

Call to Meeting January 27, 2026

The next Regular Meeting of the Westchester Library System (WLS) is **Tuesday, January 27, 2026, at 6:00 p.m.** PLEASE NOTE: This meeting will take place at the WLS Headquarters, 570 Taxter Rd, Ste 400, Elmsford, NY 10523.

Organization Meeting Agenda

Report of Nominating Committee - Chair

Formal Action Items

Action Item #1: Election of WLS Officers

Constitutional Oath and Signatures for Newly Elected Trustees

Adjournment

Regular Meeting Agenda

Minutes: November 18, 2025

Finances

President's Report

WLS Committee Reports

Executive Director's Report

PLDA Report – Kathryn Feeley, Director, North Castle Public Library

NEXT MEETING: The next Regular Meeting will be held on Tuesday, February 24, 2026, at 6:00 p.m.

WESTCHESTER LIBRARY SYSTEM
Annual & Trustee Meeting
November 18, 2025 – Pending Approval

ANNUAL MEETING

The Annual Meeting of the Westchester Library System was called to order by Nishat Hydari, President, at 6:36 p.m. The quorum requirement was met with the following people in attendance:

Board Members present: Anthony Amiano, Andrea Bober, Robert Cartolano, Nishat Hydari, Wes Iwanski, Karen Kelley, Maureen LeBlanc, Julie Mills-Worthey, Susan Morduch, David Mener, Patricia Phelan, Barbara Tepper, Diane Tabakman, Karen Zevin

Board Members absent: Alice Joselow

Also present from WLS were: Terry Kirchner, Wilson Arana, Rob Caluori, Patricia Brigham, Allison Midgley

Public Library Directors Association (PLDA) Representative: Erik Carlson, Director, Dobbs Ferry Public Library

Dr. Kirchner welcomed all who attended. In 2025, the Westchester Library System (WLS) navigated a changing federal landscape by focusing on strategic initiatives including promoting equity and access, expanding community engagement, and improving infrastructure. Key achievements included transporting nearly 1.5 million items, a 14% increase in digital content usage, growth in the HSE Connect! literacy program, and being recommended for a \$750,000 Digital Navigators grant. The system also launched a small business resources website, led the Disconnect 2 Reconnect youth initiative, received a grant for sustainable libraries programs, enhanced network security, assisted with a culinary career program, established procedures for identifying questionable materials, and expanded its data analysis project (SCALE).

The business portion of the Annual Meeting was called to order at 6:52 p.m. by Ms. Hydari, who introduced each of the WLS Trustees and the Districts they represent.

ELECTION OF NEW TRUSTEES: Karen Kelly, Chair of the WLS Nominating & Board Development Committee, presented the following slate of trustees who were nominated by their represented libraries and are willing to serve:

District X: [Port Chester, Rye Brook, Rye Town]
Andrea Zuckerman Bober (To a full term ending December 31, 2030)

District XIII: [Mount Vernon]
Hudson Trader (To a full term ending December 31, 2030)

There being no nominations from the floor, the above Trustees were elected to the WLS Board of Trustees on a motion by Ms. Mills-Worthey and seconded by Ms. Morduch. The motion passed unanimously.

Having completed its agenda, the Board adjourned the business portion of the meeting at 6:55 p.m. on a motion by Ms. LeBlanc and seconded by Ms. Zevin. The motion passed unanimously.

REGULAR MEETING

The Regular Meeting of the Westchester Library System was called to order by Susan Morduch, President, at 6:56 p.m. The quorum requirement was met with the following people in attendance:

Board Members present: Anthony Amiano, Andrea Bober, Robert Cartolano, Nishat Hydari, Wes Iwanski, Karen Kelley, Maureen LeBlanc, Susan Morduch, David Mener, Julie Mills-Worthey, Patricia Phelan, Barbara Tepper, Diane Tabakman, Karen Zevin

Board Members absent: Alice Joselow

Also present from WLS were: Terry Kirchner, Wilson Arana, Rob Caluori, Patricia Brigham, Allison Midgley

Public Library Directors Association (PLDA) Representative: Erik Carlson, Director, Dobbs Ferry Public Library

MINUTES

The minutes of the October 28, 2025 meeting were approved as submitted on a motion by Ms. Zevin and seconded by Mr. Iwanski. The motion passed unanimously.

FINANCIAL REPORTS

The financial report through October 2025 was presented by Mr. Caluori and reviewed by the Board in detail. Payment registers for October 2025 were also distributed. The Board accepted the October 2025 finances on a motion by Ms. LeBlanc and seconded by Ms. Bober. The motion passed unanimously.

ACTION ITEMS

WLS 2026 Operating Budget: The Proposed WLS 2026 Operating Budget was approved by the board as submitted (see attached) on a motion by Ms. Leblanc and seconded by Ms. Tepper. The budget was presented and discussed at the October 2025 Board meeting as well as to the Budget and Finance Committee over three meetings in September and October 2025. Mr. Caluori noted that no additional questions had been raised since the presentation to the Board and no questions were raised prior to the vote on the motion. The motion passed unanimously.

Resolution to Authorize Valley National Bank: Westchester Library System (WLS) selected Valley National Bank (Valley) following the results of its 2025 banking services request for proposal. The WLS Board approved Valley as a designated bank for deposit at their October 28, 2025 meeting. The Board approved the attached resolution on a motion by Mr. Iwanski and seconded by Ms. Morduch. The motion passed unanimously.

Resolution to Authorize ICS Deposit Placement: Valley offers access to the IntraFi Cash Service (ICS) to protect deposited funds in excess of \$250,000. ICS will automatically place excess funds within its network of banks to ensure no more than \$250,000 are placed within any one bank, protecting all deposited funds with FDIC insurance. The Board approved the agreement and authorized its execution by the Executive Director on a motion made by Mr. Cartolano and seconded by Mr. Amiano. The motion passed unanimously.

2024 Annual Report Variance for Bedford Hills Free Library: As of November 18, 2025, the Bedford Hills Free Library was the sole WLS member library not in full compliance with the New York State Library's Minimum Standards, specifically Standard #2 concerning a board-approved, community-based long-range plan. The library has submitted a Variance Request Form with a plan to meet this standard. The Board approved the Variance Request Form on a motion made by Mr. Cartolano and seconded by Karen Zevin. The motion passed unanimously.

PRESIDENT'S REPORT

Ms. Hydari thanked Ms. Mills-Worthey for her contributions to the Board for the past ten years. She thanked Mr. Amiano for his service on the Board for the past two years, and Ms. Bober for renewing for a full term ending December 31, 2030. She also thanked the rest of the Board and the WLS staff for all their hard work.

