



**Board of Trustees Meeting
December 9, 2019 6:00 pm
Agenda**

- **Call to order**
- **Public participation**
- **Presentation by Long Range Plan consultant**
- **Approval of previous meeting minutes**
- **Financial report**
 - Treasurer's update
 - Personnel report
 - Personnel actions
- **Director's report**
- **UHLS report**
- **New business**
 - UHLS The Fine Free Experience program
 - 2020 flex spending and deductible invoice
 - Other new business
- **Old business**
 - Contract negotiation team
 - Long range plan steering committee – status report
 - HVAC Update
 - HVAC Project conclusion
 - UHLAN agreement
 - Board Committees**
 - Other old business
- **Future business**
 - Background checks
 - Plaza feasibility
 - Policy updates/schedule
 - Resource sharing
 - Fines and Fees
- **Public Participation**
- **Adjournment**
 - Next board meeting: January 13, 2019 6:00pm
 - Next Friends of the Library meeting: December 16, 2019 6:30pm

MINUTES OF THE BOARD OF TRUSTEES MEETING
BETHLEHEM PUBLIC LIBRARY **DRAFT**
Tuesday November 12, 2019

PRESENT: Caroline Brancatella
Mark Kissinger
Mary Redmond
Lisa Scoons
Brian Sweeney
Michelle Walsh
Robert Khalife, treasurer

Geoffrey Kirkpatrick, director

EXCUSED: Harmeet Narang

GUESTS: Tanya Choppy, accounts clerk
Catherine Stollar Peters, assistant director
Tracey McShane, personnel administrator
Chris McGinty, assistant director
Catherine Brenner, CSEA Local 6015 president
Thomas Hosey, auditor, Marvin and Co.

President M. Redmond called the meeting to order at 5:09 pm.

EXECUTIVE SESSION

On a MOTION by M. Kissinger with a SECOND by M. Walsh, the board adjourned to executive session at 5:10pm to discuss future contract negotiations pursuant to Article Fourteen of the Civil Service Law.

On a MOTION by M. Kissinger with a SECOND by L. Scoons, the board adjourned executive session at 6:05pm.

PUBLIC PARTICIPATION

There was no public participation at this time.

AUDIT PRESENTATION

Library auditor Thomas Hosey of Marvin and Co. reviewed the draft audit report and required communications letter with the board. He noted that the library's financial statements are neutral, consistent and clear, and he offered an unmodified opinion on the library's financial statements and accounting practices and policies. He said the audit of the library conforms to government auditing standards.

T. Hosey answered board questions about how the estimates for post-employment benefits and other liabilities are calculated, and where to find the numbers related to the fund balance. He praised management and staff for being helpful and accommodating during the auditing process.

Marvin and Co. also evaluated IT processes, although that document is not part of the governmental auditing requirements. T. Hosey noted that there were no areas of high concern, and one or two areas of medium concern, but not any that he considered significant. R. Khalife added that G. Kirkpatrick had not had a chance to fully review this report and was not yet ready to discuss it with the board.

M. Redmond said it is an area to look at in the future and discuss whether some changes or additional documentation may be needed.

The board discussed whether there would be a vote on the audit that evening. M. Redmond expressed surprise that the vote would take place the same evening it was presented and had not been aware of that before the meeting.

T. Hosey exited the meeting at 6:55pm.

On a MOTION by M. Kissinger and a SECOND by C. Brancatella, the board voted to accept the audit and required communications drafts as presented by Marvin and Co.

M. Redmond thanked all of the staffers who helped with the audit and said T. Choppy was instrumental in making the transition to a new auditing firm as smooth as it was.

MINUTES

Minutes of the 15 October 2019 board meeting were approved unanimously on a MOTION by C. Brancatella with a SECOND by M. Kissinger.

Minutes of the 19 October 2019 Long Range Services Committee meeting were approved unanimously on a MOTION by L. Scoons with a SECOND by B. Sweeney.

Minutes of the 8 November 2019 Long Range Services Committee meeting were approved unanimously on a MOTION by M. Kissinger with a SECOND by M. Walsh.

FINANCIAL REPORT

R. Khalife presented the financial report and explained the cash balances graph he included. He noted nothing unusual in expenditures for the month.

M. Redmond asked if there was a schedule for when PILOT money is received by the library so it could be compared from year to year. T. Choppy said PILOT money generally comes in with the final tax payment from the school district.

On a MOTION by B. Sweeney with a SECOND by M. Walsh, the board unanimously approved the Financial Statement dated 31 October 2019 (Manual Disbursements for October \$45,516.20; Cash Disbursements/Accounts Payable for November \$87,990.44; Trust & Agency Disbursements/Salaries for October \$194,105.29; CapProject Fund/Hand-Drawn Checks for October \$19,803.44; Total: \$347,415.37).

BANK ACCOUNT RECONCILIATION REPORT

The board noted Bank Reconciliations for October 1-31, 2019.

MANUAL INVOICES

None

RESOLUTIONS

None

PERSONNEL REPORT

G. Kirkpatrick noted that there was a lot of internal movement in the past month, and some open positions have finally been filled. He is requesting a temporary part-time Library Clerk because the incumbent still has a hold on the position due to some internal promotions beginning with the provisional appointment of a Senior Clerk, for which there is no active Civil Service list.

On a MOTION by M. Kissinger with a SECOND by C. Brancatella, the board unanimously approved a new hire for the following vacancies, pending Civil Service approval:

- Library Clerk, 15 hours/week, part-time temporary, \$13.75/hour or per contract
- Library Page, 11.67 hours/week, part-time permanent, \$11.10/hour

DIRECTOR'S REPORT

The board noted the director's report. Additional items:

- The plaza had its first potential icing issue this morning, but the work done by maintenance to improve drainage has moved a lot of the moisture off the walkway. M. Redmond said she is really interested in seeing if the new drainage system will lead to significantly less pooling and icing this season.
- G. Kirkpatrick reached out to Judy Kehoe at the school district to set up a meeting with the Finance Committee to share information about the bonding process.
- The Friends have donated a bunch of branded umbrellas for people to borrow on the honor system.
- G. Kirkpatrick said the implementation of Kanopy was quicker than expected. The idea is to harvest some data and see how well it is used.

UPPER HUDSON LIBRARY SYSTEM REPORT

L. Scoons said the UHLAN discussion is ongoing and the libraries are not happy with the current proposal. She also noted that the governor has signed legislation for a construction grant guideline change to allow funding up to 90 percent for economically distressed libraries. She asked about the issues with the courier service experienced across the Upper Hudson system. G. Kirkpatrick said Bethlehem used the library van to fill in the gaps when the courier system fell

apart. A new courier is now on board and things are back up and running.

B. Sweeney asked if there was ever any discussion about uniting the Upper Hudson system with other nearby library systems to expand access to collections. G. Kirkpatrick said that is something that is occasionally talked about, but there are a lot of strong feelings on both sides of the issue.

