYS.

Based on the outcomes from the IT Audits that took place in 2020, the Information Technology (IT) Department is adding staff to implement changes in the way the department operates. The Department will be hiring a Manager of Operations to oversee the implementation and adherence to the SLAs (Service Level Agreements) currently being developed with member libraries. Also included is a position for a library data specialist to work with the current systems librarian to further address the needs of the member libraries in the Evergreen Integrated Library System (ILS).

Hardware and Software: Microsoft has restructured their software licensing, moving to a subscription model that helps address patching and updating while providing solution options to enhance service to the libraries.

- ✓ WLS is working closely with Microsoft to continue the migration to Windows 10 and Office 365. Initial use of Office 365 has proven to be a beneficial tool in supporting remote work during the COVID-19 pandemic.

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Wireless Network: WLS will be replacing all of the existing wireless network and supporting Internet connections. This newly installed wireless network would result in more secure and robust wireless services and will give all users better performance when using the WiFi at the libraries. The current equipment will reach the end of its lifecycle in August 2021.

Professional Development: To continue with the necessary growth and development of department staff, there will continue to be a significant emphasis placed on training in 2021. In order to provide improved service and support, training will focus on Virtual Desktop Infrastructure (VDI), networking, Evergreen and advanced areas of Windows expertise.

The budget also supports the following initiatives which align with the long-range strategy developed by the WLS Board:

SOLUTION INCUBATOR:

- *Vision Labs / Reading for a Lifetime* is continuing with the Vision Labs program aimed at addressing the needs of low vision and visually impaired adults. As older adults experience vision impairments, public libraries are often an early resource for understanding supportive services and technologies. The overarching goal of this program is to provide free access to vision enhancement technology for older adults in a library setting allowing participants to stay connected to essential information and their community. *Reading for a Lifetime* is rooted in WLS's outreach mission to ensure that literacy needs are met for those communities that are underserved by member libraries and to help them feel informed, safe and connected.
- *Digital Inclusion / Addressing the Digital Divide:* WLS is working with member libraries and community anchor organizations to identify and address needs throughout Westchester where residents have no or limited access to essential resources and services.

BEST PRACTICES:

- *Data Dashboard:* Create a more user-centric, centralized data repository to support ongoing assessment/evaluation activities by WLS and member libraries, including the preparation of the NYS annual reports.
- *Awareness Support & Communications Strategy:* Ongoing promotion of System-wide and locally coordinated activities via print, e-newsletters, social media & web and targeted promotion of scheduled activities for library services, programs and resources related to Library Advocacy Day, National Library Week, National Library Legislative Day, Library Card Sign-up Month and community events/activities.

PROFESSIONAL DEVELOPMENT:

- New positions in IT to facilitate the migration to the new ILS as well as provide improved customer service.
- Training of IT staff to improve skill sets, and provide improved service and support to member libraries.
- *Trustee engagement:* Best practices, board development, building strategic partnerships, diversity, facilitation, strategic/long range planning and training.

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

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

- ✓ The 2020-21 allocation from New York State will be reduced by 20%.
- ✓ \$1,037,500 in operating funds will be received from Westchester County.
- ✓ Member Library technology fees will be reduced.
- ✓ The WLS Annual Breakfast, if able to be held, and any other planned special events will break even.
- ✓ Other Revenues with Restrictions line includes: grants for family and adult literacy, mini-grants for libraries, senior programs, youth workforce development, which are to be raised from individual, foundation and corporate sources.

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

- ✓ 2021 salaries include a 2% increase for salaried staff. Due to the retirement of two WLS staff and additional positions funded, salaries expenses would be effectively flat over 2020. However, the addition of salaries for the Project HOPE program drive an overall increase in the salaries budget of 11.6% over 2020. In the area of fringe benefits, an increase of 8.2% for the cost of health insurance has been included. The assumption for pension is that the WLS cost will be approximately 15% of 2021 salary expenses. The increase in fringe benefits would be an increase of 7.1% but overall is an increase of 19.2% due to the additional staff brought on to support the Project HOPE program.
 - ✓ WLS pays most of the cost of post-retirement health insurance for its retirees. Retiree health costs are expected to increase by 6.5% in 2021, the result of two recent retirements from WLS.
 - ✓ Professional Fees are reduced by more than \$100,000, driven by the removal of appropriations for the IT audits that took place in 2020.
 - ✓ Equipment is budgeted at approximately \$112,000 more than what was budgeted in 2020. The cost of replacing wireless equipment in libraries is included in the Operating Budget as the costs will be reimbursed by member fees.
 - ✓ Contractual Services is decreased by approximately \$210,000 and includes monies for activities associated with IT initiatives such as network management and other one-time appropriations included in the 2020 budget have been removed in 2021.