EXECUTIVE DIRECTOR'S REPORT

Dr. Kirchner asked trustees to reach out to County Legislators as citizens and as trustees to request additional funding for WLS to support our countywide services.

PLDA LIASON'S REPORT

Mr. Carlson had nothing to report to the Board.

ADJOURNMENT

Having completed its agenda, the Board adjourned its meeting at 7:34 p.m. on a motion by Ms. Bober and seconded by Ms. Morduch that passed unanimously. The next regular meeting of the WLS Board of Trustees will take place on January 27, 2026, at 6:00 pm.

Respectfully submitted,

Diane H. Tabakman
Secretary

WESTCHESTER LIBRARY SYSTEM

FINANCIAL STATEMENTS WITH NOTES – DECEMBER 2025

REPORT NOTES

All of the figures in the accompanying notes are approximate to the nearest \$100 or 1% when practical. The figures in the financial statements are rounded to the nearest dollar and percentages are presented to two decimal places.

This month's report includes the following financial statements:

- Balance Sheet
- Statement of Revenues and Expenditures with Comparison to Budget
- Schedule of Temporarily Restricted Net Assets

Please note that while this report contains financial statements for the month-end of December 2025, work continues to close the books for the year. This work includes allocations and reclassifications, which redistributes revenues and expenses among WLS's various departments, funds, funding sources and reporting categories, and has no impact on the bottom line. However, this work also includes certain year-end activities that may impact these figures including, but not limited to, recording of eRate as a credit to Internet expenses, updates to calculations for post-retirement benefits and lease assets and liabilities, as well as any corrections and updates resulting from work with our auditors. All of this activity will be recorded as of December 31 and the year-end figures may change while the work to close the books for the year continues and the annual audit process begins.

PAYMENTS OVER \$50,000

The WLS Purchasing Policy (Policy #13) requires that purchases exceeding \$50,000 without prior budget approval be formally reported to the Board at the next regularly scheduled meeting. To meet and exceed the policy directive, all payments over \$50,000 in November and December 2025 are listed below:

- Amount: \$311,846
 - Vendor: New York State and Local Retirement System
 - Purpose: 2025 pension system contributions
- Amount: \$125,304
 - Vendor: Equinox Open Library Initiative
 - Purpose: 2026 hosting and support for the online catalog and circulation system
- Amount: \$79,743
 - Vendor: NYS Employees Health Insurance Program (NYSHIP)
 - Purpose: Employee health insurance for January 2026
- Amount: \$76,037
 - Vendor: NYS Employees Health Insurance Program (NYSHIP)
 - Purpose: Employee health insurance for December 2025
- Amount: \$68,139
 - Vendor: Midwest Tape (Hoopla)
 - Purpose: October 2025 Patron Pay-Per-Use Digital Content
- Amount: \$56,088
 - Vendor: Evelytix
 - Purpose: 2026 hosting and support for the current monthly statistics data dashboard
- Amount: \$53,582
 - Vendor: Midwest Tape (Hoopla)
 - Purpose: November 2025 Patron Pay-Per-Use Digital Content

BALANCE SHEET – DECEMBER 2025

The Balance Sheet shows comparative figures for the period from month-ending (ME) November 2025 through ME December 2025. The key changes include a decrease in cash, which partially offset decreases in *Deferred Revenue*, resulting in a 1% decrease in *Net Assets*. Details are discussed below.

ASSETS:

This section indicates the organization's liquidity by showing what assets WLS holds in cash and other assets. The net result for the period is an overall decrease in assets driven primarily by anticipated reductions in cash.

Operating Cash & Cash Equivalents (This shows the cash in WLS's operating and payroll bank accounts and petty cash): WLS's operating cash decreased by \$821,600. With \$94,200 in receipts, activity included \$61,300 from member libraries for IT services and group purchases, \$6,700 in contributions from retirees for health benefits, and \$5,400 in from Nonprofit Westchester for January 2026 rent and security deposit on the sublease that begins on January 1, 2026. Notable expenditures aside from rent, payroll and benefits, Internet, and delivery to libraries included \$125,300 to Equinox Open Library Initiative for 2026 maintenance of the online catalog and circulation system, \$56,100 to Evolytix for the currently monthly statistics data dashboard, and \$53,600 to Hoopla for pay-per-use materials for patrons.

Reserve Cash & Cash Equivalents (This shows the cash in WLS's reserve accounts and short-term investment holdings): This line increased by \$9,000, the result of earnings on reserve funds held with NYCLASS, TD Bank, and earnings on US Treasury investments.

Unconditional Promises (These are promises to give money to WLS such as governmental aid): This line increased by \$178,800, the result of recording receivable revenues from Westchester County and New York State.

LIABILITIES:

This section shows WLS's near-term obligations. The net result for the period is an overall reduction in liabilities, primarily driven by the recognition of *Deferred Revenue*. Details are discussed below:

Deferred Revenue (Funds received which have not yet been earned): This figure decreased by \$476,700, the result of recognizing \$241,800 in revenues from NYS, \$228,400 in revenues from 6-month and 3-month invoices to member libraries for IT services and group purchases, \$18,500 in revenues from the Federal e-Rate program and \$7,700 in revenues from the LIU Palmer School Library Administration Program against the deferral of \$20,800 in revenues from invoices to member libraries for movie public performance license group purchases.

STATEMENT OF REVENUE AND EXPENDITURES

COMPARISON TO BUDGET WITH PREVIOUS YEARS TO DATE – DECEMBER 2025

Revenues were \$10,100 less than expenses before depreciation for December which represents a \$37,100 positive variance from the budget, which had called for a \$47,300 deficit.

REVENUES:

Total revenue for December was \$14,800 more than budgeted and was driven primarily by greater than anticipated revenues in *Other Revenues with Restrictions*, *Federal Revenues without Restrictions*, *Interest and Gain on Disposal of Assets*, which were partially offset by shortfalls in *County Revenues without Restrictions* and *Member Technology Fees*. Details are discussed below.

Other Revenues with Restrictions ended the month at \$3,600 more than budgeted. This was due to (1) The recording of a \$5,000 grant from the United Way to support 2026 activities and (2) activity for the LIU Palmer School program. Other activity in this line includes revenue from New Rochelle BTOP (Broadband Technology Opportunity Program).