NEW BUSINESS

Investment Policy

R. Khalife provided an overview of the proposed changes to the Investment Policy as outlined in a PowerPoint presentation he prepared for the board. He noted that investment by governmental entities is dictated by municipal law. He said that the Investment Policy must be reviewed annually and voted on even if there are no changes to it. It should include permitted investments and procedures on investment and collateral, as well as security agreements. OSC recommends having one board-designated person responsible for handling the policy to increase accountability.

He noted that in drafting the policy revisions, he reviewed best practices with other governmental entities.

M. Redmond said there may be some unexpected outcomes as the changes are rolled out, but this is an important first step in testing the water.

On a MOTION by C. Brancatella with a SECOND by B. Sweeney, the board unanimously adopted the drafted changes to the library's Investment Policy as presented.

The board thanked R. Khalife for the work he has put into drafting the policy.

G. Kirkpatrick said that in addition to passing the policy, an amended version of the 2019-20 authorizations is needed to allow for electronic wire transfers among financial institutions.

On a MOTION by M. Walsh with a SECOND by L. Scoons, the board unanimously approved board authorizations for 2019-20 as amended.

Staff Development Day (Friday, Dec. 6) – Library closed

Everyone is invited. Library architect P. Mays will be there for lunch and an afternoon presentation. M. Walsh will organize dessert for the staff.

B. Sweeney reminded the board that P. Mays will be available to meet with trustees one-on-one that day.

NYS retirement invoice

On a MOTION by M. Kissinger with a second by B. Sweeney, the board unanimously authorized prepayment of the NYS Retirement System annual invoice for 2020, in the amount of \$283,977.

Friends of the Library

The Friends are thinking about changing how and what they fund at the library, and moving

away from programming (A Little Sunday Music, Evenings on the Green, etc.) and toward multi-year fundraising for bigger projects. The board is encouraged to identify in the long-range plan projects that might be suitable for this kind of fundraising and to communicate that with the Friends. This is in the preliminary stage and part of a bigger reorganization taking place.

The largest thing previously funded by the Friends was the digitization of The Spotlight. They were also the beginning supporters of the museum passes.

NYLA annual conference

Some staff will be attending. G. Kirkpatrick will present a program on Civil Service.

Other new business

No other new business at this time.

OLD BUSINESS

Contract negotiation team

L. Scoons and C. Brancatella will be representing the board during negotiations.

Long-range plan steering committee – status report

Long-range plan charrette – Tuesday, Nov. 19

G. Kirkpatrick provided a draft of the staff and trustees' input on the services portion of the long-range plan. Space needs came out as the top priority among both groups. B. Sweeney said something that struck him during the discussion was the excitement among many of the board members for language learning.

B. Sweeney said the most recent capital plan meeting covered a timeline for the information-gathering process. He noted that the public brainstorming meeting is 6-8 in the Community Room on Nov. 19. The board discussed some of the logistics of facilitating the discussion. B. Sweeney said the goal is to get 40-50 people. If there are fewer, there may be a need for a second session. M. Walsh asked if that would be necessary if the library continues to solicit public opinion after the meeting through the poster and dot exercise. Other board members wondered whether multiple meetings would even bring different stakeholders to the table.

B. Sweeney noted that stakeholders meetings with P. Mays will take place Dec. 3. G. Kirkpatrick said invitations to those meetings are in the works. The committee meeting will take place Dec. 13 at 8am. A January 8 We Heard You meeting is also scheduled.

P. Mays has proposed a couple of library field trips to examine some libraries his firm has recently worked with – Crandall and Glens Falls or a trio of Lower Hudson libraries. M. Walsh said she was interested in visiting the Lower Hudson libraries. G. Kirkpatrick said arrangements can be made for both visits. M. Redmond said another data element to the planning process would be projected expenses, and she will be working with R. Khalife to provide projections based on a variety of assumptions.

HVAC update

G. Kirkpatrick said construction could be starting by mid-November.

UHLAN

The agreement from last month has not been finalized. A new version is expected by next month.

L. Scoons said the automatic 2% increase received a lot of pushback.

Other old business

M. Redmond reminded the board that the main topics at the December meeting would be the long-range planning discussion with P. Mays and UHLAN contract.

FUTURE BUSINESS

Background checks

No further discussion at this time.

Plaza feasibility

No further discussion at this time.

Policy updates/schedule

No further discussion at this time.

Resource sharing

No further discussion at this time.

Fines and fees

No further discussion at this time.

PUBLIC PARTICIPATION

There was no public participation at this time.

ADJOURNMENT

On a MOTION by B. Sweeney with a SECOND by M. Walsh, the board adjourned the regular meeting at 8:40pm.

Prepared by
Kristen Roberts, recording secretary

Cosigned by
M. Redmond, board president

Treasurer's Report December 2019

Collection of property taxes

The Library received an additional \$74,518.81 in property taxes/PILOT from the Bethlehem Central School in November, representing the Library's portion of the amounts collected. This brings the total amount collected to date at \$4,174,518.81 (we received \$1,100,000 in September, \$3,000,000 in October and \$74,518.81 in November).

The remaining balance of approximately \$96,000 will be received from Albany County in the spring of 2020 (make-whole amount).

Interest on Deposits

Interest income was \$5,696.00 for the month of November. The higher interest income is due to the increase in deposits as a result of collecting most of the property taxes and PILOT starting in September.

Investment policy

The updated investment policy, as approved by the Board of Trustees at the November meeting, was posted on the Library's website. We have started receiving some of the banking documents required to transact with banks other than TD Bank, and such documents were submitted to the Library's attorney for review. As of this writing, all the Library's deposits are still exclusively with TD Bank.

**BETHLEHEM PUBLIC LIBRARY
FINANCIAL STATEMENT #5
11/30/2019**

CURRENT MONTHLY REVENUE

Real Property Taxes	0.00
PILOT	74,518.81
Sale of Equipment	0.00
Fines	5,328.39
Interest on Investment	5,696.00
Sale of Books	756.50
Gifts and Donations	190.00
Insurance Recovery	0.00
Photocopier	518.85
State Aid	0.00
Grants	0.00
Miscellaneous Income	100.00
Total	\$87,108.55

**BETHLEHEM PUBLIC LIBRARY
FINANCIAL STATEMENT #5
11/30/2019**

REPORT OF ESTIMATED AND ACTUAL YTD REVENUES

FISCAL YEAR 2019-2020

	BUDGET	YEAR TO DATE	UNFAVORABLE (FAVORABLE) VARIANCE	PERCENT
Real Property Taxes	4,065,152.00	3,969,003.51	96,148.49	97.63%
PILOT	203,162.00	205,515.30	(2,353.30)	101.16%
Sale of Equipment	0.00	0.00	0.00	0.00%
Fines	30,000.00	13,504.86	16,495.14	45.02%
Interest on Investment	10,000.00	19,193.54	(9,193.54)	191.94%
Sale of Books	5,000.00	2,389.00	2,611.00	47.78%
Gifts and Donations, Misc	1,000.00	890.00	110.00	89.00%
Insurance Recovery	0.00	0.00	0.00	0.00%
Photocopier	8,000.00	3,499.42	4,500.58	43.74%
State Aid	24,000.00	22,545.00	1,455.00	93.94%
Grants	0.00	0.00	0.00	
Miscellaneous Income	0.00	175.00	(175.00)	
Sub-Total	\$4,346,314.00	4,236,715.63	109,598.37	97.48%
Appropriated Funds Balance	\$0.00			
TOTAL	\$4,346,314.00			