In 2021, WLS will work to maximize investment and resource allocation to support both its ongoing operations and its strategic initiatives, ensuring maximum value for the member libraries. At the

**Westchester Library System
Proposed FY 2021 Operating Budget**

same time, WLS will continue to support the needs of the libraries, residents and businesses in Westchester by providing affordable and easy-to-use information technologies, and to support services that enable the libraries to successfully engage with their communities. As always, spending will be monitored against the budget on an ongoing basis, and WLS will continue to look for cost savings and additional sources of revenue throughout 2021.

Westchester Library System
Proposed Budget Summary 2019-2021

Item #		2019 Final	2020 Adopted	2020 Projected	2021 Proposed	% change over 2020 Adopted
	REVENUES:					
R-1	General Library Aid	1,566,874	1,566,800	1,526,612	1,221,280	-22.1%
R-2	Supplemental Aid	208,204	208,300	202,941	162,300	-22.1%
R-3	Local Library Services revenue	282,606	282,500	275,324	220,300	-22.0%
R-4	Local Library Services pass-thru payments	(282,606)	(282,500)	(275,324)	(220,300)	-22.0%
R-5	Local Services Support Aid	194,941	194,900	189,944	151,950	-22.0%
R-5A	Grants in Aid	271,668	0	0	0	
R-5A	Grants in Aid pass-thru payments	(241,668)	0	0	0	
R-6	Central Library Aid/Book Aid	354,879	354,900	345,673	276,600	-22.1%
R-7	Westchester County	999,990	1,015,000	1,030,000	1,037,500	2.2%
R-8	Federal Aid	156,174	165,000	159,066	662,860	301.7%
R-9	Member Library Fees	2,831,783	2,804,700	2,663,236	2,776,340	-1.0%
R-10	Enhanced Services to Libraries	16,055	20,000	34,437	84,300	321.5%
R-11	Special Events	9,247	10,000	5,449	10,000	0.0%
R-12	Contributions (Unrestricted)	16,717	1,000	18,024	1,000	0.0%
R-13	Investments/Interest Income	41,660	20,000	17,295	17,000	-15.0%
R-14	WEBS, Non-Resident Cards, Misc	27,609	28,000	12,835	28,000	0.0%
	Government Grants with Restrictions					
R-15	Coordinated Outreach	157,367	157,400	153,331	125,920	-20.0%
R-16	Correctional Facilities	39,455	39,400	38,438	30,750	-22.0%
R-17	Adult Literacy	8,513	8,500	8,294	6,650	-21.8%
R-18	Family Literacy	13,243	13,300	12,902	10,300	-22.6%
R-19	Westchester Seniors Out Speaking	17,500	17,400	17,400	13,900	-20.1%
R-20	Other revenues with Restrictions	164,710	140,000	121,694	120,500	-13.9%
	Total Revenues:	6,854,921	6,764,600	6,557,571	6,737,150	-0.4%
	EXPENSES:					
	Personnel					
E-1	Salaries & Hourly Wages	2,261,086	2,303,800	2,248,124	2,571,500	11.6%
E-2	Employee Benefits	878,153	947,500	878,225	1,164,000	22.8%
E-3	Retiree Health Benefits	325,681	260,000	244,532	277,000	6.5%
	Subtotal Personnel	3,464,920	3,511,300	3,370,881	4,012,500	14.3%
	Other Than Personnel					
E-4	Professional Fees	31,478	109,900	133,659	38,900	-64.6%
E-5	Equipment	88,148	54,800	169,954	166,900	204.6%
E-6	Library Materials	813,148	775,700	928,014	752,400	-3.0%
E-7	Rent & Utilities	347,251	346,000	358,113	375,100	8.4%
E-8	Repairs & Maintenance	422,791	504,500	479,440	505,000	0.1%
E-9	Supplies	32,152	37,800	30,397	50,200	32.8%
E-10	Telephone & Internet	351,376	382,800	351,891	446,400	16.6%
E-11	Printing & Postage	65,829	54,700	18,573	74,800	36.7%
E-12	Bibliographic Fees	69,908	72,500	75,251	72,500	0.0%
E-13	Professional Development	59,873	80,500	64,504	52,800	-34.4%
E-14	Travel, Conferences & Meetings	20,231	37,300	13,574	40,600	8.8%
E-15	Memberships	14,647	23,700	14,269	22,300	-5.9%
E-16	Contractual Services	161,615	486,100	250,375	290,800	-40.2%
E-17	Delivery Service	418,516	418,000	334,958	418,000	0.0%
E-18	Special Events	4,734	10,000	1,018	10,000	0.0%
E-19	Insurance	19,961	25,000	20,830	25,000	0.0%
E-20	Miscellaneous	4,384	25,200	5,082	28,200	11.9%
	Subtotal Other Than Personnel	2,926,042	3,444,500	3,249,902	3,369,900	-2.2%
	TOTAL EXPENSES	6,390,962	6,955,800	6,620,783	7,382,400	6.1%
	Net Revenue before Depreciation	463,959	(191,200)	(63,212)	(645,250)	
	Prv. Yr. Temp. Restd. Assets to be released				42,650	
	From Reserves		191,200		602,600	
	Depreciation	267,181	244,200	210,680	187,750	
	TOTAL EXPENSES with Depreciation	6,658,143	7,200,000	6,831,463	7,570,150	
	Net Revenue	196,778	(244,200)	(273,892)	(187,750)	