Federal Revenues without Restrictions – This line was \$6,800 higher than budget. The revenue in this line is recognized in-line with budget until the final figure is known. The reimbursement through the e-Rate program came in \$34,100 higher than anticipated and that was recognized from August through December.

Interest revenues exceeded budget for the month. While this is expected due to conservative budgeting, interest was also greater than anticipated due to depositing funds in NYLAF (New York State Liquid Asset Fund), which gives WLS access to higher interest rates.

State Revenues without Restrictions and *State Revenues with Restrictions* – These lines have a slight surplus against the budget. The final NYS aid figures came in 0.6% more than budgeted. Revenue had been recognized in-line with the budget through July. With the final figures known, the additional revenue (\$16,500) was recognized from August through December.

Gain on Disposal of Assets – When WLS moved cellular services from Verizon to T-Mobile, new cellular phones were provided at no cost. The phones that were used on the Verizon plan were disposed of in two ways: (1) most phones were sold to a refurbishing company and (2) employees were given the option to keep their deactivated phone and reimburse WLS the same amount that would have received from the refurbishing company. This resulted in a gain of \$3,500.

EXPENSES:

Expenses before depreciation came in \$22,300 less than the budget and were \$10,100 more than revenue for the month. Lines with significant variances and/or noteworthy activity are discussed below:

Professional Fees – This line had a \$24,000 deficit for the month due to recording the accrual for the cost of the annual financial audit. The line closes the year with deficit of \$5,000 due to unanticipated legal expenses. Earlier in the year, WLS was wrongly named in an Equal Employment Opportunity Commission (EEOC) claim. WLS was required to engage its insurance company and their council to resolve the issue at a cost of \$5,000.

Salaries – This line had a deficit of \$15,600 for the month and was driven by three key factors (1) this was a month with three payrolls, (2) the recording of the vacation accrual, which records the value of unused vacation time on the balance sheet and (3) the payout of the sick leave incentive which allows employees to receive one day's pay for every three days of unused sick time during the period of the incentive program, which runs from December of the previous year through November of the current year. Notwithstanding the overage for the month, the line is \$86,000 underspent for the year.

Contractual Services – This line was over budget by \$8,200 for the month which was driven in most part by the timing of an invoice from Tel/Logic for e-Rate consulting for July 2025 thru June 2026. The invoice (totaling \$14,800) was issued in December but \$7,400 of the invoice was for services rendered in 2025. The overage was also caused by a \$4,200 invoice from PB Initiatives for services in 2025 to support the Great Potentials program.

Rent and Utilities – This line was \$2,200 over budget for the month due to repairs needed on the air conditioning system which cools the telecommunications room at the WLS office. The total cost of the repair was \$4,000. The line closed the year with a surplus of \$25,500 due to the fact that the landlord did not yet invoice WLS for the expected Common Area Maintenance charges that are usually annually. Therefore it is expected that there will be two years assessed in 2026.

Library Materials expenses were more than the budget by \$1,300. The overage in December was driven by \$9,400 in book purchases for correctional facilities. Service reductions were implemented in November on pay-per-use materials from Hoopla and Kanopy as a ramp up to the cuts necessary to meet the lower spending thresholds in the 2026 operating budget. This was a significant factor in minimizing the overage for the month. The line closed the year with a \$185,500 deficit largely due to the overages from pay-per-use content from Hoopla and Kanopy that were incurred earlier in the year.

Equipment – This line was \$7,100 under budget for the month. However the line closed the year with a deficit of \$120,400 driven by the computer replacement project. The computers for the project were purchased in 2024 and recorded in computer inventory. These units were installed through 2025 and the related expenses were recognized monthly. The computer inventory, typically conducted annually, was performed monthly in 2025 to provide the Board with greater visibility into the project's financial impact. Now that the project has concluded, and with no future plans for a similar project, annual inventory practices will resume.

Fringe Benefits – This line is projected to end the year with a surplus of \$180,300. There are two primary drivers of this surplus: (1) Health insurance premiums were anticipated to increase by 15%, but had minimal increases and, (2) the NYS pension system costs were lower due to rates being lower than anticipated.

Supplies – This line is projected to end the year with a surplus of \$23,200. This was primarily the result of conservative spending by staff in multiple departments.

YEAR-END SUMMARY

The year closed with a deficit of \$322,900 before depreciation, which was \$244,500 better than the \$567,400 called for in the 2025 Operating budget. The deficit was largely attributed to overages in the *Library Materials* line (\$185,500) and the *Equipment* line (\$120,400). The overage in *Library Materials* was due to greater than expected activity in pay-per-use content for patrons on Hoopla and Kanopy. Service reductions implemented in November lowered monthly costs for the two services in the final months of the year. The overage in *Equipment* was due to the recognition of computers from inventory being pressed into service as part of a PC replacement project.

Savings were realized during the year to mitigate the deficit in the original budget and were driven mainly by underspending in: (1) the *Salaries* line where a position vacated at the end of 2024 and included in the 2025 budget was not filled; (2) the *Fringe Benefits* line where the cost of health insurance and pension payments were lower than anticipated.

Westchester Library System
Balance Sheet
As of December 31, 2025

	Month Ending 12/31/2025	Month Ending 11/30/2025	Month Ending 12/31/2025		Year Ending 12/31/2024
	Actual	Actual	Period difference	Period variance	Actual
Assets					
Current Assets					
Operating Cash & Cash Equivalents	1,167,040	1,988,658	(821,618)	(41.31) %	1,885,918
Reserve Cash & Cash Equivalents	3,074,462	3,065,510	8,952	0.29 %	2,968,992
Unconditional Promises to Give	402,696	223,854	178,842	79.89 %	365,676
Accounts Receivable	82,230	123,016	(40,786)	(33.15) %	98,558
Prepaid Expenses	792,708	669,704	123,004	18.36 %	728,543
Total Current Assets	5,519,136	6,070,742	(551,606)	(9.08) %	6,047,687
Long-Term Assets					
Property & Equipment	188,848	199,385	(10,538)	(5.28) %	574,690
Right Of Use Asset	677,961	677,962	0	0.00 %	677,961
Total Long-Term Assets	866,809	877,347	(10,538)	(1.20) %	1,252,651
Total Assets	6,385,945	6,948,089	(562,144)	(8.09) %	7,300,338
Liabilities					
Short-Term Liabilities					
Accounts Payable	358,535	427,680	(69,144)	(16.16) %	826,258
Deferred Revenue	23,401	500,098	(476,698)	(95.32) %	584
Short-Term Right of Use	309,841	309,841	0	0.00 %	309,841
Total Short-Term Liabilities	691,777	1,237,619	(545,842)	(44.10) %	1,136,683
Long-Term Liabilities					
Long-Term Right of Use	506,113	506,113	0	0.00 %	506,113
Post-Retirement Benefits Payable	3,563,008	3,563,008	0	0.00 %	3,563,008
Total-Long-Term Liabilities	4,069,121	4,069,121	0	0.00 %	4,069,121
Total Liabilities	4,760,898	5,306,740	(545,842)	(10.28) %	5,205,804
Net Assets					
Net Assets, Beg Bal	1,641,349	1,631,908	9,441	0.57 %	1,809,705
Change in Net Assets	(16,302)	9,441	(25,743)	(272.68) %	284,829
Total Net Assets	1,625,047	1,641,349	(16,302)	(0.99) %	2,094,534
Total Liabilities and Net Assets	6,385,945	6,948,089	(562,144)	(8.09) %	7,300,338
Net Asset Detail					
Working Capital	4,827,359	4,833,123	(5,764)	(0.11) %	4,911,004
Long-Term Net Assets	(3,202,312)	(3,191,774)	(10,538)	(0.33) %	(2,816,469)
Total Net Asset Detail	1,625,047	1,641,349	(16,302)	(0.99) %	2,094,535