OPERATING CASH SUMMARY

TD Checking Account:	1,367,655.34 *
TD Money Market:	3,846,828.29 **
TD Payroll Account:	0.00
Capital Project Fund:	221,009.44
TOTAL	5,435,493.07

*Includes Bank Interest of \$446.80 credited on 11/15/19

**Includes Interest of \$5,249.20 credited on 11/30/19

**BETHLEHEM PUBLIC LIBRARY
FINANCIAL STATEMENT #5**

11/30/2019

MANUAL DISBURSEMENTS - NOVEMBER HAND DRAWN CHECKS TD BANK	\$321,572.45
CASH DISBURSEMENTS - DECEMBER ACCOUNTS PAYABLE TD BANK	\$79,120.67
TRUST & AGENCY DISBURSEMENTS - NOVEMBER SALARIES - TD BANK	\$194,706.36
CAPITAL PROJECT FUND HAND DRAWN CHECKS - NOVEMBER	\$0.00
TOTAL	\$595,399.48

BETHLEHEM PUBLIC LIBRARY

Check Warrant Report For A - 18: MANUAL DISB (NOV 19) For Dates 11/1/2019 - 11/30/2019



Check #	Check Date	Vendor ID	Vendor Name	PO Number	Check Amount
38470	11/14/2019	2170	FRIENDS OF HILDENE	200282	200.00
38471	11/14/2019	730	NYS EMPLOYEES RETIREMENT SYSTE	200285	283,977.00
38472	11/14/2019	2287	SCHENECTADY CO. HISTORICAL SOCIETY	200281	50.00
38473	11/14/2019	2296	THE WILD CENTER	200283	440.00
38474	11/14/2019	1607	VERIZON BUSINESS FIOS	200001	102.77
38475	11/14/2019	1607	VERIZON BUSINESS FIOS	200001	201.98
38480	11/19/2019	1424	AFLAC NEW YORK		415.92
38481	11/19/2019	811	ELIZABETH BOUCHARD	200305	36.23
38482	11/19/2019	2087	CITIBANK	200293	1,713.45
38483	11/19/2019	720	MVP HEALTH PLAN, INC.		5,006.52
38484	11/19/2019	1570	NATIONAL GRID		3,268.75
38485	11/19/2019	2278	ROBERTS, KRISTEN	200304	756.97
38486	11/19/2019	1607	VERIZON BUSINESS FIOS	200001	122.77
38487	11/19/2019	2137	WEX BANK	200008	33.44
38488	11/26/2019	1833	BLUESHIELD OF NORTHEASTERN NY		6,271.34
38489	11/26/2019	1831	CDPHP UNIVERSAL BENEFITS, INC.		18,424.87
38490	11/26/2019	2326	DELMAR MARKETPLACE - MCCARROLL'S	200319	150.00
38491	11/26/2019	2325	LAMBERT, KATE	200310	22.74
38492	11/26/2019	1710	CHRISTINE MCGINTY	200312	22.20
38493	11/26/2019	2061	UNITED HEALTHCARE INSURANCE CO		100.75
38494	11/26/2019	1607	VERIZON BUSINESS FIOS	200001	126.98
38495	11/26/2019	1607	VERIZON BUSINESS FIOS	200001	127.77

Number of Transactions: 22

Warrant Total: 321,572.45
Vendor Portion: 321,572.45

Certification of Warrant

To The District Treasurer: I hereby certify that I have verified the above claims, _____ in number, in the total amount of \$_____. You are hereby authorized and directed to pay to the claimants certified above the amount of each claim allowed and charge each to the proper fund.

Date

Signature

Title

BETHLEHEM PUBLIC LIBRARY

Check Warrant Report For A - 21: CASH DISB (DEC 19) For Dates 12/10/2019 - 12/10/2019



Check #	Check Date	Vendor ID	Vendor Name	PO Number	Check Amount
38496	12/10/2019	1963	3N DOCUMENT DESTRUCTION	200266	50.00
38497	12/10/2019	30	ALBANY PUBLIC LIBRARY-MAIN BR	200294	54.14
38498	12/10/2019	1009	AMAZON CREDIT PLAN	200306	1,344.64
38499	12/10/2019	61	AQUASCAPE DESIGNS LLC	200003	70.00
38500	12/10/2019	77	BAKER & TAYLOR , INC.	200268	14,315.65
38501	12/10/2019	1186	BAKER AND TAYLOR ENTERTAINMENT	200267	249.56
38502	12/10/2019	719	BETHLEHEM CENTRAL SCHOOL DIST	200318	92.21
38503	12/10/2019	103	BRODART INC.	200222	136.22
38504	12/10/2019	2302	BUTLER ROWLAND MAYS ARCHITECTS, LLP	200328	6,106.47
38505	12/10/2019	2078	COUNTY WASTE & RECYCLING SERVICE, INC.	200025	238.58
38506	12/10/2019	1220	DEMCO, INC	200298	216.43
38507	12/10/2019	1991	EASTERN MANAGED PRINT NETWORK LLC	200279	294.98
38508	12/10/2019	195	EBSCO INFORMATION SERVICES	200290	8,586.53
38509	12/10/2019	2155	EDWARD C. MANGIONE LOCKSMITHS, INC.	200296	370.00
38510	12/10/2019	1674	FINDAWAY	200270	922.33
38511	12/10/2019	1986	FIRSTLIGHT FIBER	200005	189.91
38512	12/10/2019	1576	JAEGER & FLYNN ASSOCIATES, INC	200302	660.00
38513	12/10/2019	2076	JANINE MURPHY	200149	90.00
38514	12/10/2019	2313	MARVIN AND COMPANY, P.C.	200284	3,500.00
38515	12/10/2019	1024	**CONTINUED** MIDWEST TAPE		0.00
38516	12/10/2019	1024	MIDWEST TAPE	200316	6,604.30
38517	12/10/2019	1088	NASSAU FREE LIBRARY	200323	11.95
38518	12/10/2019	2314	NOLAN HELLER KAUFFMAN LLP	200303	969.00
38519	12/10/2019	2088	NYSID	200086	271.54
38520	12/10/2019	2121	NYSPSP	200297	155.60
38521	12/10/2019	2094	ORIENTAL TRADING COMPANY, INC.	200291	50.24
38522	12/10/2019	1823	OVER DRIVE INC.	200292	13,704.48
38523	12/10/2019	450	PHILLIPS HARDWARE INC	200006	30.93
38524	12/10/2019	458	PITNEY BOWES INC	200320	158.63
38525	12/10/2019	2306	POWELL, NOREEN M.	200258	300.00
38526	12/10/2019	2282	ROGER HELD PIANO SERVICE	200216	100.00
38527	12/10/2019	2038	STAPLES BUSINESS ADVANTAGE	200188	405.54
38528	12/10/2019	2307	TRANE U.S. INC.	200206	4,987.00
38529	12/10/2019	632	UPPER HUDSON LIBRARY SYSTEM	200280	12,087.24
38530	12/10/2019	1968	VERIZON WIRELESS	200002	147.53
38531	12/10/2019	645	W W GRAINGER INC	200004	546.11
38532	12/10/2019	2017	WALDO	200277	1,102.93

BETHLEHEM PUBLIC LIBRARY

Check Warrant Report For A - 21: CASH DISB (DEC 19) For Dates 12/10/2019 - 12/10/2019



Check #	Check Date	Vendor ID	Vendor Name	PO Number	Check Amount
Number of Transactions: 37				Warrant Total:	79,120.67
				Vendor Portion:	79,120.67

Certification of Warrant

To The District Treasurer: I hereby certify that I have verified the above claims, _____ in number, in the total amount of \$ _____. You are hereby authorized and directed to pay to the claimants certified above the amount of each claim allowed and charge each to the proper fund.