Westchester Library System
Proposed Budget Detail by Dept

2021 PROPOSED BUDGET BY DEPARTMENT										
Revenues	Admin	Fundraising/ Special Events	Cataloging	Shipping/ Delivery	Outreach	Training	WEBS	Youth	Information Technology	TOTAL
General Library Aid	1,011,550	59,630	95,600	24,800	0	29,700	0	0	0	1,221,280
Supplemental Aid	0	0	157,000	0	5,300	0	0	0	0	162,300
Local Library Services revenue	220,300	0	0	0	0	0	0	0	0	220,300
Local Library Services payments	(220,300)	0	0	0	0	0	0	0	0	(220,300)
Local Services Support Aid	100,050	0	0	0	0	51,900	0	0	0	151,950
Central Library Aid	224,300	0	0	0	0	0	0	0	0	224,300
Central Library Book Aid	52,300	0	0	0	0	0	0	0	0	52,300
Westchester County	30,000	0	115,000	460,000	300,000	0	132,500	0	0	1,037,500
Federal Aid	66,000	0	0	0	446,860	0	0	0	150,000	662,860
Member Library Fees	298,000	0	0	0	0	0	0	0	2,478,340	2,776,340
Enhanced Services to Libraries	0	0	0	0	0	0	0	0	84,300	84,300
Special Events	0	10,000	0	0	0	0	0	0	0	10,000
Contributions (unrestricted)	0	1,000	0	0	0	0	0	0	0	1,000
Investments/Interest Income	17,000	0	0	0	0	0	0	0	0	17,000
WEBS, Non-Resident Cards, Misc	2,000	0	0	0	0	0	15,000	11,000	0	28,000
Coordinated Outreach	0	0	0	0	125,920	0	0	0	0	125,920
Correctional Facilities	0	0	0	0	30,750	0	0	0	0	30,750
Adult Literacy	0	0	0	0	6,650	0	0	0	0	6,650
Family Literacy	0	0	0	0	0	0	0	10,300	0	10,300
Westchester Seniors Out Speaking	0	0	0	0	13,900	0	0	0	0	13,900
Other revenues with Restrictions	20,000	91,000	0	0	5,000	0	0	4,500	0	120,500
Total Revenues:	1,821,200	161,630	367,600	484,800	934,380	81,600	147,500	25,800	2,712,640	6,737,150
Expenses										
Personnel:	Admin	Fundraising/ Special Events	Cataloging/ ILL	Shipping/ Delivery	Outreach	Training	WEBS	Youth	Information Technology	TOTAL
Salaries	672,470	99,929	207,597	29,749	332,901	19,833	40,484	0	846,738	2,249,699
Hourly Wages	21,399	0	0	0	266,867	0	0	0	33,534	321,800
Employee Benefits	307,212	34,401	87,562	8,551	253,776	5,701	24,184	0	442,613	1,163,999
Retiree Health Benefits	245,000	0	0	0	0	0	0	0	32,000	277,000
Subtotal Personnel	1,246,080	134,330	295,159	38,300	853,543	25,534	64,667	0	1,354,885	4,012,500
Other Than Personnel Services (OTPS)										
Professional Fees	23,385	0	0	0	3,765	0	0	0	11,750	38,900
Equipment	25,600	0	0	0	6,300	0	0	0	135,000	166,900
Library Materials	651,050	0	0	0	30,350	0	0	21,000	50,000	752,400
Rent & Utilities	88,478	13,306	22,547	16,579	41,660	36,120	14,461	0	141,949	375,100
Repairs & Maintenance	11,900	1,500	0	0	1,600	0	0	0	490,000	505,000
Supplies	14,582	300	750	12,000	8,568	0	5,000	0	9,000	50,200
Telephone & Internet	0	0	0	0	8,000	0	0	0	438,400	446,400
Printing & Postage	16,000	1,000	0	0	48,600	0	1,000	2,900	5,300	74,800
Bibliographic Fees	0	0	58,500	0	14,000	0	0	0	0	72,500
Professional Development	5,000	1,200	0	0	5,500	20,000	100	0	21,000	52,800
Travel, Conferences & Meetings	8,022	800	500	0	10,878	0	400	0	20,000	40,600
Memberships	12,000	600	600	0	7,100	0	0	0	2,000	22,300
Contractual Services	45,000	0	0	0	30,800	0	60,000	0	155,000	290,800
Delivery Service	0	0	0	418,000	0	0	0	0	0	418,000
Special Events	0	10,000	0	0	0	0	0	0	0	10,000
Insurance	14,000	0	0	0	0	0	0	0	11,000	25,000
Miscellaneous	2,500	0	200	0	0	0	0	4,000	21,500	28,200
Subtotal OTPS:	917,517	28,706	83,097	446,579	217,121	56,120	80,961	27,900	1,511,899	3,369,900
TOTAL EXPENSES	2,163,598	163,035	378,256	484,879	1,070,664	81,654	145,628	27,900	2,866,784	7,382,400
<i>% of overall budget(before depreciation)</i>	29.3%	2.2%	5.1%	6.6%	14.5%	1.1%	2.0%	0.4%	38.8%	100.0%
NET REVENUE before Depreciation	(342,398)	(1,405)	(10,656)	(79)	(136,284)	(54)	1,872	(2,100)	(154,144)	(645,250)
Prv. Yr. Temp. Restd. Assets to be released	0	0	0	0	42,650	0	0	0	0	42,650
From Reserves	0	0	0	0	0	0	0	0	0	602,600
Depreciation	14,250	0	0	0	0	0	0	0	173,500	187,750
TOTAL EXPENSES with Depreciation	2,177,848	163,035	378,256	484,879	1,070,664	81,654	145,628	27,900	3,040,284	7,570,150
Net Revenue	(356,648)	(1,405)	(10,656)	(79)	(93,634)	(54)	1,872	(2,100)	(327,644)	(187,750)