Unaudited

Westchester Library System
Statement of Revenues and Expenditures
Comparison to Budget with Previous Years To Date
As of December 31, 2025

	Month Ending 12/31/2025			Year To Date 12/31/2023	Year To Date 12/31/2024	Year To Date 12/31/2025			Year Ending 12/31/2025
	Actual	Budget	Variance	Actual	Actual	Actual	Budget	Variance	Total Budget
Revenue									
State Revenues without Restrictions	187,186	185,508	1,679	2,100,163	2,182,531	2,234,476	2,226,090	8,386	2,226,090
County Revenues without Restrictions	111,927	114,163	(2,237)	1,304,005	1,343,125	1,343,125	1,369,960	(26,835)	1,369,960
Federal Revenues without Restrictions	18,495	11,667	6,828	0	0	174,135	140,000	34,135	140,000
Member Technology Fees	225,717	232,083	(6,366)	2,669,588	2,702,196	2,748,494	2,785,000	(36,506)	2,785,000
Fund Raising & Contributions	1,669	0	1,669	249	1,946	5,545	0	5,545	0
Interest	8,378	5,417	2,961	131,012	161,727	143,603	65,000	78,603	65,000
Other Revenues without Restrictions	2,908	1,375	1,534	9,670	36,204	24,195	16,500	7,695	16,500
State Revenues with Restrictions	54,560	52,929	1,630	605,265	628,351	643,308	635,150	8,158	635,150
Other Revenues with Restrictions	16,423	12,817	3,606	105,733	72,807	127,320	153,800	(26,481)	153,800
Gain of Disposal of Assets	3,529	0	3,529	0	0	3,529	0	3,529	0
Total Revenue	630,792	615,959	14,833	6,925,685	7,128,887	7,447,730	7,391,500	56,229	7,391,500
Expenditures									
Salaries	218,339	202,742	(15,597)	2,180,202	2,247,703	2,346,821	2,432,900	86,080	2,432,900
Fringe Benefits	77,635	120,883	43,248	1,170,696	1,219,079	1,270,309	1,450,600	180,291	1,450,600
Professional Fees	28,351	4,333	(24,018)	48,984	46,245	57,081	52,000	(5,081)	52,000
Equipment	6,225	13,334	7,109	106,917	76,485	280,424	160,000	(120,424)	160,000
Library Materials	96,113	94,775	(1,339)	861,172	1,089,595	1,322,841	1,137,300	(185,541)	1,137,300
Rent and Utilities	37,040	34,825	(2,214)	354,486	334,537	392,383	417,900	25,517	417,900
Repairs and Maintenance	38,669	51,725	13,056	617,287	666,736	577,372	620,700	43,328	620,700
Supplies	5,659	3,333	(2,326)	8,045	14,304	16,791	40,000	23,209	40,000
Telephone and Internet	35,971	37,967	1,996	348,594	301,461	414,431	455,600	41,169	455,600
Printing and Postage	8,572	5,433	(3,139)	62,871	56,336	47,966	65,200	17,233	65,200
Bibliographic Fees	7,656	7,658	3	86,175	88,193	91,312	91,900	589	91,900
Professional Development	7,395	9,467	2,072	50,755	58,287	88,008	113,600	25,592	113,600
Travel	823	5,484	4,660	46,799	37,058	36,415	65,800	29,385	65,800
Memberships	1,668	2,333	665	18,361	25,492	21,408	28,000	6,592	28,000
Contractual Services	30,530	22,367	(8,163)	388,514	265,054	276,660	268,400	(8,260)	268,400
Delivery Service	35,624	40,416	4,792	444,813	459,264	471,762	485,000	13,238	485,000
Insurance	3,307	3,334	27	33,207	35,521	38,132	40,000	1,868	40,000
Miscellaneous	1,361	2,833	1,472	6,755	14,718	20,493	34,000	13,507	34,000
Total Expenditures	640,938	663,242	22,304	6,834,633	7,036,068	7,770,609	7,958,900	188,292	7,958,900
Total Net Revenue Before Depreciation	(10,146)	(47,283)	37,137	91,052	92,819	(322,879)	(567,400)	244,521	(567,400)
Non-Cash Activity									
Depreciation	10,537	12,083	1,546	183,808	159,941	145,306	145,000	(306)	145,000
Gain/Loss on Post-Retirement Benefits	0	0	0	146,484	(351,987)	0	0	0	0
Unrealized Gain/Loss on Investments	(4,381)	0	4,382	(5,185)	35	1,302	0	(1,302)	0
Total Non-Cash Activity	6,156	12,083	5,928	325,107	(192,011)	146,608	145,000	(1,608)	145,000
Total Net Revenue	(16,302)	(59,366)	43,065	(234,055)	284,830	(469,487)	(712,400)	242,913	(712,400)