Date Signature Title

BETHLEHEM PUBLIC LIBRARY

Check Warrant Report For A - 19: TRUST & AGENCY (NOV 19) For Dates 11/1/2019 - 11/30/2019



Check #	Check Date	Vendor ID	Vendor Name	PO Number	Check Amount
38466	11/15/2019	712	CIVIL SERVICE EMPL ASSOC INC.		961.09
38467	11/15/2019	1679	METLIFE-TSA CONTRIBUTIONS		100.00
38468	11/15/2019	2003	NEW YORK STATE DEFERRED		2,469.54
38469	11/15/2019	711	SCHOOL SYSTEMS FED CREDIT UNION		170.00
38476	11/29/2019	712	CIVIL SERVICE EMPL ASSOC INC.		976.37
38477	11/29/2019	1679	METLIFE-TSA CONTRIBUTIONS		100.00
38478	11/29/2019	2003	NEW YORK STATE DEFERRED		2,369.70
38479	11/29/2019	711	SCHOOL SYSTEMS FED CREDIT UNION		170.00
100394	11/15/2019	709	BPL SPECIAL PAYROLL ACCOUNT		62,256.22
100395	11/15/2019	710	NYS INCOME TAX BUREAU		3,509.77
100396	11/15/2019	1946	IRS - PAYROLL TAX PMT		20,775.28
100397	11/29/2019	709	BPL SPECIAL PAYROLL ACCOUNT		70,738.93
100398	11/29/2019	710	NYS INCOME TAX BUREAU		3,914.00
100399	11/29/2019	730	NYS EMPLOYEES RETIREMENT SYSTE		2,795.58
100400	11/29/2019	1946	IRS - PAYROLL TAX PMT		23,399.88

Number of Transactions: 15**Warrant Total: 194,706.36****Vendor Portion: 194,706.36****Certification of Warrant**

To The District Treasurer: I hereby certify that I have verified the above claims, _____ in number, in the total amount of \$ _____. You are hereby authorized and directed to pay to the claimants certified above the amount of each claim allowed and charge each to the proper fund.

Date

Signature

Title

BETHLEHEM PUBLIC LIBRARY
BANK ACCOUNT RECONCILIATION SUMMARY
11/30/2019

ACCOUNT	PREVIOUS BALANCE	RECEIPTS	DISBURSEMENTS	ENDING BALANCE
TD Bank General Fund	\$1,586,261.50	\$384,948.63	\$603,554.79	\$1,367,655.34
TD Bank Payroll	\$0.00	\$132,995.15	\$132,995.15	\$0.00
TD Bank Money Market	\$4,141,579.09	\$5,249.20	\$300,000.00	\$3,846,828.29
Capital Project Fund	\$221,009.44	\$0.00	\$0.00	\$221,009.44
TOTAL:	\$5,948,850.03	\$523,192.98	\$1,036,549.94	\$5,435,493.07

**BETHLEHEM PUBLIC LIBRARY
BANK ACCOUNT RECONCILIATION REPORT**

17

TD Bank - General Fund

For the month beginning 11-1-19 and ending 11-30-19

Balance on hand at the beginning of the month \$1,586,261.50

Receipts during the month

Interest	446.80	
Transfers from Money Market account	300,000.00	
Fines	5,328.39	
Copier	518.85	
Reimbursement	3,089.28	
Book Sale	756.50	
PILOT	74,518.81	
School Taxes	0.00	
Gifts	190.00	
Sale of Equipment	0.00	
Grants	0.00	
State/System Aid	0.00	
Miscellaneous Income	100.00	
Total Receipts		<u>\$384,948.63</u>
Total Receipts Including Balance		\$1,971,210.13

Disbursements During Month By Check

From Check #38470 to Check #38495	321,572.45	
Trust & Agency Payments (Payroll)	194,706.36	
From Check #38413 to Check #38465	87,275.98	
Transfers to Money Maket Account	0.00	
Bank Fees	0.00	
Total amount of Disbursements		<u>\$603,554.79</u>
Balance on Hand at End of Month		\$1,367,655.34

Reconciliation With Bank Statement

Total Amount of Cash Balance on Deposit as shown by Bank Statement	1,394,673.36
Amount of Outstanding Checks	27,018.02
Balance on Deposit	1,367,655.34

Received by Board of Trustees and
entered as part of the minutes of Board
Meeting held on _____

This is to certify that the above
statement is in agreement with
my bank statement.

Secretary

Business Manager

BETHLEHEM PUBLIC LIBRARY
Outstanding Checks - TD Bank
General Fund
11/30/19

Check Number	Date	Amount
38377	10/16/2019	425.00
38433	11/12/2019	200.00
38488	11/26/2019	6,271.34
38489	11/26/2019	18,424.87
38490	11/26/2019	150.00
38491	11/26/2019	22.74
38492	11/26/2019	22.20
38493	11/26/2019	100.75
38494	11/26/2019	126.98
38495	11/26/2019	127.77
38476	11/29/2019	976.37
38479	11/29/2019	170.00

TOTAL **\$27,018.02**

**BETHLEHEM PUBLIC LIBRARY
BANK ACCOUNT RECONCILIATION REPORT**

TD Bank - Payroll Account

For the month beginning 11-1-19 and ending 11-30-19

Balance on hand at the beginning of the month \$0.00

Receipts during the month

Transfer from Checking 11/15/19	62,256.22
Transfer from Checking 11/29/19	70,738.93

Total Receipts	<u>\$132,995.15</u>
Total Receipts Including Balance	\$132,995.15

Disbursements During Month By Check

11/15/19 - From Check #86825 to Check #86895	62,256.22
11/29/19 - From Check #86896 to Check #86969	70,738.93

Total Amount of Disbursements	<u>\$132,995.15</u>
Balance on Hand at End of Month	\$0.00

Reconciliation With Bank Statement

Total Amount of Cash Balance on Deposit as shown by bank statement	6,107.33
Amount of Outstanding Checks	6,107.33
Balance on Deposit	\$0.00

Received by Board of Trustees and
entered as part of the minutes of Board
Meeting held on _____

This is to certify that the above
statement is in agreement with
my bank statement.