REVENUE

#	Budget Item	GENERAL NOTES	2021 BUDGET NOTES
R-1	General Library Aid	Formula aid provided by NYS to WLS in support of services provided to member libraries	Unrestricted monies which may be budgeted for any services provided by WLS. Assumes 22.6 % reduction in NYS funding over 2020 budget. All State aid figures do not reconcile with audited financial statements and are structured for budgetary comparison
R-2	Supplemental Aid	Same as General Library Aid	Same as General Library Aid.
R-3	Local Library Services Aid	Direct formula aid to assist individual public libraries in the system	Monies are sent to WLS for distribution to the individual libraries Assumes 22.6 % reduction in NYS funding over 2020 budget.
R-4	Local Library Services payments	Formula aid distributed to member libraries	Monies sent to WLS are passed through to individual libraries. Allocations are set by the NYS Division of Library Development.
R-5	Local Services Support Aid	Same as General Library Aid	Same as General Library Aid.
R-5A	Grants in Aid	Additional aid from NYS to WLS and Member Libraries	2019 shows aid received to both WLS and member libraries driving a revenue figure higher than the pass-through amount.
R-6	Central Library Aid/Book Aid	Funding to support expenditures for adult non-fiction and foreign language materials	Budget is based on recommendations from the PLDA Central Library/eResources committee. Assumes 22.6 % reduction in NYS funding over 2020 budget.
R-7	Westchester County Aid	Allocation from Westchester County for programs and services, based on a Statement of Work submitted by WLS	Aid is used to provide career & educational counseling services for adults, consumer education on health and related services for those who are 60+ years of age, cataloging and interlibrary loan, delivery service and electronic content.
R-8	eRate	Rebates (up to 90%) received to help eligible libraries obtain affordable telecommunications and internet access	WLS currently receives reimbursement on 56% of eligible expenses. Note: Unlike the annual financial audit, this number is presented as unreconciled with Telephone and Internet for budgetary comparison purposes.
R-9	Member Library Fees	Fees paid by member libraries for IT services, driven by finance model developed by PLDA	July - December revenues from wireless networks moved to enhanced services.
R-10	Enhanced Services	Fees paid by member libraries for IT services not included in the standard services finance model	
R-11	Special Events	Monies raised from special events held by WLS	Assumes that monies generated and expenses related to event(s) will break even. Figure in audited financial statements in a net figure, this is unreconciled for budgetary comparison purposes.
R-12	Contributions (unrestricted)	Monies raised by Development which may be used for any WLS services	
R-13	Investments/Interest income	Monies earned on bank accounts and T-bills	
R-14	WEBS, Non-resident Cards, Misc	Monies raised for Career & Educational Counseling services in libraries, purchase of WLS library cards from non-residents, miscellaneous income	