Unaudited

Temporarily Restricted Net Assets
as of December 31, 2025

Code	Asset Title	Asset Description	Temporarily Restricted Net Assets December 31, 2024	2025 Revenue	2025 Expenses	Temporarily Restricted Net Assets December 31, 2025
70133	Fostering Envi. & Climate Literacy (ConEd)	Fostering Environmental and Climate Literacy Through Library Service	\$0	\$30,000	\$0	\$30,000
80008	Outreach Fundraising	Fundraising to support outreach activities (continuous)	\$13,107	\$3,694	\$7,836	\$8,964
70132	United Way - CI2025	Community Impact Grant - Supporting Outreach Activities	\$0	\$5,000	\$0	\$5,000
70134	United Way - Capacity Building 2025	Capacity Building Grant - Supporting Outreach Activities	\$0	\$5,000	\$0	\$5,000
70102	TASC - Private contributions	Private monies for adult literacy programs	\$599	\$0	\$130	\$469
34025	Central Library	Library materials, services & training	\$0	\$400,453	\$400,453	\$0
70127	Homebound Delivery (FH)	Support for delivery to homebound patrons	\$13,132	\$0	\$13,132	\$0
21902	Great Potentials	Program to educate middle school students on Leadership, Communication, Anti-Bullying and Teamwork	\$0	\$4,200	\$4,200	\$0
40400	BTOP - New Rochelle	Broadband Technology Opportunity Program at New Rochelle Public Library	\$0	\$18,270	\$18,270	\$0
70130	RWT 2025 (ConEd)	2025 Support for Reconnect w/ Tech.	\$7,500	\$0	\$7,500	\$0
80225	LIU Certificate Program	Supports training in public library administration through Long Island University	\$0	\$60,850	\$60,850	\$0
TOTALS			\$34,338	\$527,467	\$512,371	\$49,433

History of TRNA balance as of 12/31

2019 - \$239,361
2020 - \$264,015
2021 - \$314,375
2022 - \$423,228
2023 - \$212,210
2024 - \$34,338

Unaudited

WLS Executive Director Report

January 27, 2026

WLS Strategic Initiatives



Promoting equity and access



Expand Community/Member Library/Partner Engagement



Update and Improve Our Infrastructure

New York State & Westchester County Budget 2026 Updates

The Westchester County 2026 budget included an 8% funding reduction (approximately \$108,000) for WLS. The 2026 WLS budget, which was approved prior to the Westchester County budget, was drafted with an anticipated 5% budget, so the WLS staff will search for efficiencies and cost savings to address the 3% gap (which equates to about \$40,500).

The NYS Governor's 2026 Executive Budget was released on Tuesday, January 20th and her funding proposals for libraries include a 6.44% reduction in Library Operating Aid and a 23% reduction in Public Library Construction Aid:

\$104.7 million for Library Operating Aid – a proposed reduction of \$1.625 million
(2025 allocation was \$106.325 million)

\$34 million in Public Library Construction Aid – a proposed reduction of \$10 million
(2025 allocation was \$44 million)

There are many factors at play that have affected this year's Westchester County and New York State budgets, with the largest factor being the uncertainty around the federal government's budget priorities and funding allocations. With 2026 being an election year for the Governor, there is also the possibility that should budget cuts become necessary, these cuts would likely occur after the election in November – so library funding could be cut another 10 percent beyond

the proposed Executive Budget amounts (this would include the Local Library Support Aid [LLSA] that is received by each public library).

The New York Library Association's (NYLA) Library Advocacy Day activities on Tuesday, February 3, 2026, are a crucial step in reminding the New York State senators and assembly members that libraries are an important investment in their districts. I encourage each WLS trustee to join the Library Advocacy activities or to contact their WLS district's NYS representatives to stress the importance of library funding.



Library Advocacy Day – February 3, 2026

Tuesday, February 3, 2026, is New York Library Association's (NYLA) Library Advocacy Day. WLS has partnered with Ramapo Catskill Library System (RCLS) for busing to bring library advocates to Albany, NY so that they can meet with their state representatives to remind them of the importance of public libraries in every community.

To reserve a seat on the buses heading up to Albany, register on the WLS LibCal calendar at <https://westchesterlibraries.libcal.com/event/15665024>. Individuals will then receive a follow-up email with additional instructions for the event's activities.

NYLA has an information page at <https://www.nyla.org/2026-legislative-session> that provides more information about the Library Advocacy Day's key initiatives for discussion with the legislators. On Friday, January 30th at 10 AM there is an online information session about the 2026 NYLA Library Advocacy Day initiatives. The link to join that session is <https://us06web.zoom.us/j/82832510330?pwd=FuaITqhZG2oVWPUQljxcIx0YWyunie.1>

Key 2026 NYLA Library Advocacy Day initiatives include:

Budgetary Priorities:

- Library Operating Aid: \$181.3 million
- Library Construction Aid: \$175M
- Library Materials Aid: \$11.33/pupil
- NOVELny: \$3.1M
- Cultural Education Fund: \$12M

Policy Priorities:

- Intellectual Freedom
- eBooks Licensing Reform
- Media Literacy in New York State
- Civil Service Reform



Hoopla and Kanopy – Lower Maximum Checkouts

WLS will be lowering the maximum system-wide checkouts for hoopla and Kanopy effective February 1, 2026, in response to the current and anticipated budget reductions from Westchester County and New York State.

hoopla

The new system-wide maximum checkout threshold for hoopla will be 3 downloads per month (patrons are currently allowed 5 downloads per month). On a monthly basis, 64% of hoopla patrons used between 1-3 downloads per month – note that this number also includes Bonus Borrows. Individual libraries are currently able to provide additional checkouts beyond the system-wide threshold. Library patrons are also able to utilize hoopla's Bonus Borrow options for access to "free" titles provided throughout the year.

Kanopy

The system-wide maximum checkout for Kanopy will be 5 tickets per month (patrons are currently allowed 30 tickets per month). Over the one-year period of November 1, 2024, to October 31, 2025, 92% of Kanopy patrons used between 0-4 tickets per month on average. WLS is working with Kanopy to offer interested member libraries with the option of providing additional tickets for their library patrons. Ideally this option would be available by July 1st and WLS will share updates on this option as they become available.

In addition to the movies accessed via tickets, all system-wide users have unlimited access to Kanopy's subscription movie services. The Kanopy Subscription Services include over 2,280 films in the following collections:

- S5: Kanopy Favorites Collection
- S6: Easy Watching Collection
- S7: World Cinema Collection
- S19: British Cinema & TV Collection
- S22: Series Collection
- S27: Kanopy Kids

WLS will provide informational materials to raise awareness of these changes in monthly downloads for hoopla and Kanopy. Concerned citizens are welcome to reach out to their county and state legislators to advocate for additional funding to support these system-wide services.

WLS staff will continue to work with PLDA to explore additional digital content options that might be available through OverDrive or other vendors that could provide cost-effective solutions that would allow for the expansion of digital access.