Secretary

Business Manager

BETHLEHEM PUBLIC LIBRARY
Outstanding Checks
TD Bank Payroll Fund
11/30/19

Check Number	Date	Amount
86757	10/30/2019	297.77
86830	11/15/2019	216.93
86901	11/29/2019	358.64
86902	11/29/2019	43.01
86913	11/29/2019	1,662.72
86921	11/29/2019	157.29
86923	11/29/2019	574.22
86952	11/29/2019	422.72
86955	11/29/2019	884.14
86961	11/29/2019	389.24
86967	11/29/2019	1,100.65
TOTAL		6,107.33

**BETHLEHEM PUBLIC LIBRARY
BANK ACCOUNT RECONCILIATION REPORT**

TD Bank - Money Market Account

For the month beginning 11-1-19 and ending 11-30-19

Balance on hand at the beginning of the month \$4,141,579.09

Receipts during the month

Transfer from General Fund	0.00	
Interest	5,249.20	

Total Receipts		<u>\$5,249.20</u>
Total Receipts Including Balance		\$4,146,828.29

Disbursements During Month By Check

Transfers to General Fund	300,000.00	
Transfers to Capital Projects Fund	0.00	

Total Amount of Disbursements		<u>\$300,000.00</u>
Balance on Hand at End of Month		\$3,846,828.29

Reconciliation With Bank Statement

Total Amount of Cash Balance on Deposit as shown by Bank Statement	3,846,828.29	
Amount of Outstanding Checks	0.00	
Balance on Deposit	3,846,828.29	

Received by Board of Trustees and
entered as part of the minutes of Board
Meeting held on _____

This is to certify that the above
statement is in agreement with
my bank statement.

Secretary

Business Manager

**BETHLEHEM PUBLIC LIBRARY
BANK ACCOUNT RECONCILIATION REPORT**

***Capital Project Fund Account
TD Bank***

For the month beginning 11-1-19 and ending 11-30-19

Balance on hand at the beginning of the month \$221,009.44

Receipts during the month

Technology Fund Donation	0.00	
Transfer from Money Market Account	0.00	
PEG Reimbursement	0.00	
Construction Grant	0.00	
Total Receipts		<u>\$0.00</u>
Total Receipts Including Balance		\$221,009.44

Disbursements During Month By Check

From Check # to Check #	0.00	
Transfer to General	0.00	
Total Amount of Disbursements		<u>0.00</u>
Balance on Hand at End of Month		\$221,009.44

Reconciliation With Bank Statement

Total Amount of Cash Balance on Deposit	
as shown by Bank statement	221,009.44
Amount of Outstanding Checks	0.00
Balance on Deposit	221,009.44

Received by Board of Trustees and
entered as part of the minutes of Board
Meeting held on _____

This is to certify that the above
statement is in agreement with
my bank statement.

Secretary

Business Manager



23

4427533000280997901713450171345063



<i>Company Account Number</i> XXXX-XXXX-XX80-9979	<i>Payment Date</i> 12/01/2019	<i>New Balance</i> \$1,713.45	<i>Minimum Amount Due</i> \$1,713.45	<i>Enter Amount Paid</i> 1713.45
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BETHLEHEM PUB LIBRARY **T0000060
TANYA CHOPPY
451 DELAWARE AVE
DELMAR NY 12054-3042

CITIBANK
P.O. BOX 78025
PHOENIX, AZ 85062-8025

For a credit balance refund, or a telephone or address change, please place an X in the parentheses and make the desired changes on the reverse side. Thank you.

Payment coupon: Please tear along perforation and return this portion with your payment. Make company check or money order payable in U.S. dollars on a U.S. bank to Citibank. Include company account number on check or money order. No cash please. Do not staple or tape your check to this coupon.

CITIBANK CORPORATE CARD

<i>Company Credit Line</i>	<i>Available Credit Line</i>	<i>Cash Advance Limit</i>	<i>Available Cash Line</i>
\$33,000	\$31,286	\$00	\$00

OK to pay
GLK
11/18/19

Statement Date
11/06/19

Payment Date
12/01/19

For customer service call or write 1-800-248-4553 P.O. Box 6125 Sioux Falls, SD 57117

Send payments to: Citibank P.O. Box 78025 Phoenix, AZ 85062-8025

COMPANY SUMMARY

BETHLEHEM PUB LIBRARY XXXX-XXXX-XX80-9979	<i>Previous Balance</i>	<i>Payment Allocation</i>	<i>Credits</i>	<i>Purchases and Advances</i>	<i>Interest Charges</i>	<i>New Balance</i>
<i>Purchases Advances</i>	530.28	- 530.28		1,713.45		1,713.45
Company Totals TOTAL	530.28	- 530.28		1,713.45		1,713.45

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Sign-up for email or text message alerts to know when your statement is ready to view. When on the go, access your account and recent activity through your mobile device at www.citimanager.com/mobile

CARDMEMBER SUMMARY

KIRKPATRICK, GEOFFREY XXXX-XXXX-XX82-7377	<i>Previous Balance</i>	<i>Payments</i>	<i>Credits</i>	<i>Purchases and Advances</i>	<i>Interest Charges</i>	<i>New Balance</i>
<i>Purchases Advances</i>				937.72		937.72
Monthly Limit: \$1,300				937.72		937.72

COFFEY, KEVIN J XXXX-XXXX-XX56-3708	<i>Previous Balance</i>	<i>Payments</i>	<i>Credits</i>	<i>Purchases and Advances</i>	<i>Interest Charges</i>	<i>New Balance</i>
<i>Purchases Advances</i>				566.04		566.04
Monthly Limit: \$750				566.04		566.04

BRENNER, CATHERINE XXXX-XXXX-XX81-3574	<i>Previous Balance</i>	<i>Payments</i>	<i>Credits</i>	<i>Purchases and Advances</i>	<i>Interest Charges</i>	<i>New Balance</i>
<i>Purchases Advances</i>				209.69		209.69
Monthly Limit: \$750				209.69		209.69

DAYS IN BILLING PERIOD: 31				
Balance Subject		<i>Purchases</i>	<i>Cash Advances</i>	Payment Due: 1,713.45
To Interest Charges	>	.00	.00	Amount Over Credit Limit: .00
Periodic Rate	>	.0000%	.0000%	Amount Past Due: .00
ANNUAL PERCENTAGE RATE	>	0.00%	0.00%	MINIMUM AMOUNT DUE: 1,713.45



XXXX-XXXX-XX80-9979

Statement Date
11/06/19

COMPANY BOOKKEEPING DETAIL				
BETHLEHEM PUB LIBRARY			XXXX-XXXX-XX80-9979	
Monthly Limit		Cash Limit*	Available Credit Line	Available Cash Line**
\$33,000		\$00	\$31,286	\$00
Sale Date	Post Date	Reference Number	Type of Activity	Total Amount
10-31	10-31	74046589304304000050569	PAYMENT - THANK YOU	530.28 PY