R-15	Coordinated Outreach	Aid provided to library systems to provide services directly and through member libraries to New Yorkers who are most in need and who often are not regular library users	Family literacy, adult literacy, re-entry services for formerly incarcerated individuals, Music & Memory for seniors, Vision Labs accessibility services, Senior Law Day (legal & financial workshops for older adults and caregivers) Assumes 22.6 % reduction in NYS funding over 2020 budget.
R-16	Correctional Facilities	Aid to support libraries for offenders residing in NYS and Westchester County correctional facilities	Support for library services including interlibrary loan, and purchase of library materials. Assumes 22.6 % reduction in NYS funding over 2020 budget.
R-17	Adult Literacy	Funding to support services to improve adult literacy on the job and in the home	Core literacy tutoring and high school equivalency guidance. Assumes 22.6 % reduction in NYS funding over 2020 budget.
R-18	Family Literacy	Funding to provide family literacy services to children and their parents/caregivers	Expertise and resources to assist families with young children in developing early literacy skills needed to succeed in the school years ahead. Assumes 22.6 % reduction in NYS funding over 2020 budget.
R-19	Westchester Seniors Out Speaking	Funding to provide education & counseling services addressing Medicare and related benefits	Educational workshops and one-to-one counseling delivered by trained volunteers at venues throughout the County
R-20	Other Revenues with Restrictions	Monies raised by Development for specific WLS programs	Adult Literacy, Family Literacy, Battle of the Books, professional development, census, digital resources

EXPENSES

#	Budget Item	GENERAL NOTES	2021 BUDGET NOTES
E-1	Salaries & Hourly Wages Benefits	Salaries and hourly wages paid to WLS-employed individuals (For Active Staff): Social Security & Medicare (employer portion) health insurance, worker's compensation, disability, life insurance, vision insurance, dental insurance, pension	See separate illustration of FTE comparison 2019 vs 2020 8.2% increase in health insurance, 3% increase in dental insurance, 5% increase in life insurance, pension costs equal to 15% of salaries
E-2			
E-3	Retiree Health Benefits	Health insurance for retirees	
E-4	Professional Fees: Equipment	Audit & Legal fees; Payroll Processing Fees, Recruitment Fees Furniture, computer equipment, equipment rental, copier lease, network hardware	This is mostly network and computer hardware to support the member libraries.
E-5	Library Materials	Books, audio books, e-format materials, periodicals, DVDs/videos, databases	Budget is primarily for audio books, e-format materials and databases. Reduced to balance with State Revenues.
E-6			
E-7	Rent & Utilities Repairs & Maintenance	Rent, utilities, real estate taxes, office cleaning, maintenance Computer maintenance, equipment maintenance, software & software maintenance	Maintenance support for Evergreen, mobile printing, PC reservations help desk, thin client management, VMware (virtualization software), help desk software, back-up system, filtering, Windows 10/Office 365
E-8			
E-9	Supplies Telephone & Internet	Office & computer supplies, WLS-identified clothing Telephones & internet connections	Internet circuits for all libraries, phone lines and cellular telephones. Unlike the annual financial audit, this number is presented as unreconciled with eRate for budgetary comparison purposes.
E-10			
E-11	Printing & Postage	Postage, express mail, printing, publicity	