2025 NYS Annual Reports

The deadline for submission of the 2025 NYS Annual Reports to WLS is March 4, 2026, and WLS will submit all member library annual reports to the Division of Library Development (DLD) by April 1, 2026. As has been previously discussed, the Division of Library Development (DLD) has not yet released access to the vendor tool that will be used to collect the annual data, but an Excel workbook has been developed to aid libraries in their 2025 data collection activities. Member libraries have been provided with access to that workbook, and based on participants' feedback from the January 14th Annual Report workshop it also:

- notes questions that would be pre-filled by the state,
- identifies questions that should have matching responses,
- includes a notes column, and
- provides tabs for multiple-record responses, for example the list of trustees.



Career Coaching Services (CCS)

Seminar – *Managing Your Career in Changing Times*

These seminars provide participants with relevant information about self-assessment and employer hiring practices. The seminars meet weekly for ninety-minute sessions over six consecutive weeks during the Winter, Spring and Fall.

As a professional development program, we provided a designated seminar experience to the METRO Library Council in the fall 2025. Participants were engaged in the process to move their professional career aspirations forward and valued both the peer connections within their industry and the curated resources provided. The feedback has been extremely positive with most participants seeking further coaching and advisement within the Council. A second METRO Library Council seminar series is scheduled for January 21–February 25, 2026.

Individual Advisement and Career Coaching

Individual Advisement and Career Coaching services remain highly active. These services provide patrons who find themselves in between seminar schedules or have specific career needs which can be personally addressed with a professional Career Coach. As the job market fluctuates, many clients face difficulties aligning their skills and experience with available opportunities. Our professional Career Coaches help identify practical solutions to overcome these obstacles. Our professional career coaches help identify practical solutions to overcome these obstacles. Despite these challenges, their perseverance and their use of the tools and resources we provide have resulted in many positive success stories.

Community Engagement / Recruitment Trends and Skills-Based Hiring

Library engagement continues to be active with spring programming being planned. In person workshops have been immensely popular and yielded good attendance last year. In November, a

Tips for Successful Interviewing workshop was offered at the Lewisboro Library, which was well attended. This interactive workshop focused on interview trends and preparation incorporating the use of AI to assist with questions to anticipate and answer development. Participants were engaged and liked the interactive environment.



Cataloging Services

A strong contender for “2025 event of the year” was the demise of the 197-year-old book and audiovisual materials vendor, Baker & Taylor, a giant in the business. Most of the new titles in the shared WLS catalog are acquired by the member libraries from vendors, and Baker & Taylor was a significant supplier. The library world was caught off guard by Baker & Taylor’s announcement during the fall, and the WLS libraries were no exception. Libraries were placed in a situation where they needed to rush to find replacements. Director of Cataloging Services Douglas Wray has always served as a liaison between the WLS libraries and vendors, and at the end of 2025 he aided the libraries by contacting over a dozen leading vendors to gather information about them, collecting it in a spreadsheet and making the spreadsheet available to the libraries to help them make comparisons and decisions. WLS has never actually selected the libraries’ vendors; this project was done to simply equip them with information.

Amazon is a company who is using the void created by the disappearance of Baker & Taylor to assertively expand into the library market. When libraries purchase materials from vendors, the vendors usually offer the option of providing MARC records representing the materials. MARC records (MACHine Readable Cataloging records) have a standardized format for storing bibliographic and other information in a way that computers can read, store, and exchange. They are used to represent the member libraries’ holdings in the shared catalog. Elements in the MARC records also generate user-friendly displays which maximize the catalog’s usefulness. Because Amazon has only recently targeted libraries as customers, it is in the beginning stages of creating MARC records (and, as of fall 2025, they employed no catalogers). Mr. Wray has been consulting them informally on an ongoing basis, evaluating their records and making suggestions to help raise them to an acceptable standard. As of this writing, Amazon’s MARC records will be free to their library customers, and, along with their enormous inventory and their delivery infrastructure, it will likely make them attractive to the WLS libraries. Proper MARC records will be essential.

In 2025, WLS Cataloging Services saw a continued increase in requests to catalog materials which had dubious copyright and licensing status or had limited usefulness (for example, DVDs and Blu-rays which would not play on devices which are most commonly available in the United States). WLS had formulated a policy to deal with the former category: If a WLS cataloger suspected that a work violated copyright or licensing, the work would be returned to the library, and the library would be required to provide a written statement attesting that they had consulted legal code and determined that the work was legitimate. Now, WLS is planning to replace this approach with one which helps the libraries recognize questionable items *before* purchasing them or accepting them as gifts. Manager of Cataloging Services Melissa Glazer has been a leader in identifying dubious or non-viable items and researching them. She and Mr. Wray will offer a workshop in the coming months to offer guidance to member library staff. The aim would be to

help the libraries avoid possible legal challenges as well as to ease the WLS catalogers' workload.

In June, Ms. Glazer and Mr. Wray presented a more general workshop which discussed all the services performed by the WLS catalogers, recommended best practices, explained current issues, and fielded questions. Part-time Cataloger Jenna Caccavale also participated. It was held at WLS headquarters, and 16 people attended. Afterward, Mr. Wray distributed the workshop slides to all the interested staff who had been unable to attend.

During the spring, Mr. Wray and Integrated Library System Administrator/Systems Librarian Lindsay Stratton worked with OCLC to have them perform a Streamlined WorldCat Holdings Update. OCLC (Online Computer Library Center) is an organization which maintains an enormous database of bibliographic records which can be contributed to and shared by catalogers internationally. The holdings of the WLS member libraries are recorded there, and this allows those holdings to be visible to other libraries who might wish to request them for their patrons via interlibrary loan. It is therefore helpful to keep OCLC's accounting of our holdings updated periodically. The update was completed during the summer, and it was done free of charge. Westchester has a multilingual population, and the WLS member libraries serve the public by collecting materials in many languages. In turn, they are cataloged by WLS Cataloging Services, making them findable in the catalog and facilitating lending. In 2025, the catalogers handled works in Arabic, Chinese, French, German, Gujarati, Haitian French Creole, Hebrew, Italian, Japanese, Korean, Portuguese, Spanish, and Telugu. Ms. Glazer specializes in particularly challenging non-Roman alphabet languages.

Mr. Wray worked on two special collections in 2025. He completed Greenburgh Public Library's Spoken Arts Collection, a 314-title collection of mid-20th spoken word and music recordings originally produced by New Rochelle's Spoken Arts company and digitized onto compact discs by Yale University in the 2000s. Most of these recordings feature significant authors narrating their own works, and the CD copies are apparently the only ones in existence. All of them required original ("from scratch") cataloging. The other special collection is the New Rochelle Public Library's Joseph Albanese Collection of jazz and classical music CDs. At present, 1648 titles have been cataloged, and more are forthcoming.