INDIVIDUAL CARDHOLDER ACTIVITY				
KIRKPATRICK, GEOFFREY			XXXX-XXXX-XX82-7377	
Monthly Limit		Cash Limit*		
\$1,300		\$00		
Sale Date	Post Date	Reference Number	Type of Activity	Amount
10-10	10-11	24492159283719243159771	TECHSOUP 415-633-9300 CA 200215	575.00
10-11	10-14	24137469284300594114690	CAMELOT PRINT & COPY CENT 518-435-9696 NY 200239	174.06
10-24	10-25	24492159297852834820859	FANTASTICDI 844-789-5010 CA 200293	52.57
10-24	10-25	24692169297100400434581	VISTAPR VISTAPRINT.COM 866-8936743 MA 200293	136.09
			TOTAL PURCHASES/ADVANCES/CREDITS	937.72
<p><i>Software</i> <i>Printed Forms</i> <i>Posters + Signs</i></p>				

COFFEY, KEVIN J				
XXXX-XXXX-XX56-3708				
Monthly Limit		Cash Limit*		
\$750		\$00		
Sale Date	Post Date	Reference Number	Type of Activity	Amount
10-07	10-08	24692169280100815263525	LOWES #01784 GLENMONT NY 200215	54.37
10-11	10-14	24138299285305000849374	PRICE CHOPPER #159 SLINGERLANDS NY 200239	14.45
11-04	11-05	24760629309470001144335	BOOMER M CLOUD ALBANY NY 200293	449.95
11-05	11-06	24492159309852357104596	ELEVATORKEYS DOTCOM 855-469-8364 NY 200293	47.27
			TOTAL PURCHASES/ADVANCES/CREDITS	566.04
<p><i>Marble Rock for landscaping</i> <i>Back Up Camera for van</i> <i>Distilled H₂O for resurfacing machine</i> <i>Elevator Keys</i></p>				

BRENNER, CATHERINE				
XXXX-XXXX-XX81-3574				
Monthly Limit		Cash Limit*		
\$750		\$00		
Sale Date	Post Date	Reference Number	Type of Activity	Amount
10-12	10-14	24072809285083315501295	JOANN STORES JOANN.COM 888-739-4120 OH 200239	19.97
10-31	11-01	24055239304083348604841	WALMART GROCERY 800-966-6546 AR 200293	48.82

Program Supplies

*Cash Advance Limit is a portion of your Total Monthly Limit
**Available Cash Line is a portion of your Available Credit Line



XXXX-XXXX-XX80-9979

Statement Date
11/06/19

INDIVIDUAL CARDHOLDER ACTIVITY

11-05	11-06	24492159309852346697809	PAYPAL JOANN 402-935-7733 OH	7 200293	32.95
11-05	11-06	24492159309852346684229	PAYPAL JOANN 402-935-7733 OH		107.95
TOTAL PURCHASES/ADVANCES/CREDITS					209.69

Program Supplies

*Cash Advance Limit is a portion of your Total Monthly Limit
**Available Cash Line is a portion of your Available Credit Line



4404658000607786000915000091500228



Company/Account Number XXXX-XXXX-XX07-7860	Payment Date 11/16/2019	New Balance \$915.00	Minimum Amount Due \$915.00	Enter Amount Paid 915.00
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BETHLEHEM PUBL LIBRARY
TANYA CHOPPY
451 DELAWARE AVE
DELMAR NY 12054-3042

**T0001467

CITIBANK
P.O. BOX 78025
PHOENIX, AZ 85062-8025

For a credit balance refund, or a telephone or address change, please place an X in the parentheses and make the desired changes on the reverse side. Thank you.

Payment coupon: Please tear along perforation and return this portion with your payment. Make company check or money order payable in U.S. dollars on a U.S. bank to Citibank. Include company account number on check or money order. No cash please. Do not staple or tape your check to this coupon.

CITIBANK CORPORATE CARD

Statement Date
10/22/19

Payment Date
11/16/19

Company Credit Line	Available Credit Line	Cash Advance Limit	Available Cash Line
\$50,000	\$49,085	\$50,000	\$49,085

*OK to pay
GIC
11/15/19*

For customer service call or write 1-800-248-4553 P.O. Box 6125 Sioux Falls, SD 57117
Send payments to: Citibank P.O. Box 78025 Phoenix, AZ 85062-8025

COMPANY SUMMARY

BETHLEHEM PUBL LIBRARY XXXX-XXXX-XX07-7860	Previous Balance	Payment Allocation	Credits	Purchases and Advances	Interest Charges	New Balance
				915.00		915.00
Company Totals				915.00		915.00

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Sign-up for email or text message alerts to know when your statement is ready to view. When on the go, access your account and recent activity through your mobile device at www.citimanager.com/mobile

CARDMEMBER SUMMARY

PETERS, M CATHERINE XXXX-XXXX-XX13-5541	Previous Balance	Payments	Credits	Purchases and Advances	Interest Charges	New Balance
Monthly Limit: \$2,500				305.00		305.00
				305.00		305.00

MCGINTY, CHRISTINE XXXX-XXXX-XX13-5593	Previous Balance	Payments	Credits	Purchases and Advances	Interest Charges	New Balance
Monthly Limit: \$500				305.00		305.00
				305.00		305.00

KIRKPATRICK, GEOFFREY XXXX-XXXX-XX13-5601	Previous Balance	Payments	Credits	Purchases and Advances	Interest Charges	New Balance
Monthly Limit: \$650				305.00		305.00
				305.00		305.00

DAYS IN BILLING PERIOD: 30				
Balance Subject		Purchases	Cash Advances	Payment Due: 915.00
To Interest Charges >		.00	.00	Amount Over Credit Limit: .00
Periodic Rate >		.0000%	.0000%	Amount Past Due: .00
ANNUAL PERCENTAGE RATE >		0.00%	0.00%	MINIMUM AMOUNT DUE: 915.00



XXXX-XXXX-XX07-7860

Statement Date
10/22/19

INDIVIDUAL CARDHOLDER ACTIVITY

PETERS, M CATHERINE						XXXX-XXXX-XX13-5544
		Monthly Limit			Cash Limit*	
		\$2,500			\$00	
Sale Date	Post Date	Reference Number	Type of Activity		Amount	
10-01	10-03	24202989275030028983018	PLA 800-310-7554 MD		305.00	200274
					TOTAL PURCHASES/ADVANCES/CREDITS	305.00
MCGINTY, CHRISTINE						XXXX-XXXX-XX13-5593
		Monthly Limit			Cash Limit*	
		\$500			\$00	
Sale Date	Post Date	Reference Number	Type of Activity		Amount	
10-16	10-18	24202989290030028861447	PLA 800-310-7554 MD		305.00	200274
					TOTAL PURCHASES/ADVANCES/CREDITS	305.00
KIRKPATRICK, GEOFFREY						XXXX-XXXX-XX13-5601
		Monthly Limit			Cash Limit*	
		\$650			\$00	
Sale Date	Post Date	Reference Number	Type of Activity		Amount	
10-01	10-03	24202989275030028982887	PLA 800-310-7554 MD		305.00	200274
					TOTAL PURCHASES/ADVANCES/CREDITS	305.00

PLA Registration

*Cash Advance Limit is a portion of your Total Monthly Limit
**Available Cash Line is a portion of your Available Credit Line