	Bibliographic Fees	Fees to Online Computer Library Center (OCLC), the bibliographic utility that provides shared cataloging records and an automated system for requesting interlibrary loans from participating libraries world-wide	
E-12			
E-13	Professional development Travel, Conferences & Meetings	Training & professional development, trustee activities Travel, registration and related expenses for staff representation at professional conferences and meetings	Microsoft & VMware training ALA, PLA, NYLA, technology conferences
E-14	Memberships	Institutional membership in professional organizations	Includes memberships in Metro and Empire Library Delivery to support ILL shipping and receiving with outside institutions, ALA, NYLA
E-15			
E-16	Contractual Services	Services rendered under a formal contract/letter of agreement by outside persons, consultants or contractors	Network admin, co-location, WEBS counselors New Rochelle Library's Broadband Technology project, annual actuarial study
E-17	Delivery Service Special Events	Transportation of library materials to & from member libraries WLS-sponsored events and fundraising activities	Fees flat for 2021 Assumes that monies generated and expenses related to event(s) will break even
E-18	Insurance	Liability and automobile insurance, Directors & Officers insurance	
E-19			
E-20	Miscellaneous	Automotive Supplies, maintenance & repairs; Miscellaneous expenses; Bank Fees; Contingency	

Westchester Library System
Headcount: 2020 vs 2021

Department	2020	2021	NOTES for 2021 personnel
Administration	5.75	6.45	Joe Maurantonio transferred from IT
Fundraising	1.00	1.00	
Cataloging	4.50	3.00	1 FTE positions moved to Outreach for ILL
Delivery	0.15	0.15	T. Kirchner
Outreach	2.50	14.00	1.5 FTE positions moved from Cat. To Outreach 7 FTE positions created for Project HOPE 2 FTE positions (WSOS) not previously counted 1 FTE position (youth) not previously counted
Training	0.10	0.10	T. Kirchner
WEBS	2.00	1.00	1 position eliminated through attrition
Youth Services	0.00	0.00	
Information Technology	12.00	13.00	Addition of Operations Manager position
TOTALS	28.00	38.70	

Item: WLS Capital Budget FY2021

Background: The Budget Committee of the Board of Trustees met on November 9th and November 23rd to review the proposed FY2021 Capital budget.

Status: The following projects have been identified by the Information Technology (IT) Department, and the amounts listed represent the maximum expenditure for each. The total amount being requested for FY2021 Capital Projects is \$510,000. A brief description of each project follows:

\$175,000 – Member Library Network

This request will replace existing equipment to elevate the speed and performance of the network that services all libraries.

\$35,000 – Service Vehicle

WLS owns two vehicles for the use of IT staff to travel to libraries. One vehicle was replaced in 2015, the other in 2012. This request is to authorize the replacement of the older vehicle.

\$300,000 – Replacement of Public PCs

This is a continuation of the 2020 project, which was not completed within the 2020 budget year mainly due to restrictions caused by COVID-19. This request is to complete the task of replacing all public-designated computers to provide patrons Countywide with a consistently faster and more productive user experience.

Recommended

Action: Approval of \$510,000 for the WLS Capital Budget FY2021 as noted above.

December 1, 2020

Westchester Library System
 2021 Proposed Capital Budget

	2020 Budget	2020 Projected	2021 Budget PROPOSED	2021 Description
REVENUES:				
Capital Fund	560,000		510,000	
EXPENSES:				
Network equipment	180,000	9,800	175,000	Member library network replacement
Vehicle			35,000	Replacement of vehicle for IT
Equipment	350,000	268,977	300,000	Replacement of public PCs
Contractual Services	30,000	0		
TOTAL EXPENSES:	560,000	278,777	510,000	
Net Revenue	0		0	

Note: Capital budget authorizations do not carry forward into the following year.
 Any uncompleted projects must be re-authorized in the following year's capital budget.