Several member libraries have been continuing to expand their "library of things" (non-traditional items) holdings, and these, like all the WLS libraries' holdings, would be invisible to the public without their being cataloged by WLS Cataloging Services. In 2025, the "library of things" included a broad range of types. A small sampling includes: a classical guitar; ukuleles; a pickleball set; a portable white board; automobile jumper cables; cake pans; a full page-sized magnifying glass; a ghost-hunting equipment kit; a watch repair kit; an umbrella; and electricity usage monitors.



Information Technology (IT) Services

In 2026 the IT department will focus on reviewing all services and finding more efficient and effective ways to continue supporting the technology and service needs of the libraries.

Maintaining and enhancing security is a primary goal and the IT department will continue to strengthen the features that are implemented at the libraries. The library networks are constantly being scrutinized for vulnerabilities and old practices are replaced with safer approaches. One of the biggest challenges that needs to be further investigated is how library networks that are not supported by WLS are handling aspects of security, especially in terms of protecting the ILS and patron information that it contains. The current service level agreement (SLA) includes minimum requirements for libraries supporting their own network environment, but it is anticipated that this requirement threshold will need to be expanded in the next cycle to ensure a more secure environment for the ILS going forward.

Several legacy services are being decommissioned to pave way for more effective and modern approaches to communicate with patrons. The VDI environment will be shut down this year to simplify the IT infrastructure and to allow IT staff to focus on more effective ways to provide secure access to services both on and off the WLS network. The older telephone-based notification system will be replaced by expanding the SMS/texting patron notification system currently in place and a new mobile app with expanded and quicker searching, retrieval and patron notification services will be launched in the upcoming year.



Outreach Services

WLS Website Review – Avada Review

In 2026, WLS will conduct a review of the WLS websites that use the popular WordPress Avada theme, with the goal of improving consistency, usability, and data-informed decision making across WLS web properties. The session will include collecting feedback on current workflows, identifying shared challenges and best practices, and introducing foundational web performance concepts, including Google Analytics, search engine optimization (SEO), and emerging AI-influenced search practices. Outcomes will include recommendations and follow-up guidance or training, as appropriate.

Professional Development Series for Targeted Audiences

This year, the WLS Outreach team will be hosting a series of professional development workshops for member library staff highlighting services available to the special target populations outlined for coordinated outreach under state education law: people who are educationally disadvantaged, members of ethnic or minority groups in need of special library services, unemployed and in need of job placement assistance, living in areas underserved by a library, blind, physically disabled, have developmental or learning disabilities, aged or residents of institutions, or who are at-risk youth from birth to age twenty-one.

While we typically coordinate professional development offerings as opportunities arise, we have a few overarching goals for taking a more strategic approach to this year's series. First, we hope to impress upon member libraries the barriers faced by our most underserved patrons.

Second, we hope to build and strengthen relationships with providers serving each target population so that we can stay attuned to opportunities for libraries to meet unmet needs.

Monthly Outreach Spotlight

Highlight exemplary libraries, librarians, and programs that demonstrate strong outreach, collaboration, and service to marginalized and underserved populations. Spotlights will be shared through multiple channels, including brief presentations at the monthly Youth Services and Adult Services meetings, as well as features in the monthly professional development newsletter to support system-wide knowledge sharing, elevate effective practices, and encourage replication of successful outreach models across libraries.

Correctional Facility Library Agreements and Budget Review

Every year, WLS signs service agreements with the three state correctional facilities we support. These agreements are drafted and carried out on a system-by-system basis. This year, one of our goals is to work with the New York Library Association's (NYLA's) Corrections and Outreach Roundtable, along with other public library systems, to create a more uniform approach to how these service agreements are created and utilized.

Updated Printable Westchester Connections Directory

We are revisiting the printed version of the WLS Westchester Connections reentry resources directory, which lives online at <https://connections.westchesterlibraries.org>. The need for an updated print edition is related to frequent requests for printed information from correctional facilities around the state. Additionally, we will be creating supplementary information materials that can be included if the person inquiring has specific needs (for example: if they are living in a shelter). This new design and approach should make it easier for us to reach patrons who are not internet connected, while aiming to reduce the overall cost and volume of printing.



Small Business and Workforce Development

WLS Small Business and Workforce Development continues to build relationships with skilled trades and education organizations. These new connections support our strategy to broaden community awareness and engagement of our small business and skilled trade career resources.

In November, WLS participated in a skilled trades career awareness event at the Charles E. Gorton High School in Yonkers. The event was well attended, and a large number of students visited our WLS resource table. Also, it offered an opportunity to provide the students with information on library resources to assist in a job search (WLS Job Search toolkit), career exploration into the skilled trades (BlueCareer), and other learning and personal development resources. Another benefit to attending the event was the opportunity to connect with construction-related skilled trades unions and increase their awareness of the library resources to help build skilled trades talent pipelines and library resources available to their membership.

At an October job fair, we made a connection to a Hudson Valley construction council. A follow-up information sharing meeting occurred in November. The meeting highlighted BlueCareer and we discussed upcoming council skilled trades career awareness events that could highlight our skilled trades career tool as well as other library resources.



Strategic Relations and Development

Partnerships and Collaborations:

Disconnect 2 Reconnect (D2R) Conference, April 27, 2026, at [Windrose on Hudson Conference Center](#), Ossining. As the lead partner in the D2R Coalition, WLS staff, Pat Brigham and Janet Donat are actively engaged with the Conference Planning Committee in developing the content, securing funding, and promoting registration. The Conference is targeted to those who have an interest in the adverse effects of excessive screen time and social media on young children, youth, and young adults. A key theme of the Conference is that play is a public health issue and is particularly important for children, but it is also vital to adults of all ages.

The keynote will be delivered by the internationally recognized CEO of the [National Institute of Play, Mia Sundstrom](#). Her keynote will be complemented with a series of interactive and experiential 90-minute workshops delivered by experts in the field and will explore neuroscience and benefits of play for counteracting excessive screen time, social media and unhealthy societal trends that engender chronic stress, conflict, exhaustion, and social isolation. All presentations are based on research that has shown that play is beneficial to brain development and functioning, learning and innovation, connectedness and belonging, social competence and collaboration, stress relief, and resilience, and most of all joy.