2019-20 Budget Line Balances

Account Name	Budget	Adjustments	Adj. Budget	Nov. Exp	Exp to date	Encumbered	Available	% Available
Personnel								
Salaries-Librarians	1,158,186	0	1,158,186	96,407	473,258	0	\$684,928	59%
Salaries-Clerical	1,014,578	0	1,014,578	77,261	387,407	0	\$627,171	62%
Salaries-Custodians	160,373	0	160,373	13,255	63,968	0	\$96,405	60%
Retirement	279,232	0	279,232	283,977	283,977	0	-\$4,745	-2%
SocSec/Medicare	178,485	0	178,485	13,877	68,604	0	\$109,881	62%
Worker's Comp.	23,000	0	23,000	0	18,102	0	\$4,898	21%
Unemployment	0	0	0	0	0	0	\$0	N/A
Health Ins.	308,660	501	309,161	22,601	124,118	660	\$184,383	60%
Disability Ins.	1,400	0	1,400	0	1,307	0	\$93	7%

Materials

Adult books	171,000	36,184	207,184	16,533	62,122	11,364	\$133,697	65%
Audiobooks	33,000	4,446	37,446	2,480	9,620	3,269	\$24,557	66%
Ebooks	122,000	0	122,000	23,543	45,455	13,704	\$62,841	52%
Electronic Resources	28,000	0	28,000	5,838	5,838	1,103	\$21,059	75%
Periodicals	21,000	0	21,000	810	909	8,587	\$11,505	55%

YS Books	85,000	13,189	98,189	5,886	25,866	2,951	\$69,372	71%
YS Audiobooks	4,500	1,150	5,650	285	1,359	714	\$3,577	63%
YS Media	7,000	1,133	8,133	738	3,944	437	\$3,751	46%

Special Collections	15,500	0	15,500	1,104	3,033	378	\$12,089	78%
AS Media	58,000	12,862	70,862	3,737	15,110	3,792	\$51,959	73%

Operations

Copiers and supplies	22,000	281	22,281	520	2,756	4,705	\$14,820	67%
Office supplies	13,000	6	13,006	812	3,618	2,580	\$6,808	52%
Custodial supplies	18,000	24	18,024	1,012	2,767	7,503	\$7,755	43%
Postage	18,000	1,000	19,000	2,037	7,614	2,363	\$9,023	47%
Printing	30,000	296	30,296	3,234	9,716	9,671	\$10,909	36%
Van lease & oper.	2,000	0	2,000	483	634	413	\$952	48%
Gas and Electric	60,000	0	60,000	3,269	18,173	0	\$41,827	70%
Telecommunications	17,000	255	17,255	1,020	5,009	7,806	\$4,440	26%
Water	2,700	0	2,700	0	1,541	0	\$1,159	43%
Taxes-sewer&water	3,700	0	3,700	0	0	0	\$3,700	100%
Refund property taxes	20,000	8,930	28,930	0	9,158	92	\$19,680	68%
Prof. Services	15,000	0	15,000	399	5,485	7,075	\$2,440	16%
Contract Services	37,500	28,026	65,526	7,347	28,141	11,959	\$25,426	39%
Insurance	29,000	0	29,000	0	25,846	0	\$3,154	11%
Travel/Conference	10,000	1,617	11,617	1,796	5,628	1,118	\$4,871	42%
Memberships	2,000	325	2,325	405	1,793	0	\$533	23%
Special Programs	25,000	169	25,169	799	9,607	1,987	\$13,576	54%
Furniture&Equipment	50,000	4,398	54,398	1,049	7,447	5,642	\$41,309	76%
IT Hardware & Software	42,000	11,970	53,970	5,365	22,439	1,079	\$30,452	56%
Bld&Grnd. Repair	40,000	3,600	43,600	2,301	8,455	6,059	\$29,086	67%
Furn/Equip Repair	2,000	0	2,000	-100	611	200	\$1,190	59%
Miscellaneous	3,500	297	3,797	-830	382	572	\$2,843	75%
Audit Service	25,000	0	25,000	1,100	8,450	3,500	\$13,050	52%
Accounting Service	15,000	0	15,000	0	13,444	556	\$1,000	7%
UHLAN fees	50,000	0	50,000	563	12,422	11,859	\$25,719	51%
Capital Expenditures	125,000	18,843	143,843	0	15,898	16,292	\$111,653	78%
TOTAL	\$4,346,314	\$149,500	\$4,495,814	\$600,914	\$1,821,028	\$149,990	\$2,524,795	56%

December 9, 2019 - Board of Trustee Meeting											
Job Status Report											
											29
<u>Previously Approved to Fill</u>											
Title	Current Hours to be Approved	Former Hours, if Changed	Salary/Rate	Previous Incumbent	End Date	Reason	BOT Approved to Fill	Status	Name	Start Date	Type
<u>Previously Approved & Currently Recruiting</u>											
Library Clerk PT (Cont. Perm.)	15 hrs/wk		\$13.75/hour or per contract	A. Ford	11/13/2019	Internal Hire	11/12/2019	Filled	A. Russo	12/17/2019	Internal
Library Page	11.67 hrs/wk		\$11.10/hour	G. Pascarella	11/13/2019	Resignation	11/12/2019	Filled	K. Novko	12/9/2019	Hire
<u>Action Requested</u>											
Library Page	11.67 hrs/wk		\$11.10/hour - minimum wage*	A. Russo	12/16/2019	Internal Move to Library Clerk PT					
<u>Positions Held</u>											
None											

*NYS Minimum Wage increases to \$11.80 on 12/31/2019.

Director's Report December 2019

Building and Grounds

Gas burner valves have been updated on the rooftop heating units to allow for modulating heat. The upgrade and the controls changes necessary were able to be completed in less than two full days. All of the work was on the roof and in the maintenance office with no impact on service to the public. Early observations have shown less mercurial temperature swings in the Board Room and Community Room. There are still tweaks to be made to the systems overall.

Public Service

The video recording in the Studio Makerspace has been reconfigured. The One Button Studio was proving too glitch for our public to use consistently. Much of the equipment continues to be utilized in the studio, the camera will be used directly. Members of the public that have been regular users have been retrained on how the system works currently.

Cathy and Tori designed a survey to ask teens about life skills programming. Mary and Tori distributed the survey to teens at BCMS and BCHS, the results are attached.

Michael recorded one of the Little Sunday Music programs for air on BCNB-TV, Colonie TV, and our website.

Program Highlights

The Cricut demonstration was very popular and has brought in several people to use/ ask about using the new equipment. There is another planned in the next couple months.

The first-ever Craft Swap was a huge hit. Participants were invited to drop craft supplies off and then come back to fill a bag with new-to-you supplies. Leftovers are being donated to Up-Stitch and plans are being made to bring the swap back as a semi-annual event.

Bruce the Bear was a major feature this month with the classroom visits and in-house meet and greet. Photos below. Special thanks to Library Assistant Patti who wore the costume for all of our events and outreaches thereby making the programs possible.

Our last three Coffee and Conversation programs for the fall were very well received. Notably, we showed the Ken Burns' Country Music short film that was provided by PBS, and hosted Susan Leath the Town Historian.