WLS has secured sponsorships as of January 1st including Aequa Strategies, the Child Care Council of Westchester, New Rochelle YMCA, and United Way Westchester and Putnam. There will be strong campaign prior to the conference to secure additional support from government, businesses, and the D2R Coalition members in addition to individual registrations. Register to purchase tickets, become a sponsor, or make a donation at <https://tinyurl.com/D2R-Conference-Registration>.

The Windrose Conference Center offers a unique state of the art “playful” setting for a day of learning and inspiration for health and wellness.

Hudson Valley Connected. You might have seen a recent press release announcing the NYS Empire State Development (ESD) Awards. The press release can be accessed at <https://esd.ny.gov/esd-media-center/press-releases/esd-announces-7-4million-strengthen-digital-literacy-skills-accessibility-statewide>. WLS was one of thirteen organizations across NYS awarded a conditional grant from the ConnectALL office to promote digital literacy and digital skills. The project, Hudson Valley Connected builds on the current Digital Navigators of the Hudson Valley program, a working partnership with Southeastern NY Library Resource Council,

Ramapo Catskill Library System, and Mid-Hudson Library System. Learn more about the Digital Navigators of the Hudson Valley program at <https://hvconnected.org>. Final approvals are pending, if awarded the project will serve nine counties in the Mid-Hudson Valley region with digital navigator training, deploy digital navigators in libraries and community-based organizations, develop a training hub with digital literacy workshops and information sessions, and promote digital literacy services to increase awareness and patron participation. The project partners for the newly awarded grant are in conversation with the ConnectAll office regarding grant reimbursement details and payment processing. The current discussion concerns whether the standard reimbursement schedule can be adjusted to address WLS financial risk assessment thresholds while also meeting the requirements of ESD.

Civic Engagement and Education Cohort Pilot. WLS is partnering with Ramapo Catskill Library System (RCLS) and the League of Women Voters (LWV) on a pilot program with a focus on civics education. A series of workshops presented by topic experts from LWV began on January 12, 2026. Six WLS libraries are participating: Yonkers Public Library, White Plains Public Library, Mount Kisco Public Library, Dobbs Ferry Public Library, North Castle, and Port Chester-Rye Brook. The intended outcome is for library cohorts to develop a stronger understanding surrounding election integrity and security, rules and regulations surrounding election law, and the role the library plays as a nonpartisan, democratic organization and to increase community. A library point person will further engage with their communities to strengthen voter registration engagement and voter turnout. RCLS is the lead partner and is supporting these efforts with a dedicated staff member and financial/marketing support as appropriate.

Grants and Donations

WLS is the grateful recipient of a United Way Westchester Putnam Capacity Building Grant for \$5000 to support our work to lead and promote WLS efforts related to the Disconnect 2 Reconnect Coalition supporting the website development, the newsletter, and the conference.



Trustee Education Opportunities

The 2026 Trustee Handbook Book Club's schedule includes 5 new sessions. All of these sessions are hosted online and run from 5 PM to 6:30 PM. Register for these sessions at <https://midhudson.org/trusteebookclub/>.

Tuesday, January 27: Open Meetings Law

Tuesday, February 10: Freedom of Information Law (FOIL)

Thursday, April 16: Hiring and Evaluating the Library Director

Wednesday, June 17: Laws and Regulations

Thursday, October 29: Duties and Responsibilities of Key Officer Roles

Archived recordings of earlier sessions are available on the Trustee Handbook Book Club Archive at <https://midhudson.org/trustee-handbook-book-club-archive/>.

Nonprofit Westchester (NPW) provides numerous information and training sessions that qualify for trustee education credits. **All WLS member library trustees and staff are NPW members** through WLS' umbrella membership.

Friday, February 20, 9 AM-10 AM: Nonprofit Lobbying and Advocacy (Virtual). **No cost for NPW Members**. Register at <https://npwestchester.org/event-6463628/Registration>

Thursday, March 19, 8:30 AM-10:30 AM: From Good to Great: Building High Impact Nonprofit Boards (In person – WLS Headquarters, 570 Taxter Rd, Elmsford). **NPW Member cost is \$35**. Register at <https://npwestchester.org/event-6519615/Registration>

Friday, March 27, 9 AM-10 AM: Why Your Audit and Form 990 Matter to Funders (Virtual). **No cost for NPW Members**. Register at <https://npwestchester.org/event-6519160/Registration>

WLS has partnered with the Ramapo Catskill Library System (RCLS) to offer additional attorney led (Stephanie “Cole” Adams, Esq.) online education sessions on a range of topics in 2026. All library staff and trustees are welcome to attend these sessions and individuals who attend can self-affirm their attendance for their trustee education and public librarian certification requirements. These sessions will not be recorded. Registration is not required and the event link will be shared a day before the scheduled session. The tentative list of dates and topics for 2026 includes:

February 26, 10 AM-12 PM: Website Accessibility Law for Public and Association Libraries

Title II of the Americans with Disabilities Act is phasing in requirements for public library websites and e-resources. Association libraries need to pay attention to this, too! This session will review what is required, policy considerations, and practical tips.

April 30, 10 AM-12 PM: Collection Development and Procurement

Recent court cases and legislative action are inspiring questions about collection development policy and procedure. What are the important considerations for 2026? How can you be ready if there are questions about collection development in your community?

June 11, 10 AM-12 PM: Supporting Social Services at the Library

Is your community turning to your library for needs related to well-being, food security, housing, supervised visits, and addiction?

This session will review the law, policy, procedure, and practical tips for providing library services while maintaining solid boundaries for those needing help from social service, health departments, and other helping agencies. We will also explore templates and language for developing partnerships with government and NGOs to meet community needs.

August 13, 10 AM-12 PM: Grants and External Funding

There are many kinds of grants, aid packages, and donations, and almost all of them come with strings (a.k.a. legal conditions).

This session will review the basic vocabulary, policies, and procedures for compliance, and discuss typical grant requirements. This session will be helpful for those just learning grant writing, and for experienced directors who want to see the latest.

October 29, 10 AM-12 PM: Civil Service

Civil Service compliance can be...a challenge. This session will review the basics, review sample policy and procedure language to coordinate compliance with local rules, review legal requirements that can help smooth the relationship, and discuss techniques for using your local Civil Service as either a trusted partner (or at least a baseline competent resource who doesn't get in the way of timely hiring and promotion).



Respectively Submitted,

A handwritten signature in black ink that reads "Terry L. Kirchner".

Terry L. Kirchner, PhD
Executive Director