Little Sunday Music featured The Adirondack Baroque Consort: "Clair Finkle Loux Centennial Concert." which was recorded so we can broadcast it in the (hopefully) near future.

A family story time was moved to the children's place on 11/25 due to the very cold temperature of the story room- the librarian made the best of things.

The Play with me Series was cancelled due to low registration, but is being rebranded and will be brought back in the Spring to try again. Brightside Up is providing the program for the library.

Outreach Highlights

From June to November 2019 we held 22 pop-up library events around town and engaged with 3713 people. The outreach materials included in the pop up library are a separate collection,

since the service started we have had 1763 checkouts from the collection. Overall the response was very positive especially at the farmer's market. We are very pleased with the results of this new project. Each event takes time to prepare, though the amount of time has decreased as we have become more familiar with the process.

Michelle provided a 5 week coding class to the Hamagrael After School Enrichment.

Karen and Laura took the Pop-Up Library to the indoor Farmer's Market. It was a smaller turnout than the outdoor markets, but they saw a lot of people and received many positive comments about the library's presence there.

Anne visited the St. Thomas 3rd graders.

Kate visited the Slingerlands K and 1st graders with the Bruce the Bear costume and shared a story.

Anne visited the St. Thomas grades k-2 with Bruce the Bear.

Anne visited the Elsmere Kindergarten classes to talk turkey and library.

Michelle visited the Eagle grades k-1 with Bruce the Bear. The students made adorable thank you cards- photo is below.

Tori visited the Pit three times this month.

Tori visited the BCMS LMC and did a thanksgiving project.

Mary took the mini-pop-up library to the high school.

Anne visited the Elsmere Kindergarteners.

Jody visited Good Samaritan and Kenwood Manor.

Meetings and Miscellany

I was mentioned in the lead editorial in November's *Library Journal* for speaking with some of my fellow the Sustainability Initiative co-creators in the Drawdown Learn conference in Rhinebeck.

I attended a program at UHLS called The Fine Free Experience. Library staff and trustees from around the system gathered to hear about the experiences of three UHLS libraries that have implemented a fine free policy. Of particular interest were the numbers demonstrating a lack of impact on return rates for library materials and the anecdotal reports from staff members about the improved interactions with patrons at the Circulation Desk.

Continuing education for staff

Several staff members (and one board member!) were able to attend the New York Library Association Conference in Saratoga Springs last month. Reports are attached. At this meeting, the Library Trustees Association, the library is a member, was officially affiliated with NYLA as a Section. I intend to keep the library as a member of that section going forward. Some part time librarians attended the NYLA conference on their own time or as part of their jobs at other libraries.

Tori provided training to staff members on the use of the new Cricut machine available in the Tech Makerspace room.

Chris, Kate, and Michael viewed a webinar titled Burnout, Vicarious Trauma, and Compassion Fatigue as part of the Homeless Training services UHLS obtained for member library staff.

Cathy participated in the NYLA Developing Leaders Webinar – Project Planning and Team Management.

Chris participated in the Wellness in the Library Workplace course from the National Network of Libraries of Medicine.

Chris participated in a full-day Passport Acceptance Agent Training provided by the U.S. Department of State and UHLS. – report attached

Geoffrey Kirkpatrick, Library Director





Library Collection				2018-19	Current Total
Adult fiction				26,708	27,035
Adult non-fiction				29,506	29,600
Adult audio				7,216	7,104
Adult video				7,964	7,715
Young adult fiction				5,607	5,830
Young adult nonfiction				543	499
Young adult audiobooks				364	386
Children's fiction				25,716	26,481
Children's non-fiction				15,034	15,286
Children's audiobooks				1,462	1,607
Children's video				1,989	1,896
OverDrive - UHLS Shared				69,231	72,521
e-magazines				107	107
Electronic (games, ereaders)				482	567
Total				191,929	196,634
Library Programs	Nov-19	Nov-18	% change	2018-19	F-Y-T-D
Programs	78	82	-4.9%	843	389
Program attendance	1,562	1,666	-6.2%	24,838	12,227
Outreach Programs	21	11	90.9%	285	102
Outreach Attendance	810	223	263.2%	9,929	5,296
Circulation	Nov-19	Nov-18	% change	2018-19	F-Y-T-D
Adult fiction	11,902	11,648	2.2%	149,583	65,923
Adult non-fiction	7,381	7,329	0.7%	97,179	40,269
Adult audio	3,859	4,079	-5.4%	49,601	19,880
Adult video	8,654	9,628	-10.1%	109,652	41,605
Adult magazines	1,821	1,869	-2.6%	21,596	8,867
Young adult fiction	1,487	1,303	14.1%	19,610	8,491
Young adult nonfiction	142	130	9.2%	1,476	663
Young adult audiobooks	94	106	-11.5%	1,331	604
Young adult magazines	3	3	0.0%	74	24
Children's fiction	11,480	11,203	2.5%	137,492	61,820
Children's non-fiction	3,062	3,002	2.0%	38,616	15,077
Children's audiobooks	655	648	1.1%	7,690	3,292
Children's video	1,090	1,418	-23.1%	14,997	5,131
Children's magazines	7	20	-65.0%	370	136
Electronic (games, ereaders)	673	460	46.3%	6,966	3,457
Total	51,062	52,845	-3.4%	656,232	272,839
Interlibrary Loan	Nov-19	Nov-18	% change	2018-19	F-Y-T-D
Borrowed from others	6,538	6,618	-1.2%	86,393	35,264
Loaned to others	5,271	5,325	-1.0%	67,302	27,027
Miscellaneous	Nov-19	Nov-18	% change	2018-19	F-Y-T-D
Visits to our home page	63,766	86,200	-26.0%	849,506	391,300
Public use of meeting rooms	47	45	4.4%	436	194
Public meeting attendance	639	745	-14.2%	6,867	2,547
Staff use & library programs	89	94	-5.3%	1,038	469
Study room sessions	420	372	12.9%	5,267	2,036
Tech room/ Studio use	35	30	16.7%	305	136
Door count	24,499	24,398	0.4%	310,464	128,122
Registered BPL borrowers	52	59	-11.9%	1,012	468
Computer signups	3,161	2,845	11.1%	34,871	17,847
Museum Pass use	137	135	1.5%	1,833	973
E-book use	6,330	5,514	14.8%	71,054	33,555
E-magazine use	1,247	1,247	0.0%	12,415	5,706
Equipment	385	399	-3.5%	5,432	2,176
Wireless Use	10,601	8,737	21.3%	172,258	59,264

Monthly Gas and Electric Comparisons												
Date	# of days	Total Therms	Use per day	Cost	Cost per day	Cost per therm	# of day	kWh	Use per day	Cost	Cost per day	Cost per kWh
7/13/2017	30	604	20	\$259.97	\$8.67	\$0.43	30	57,600	1,920	\$5,198.19	\$173.27	\$0.09
7/12/2018	29	36	1	\$47.11	\$1.62	\$1.31	29	36,096	1,245	\$4,151.89	\$143.17	\$0.12
8/11/2017	29	476	16	\$259.97	\$8.96	\$0.55	29	54,144	1,867	\$5,302.17	\$182.83	\$0.10
8/10/2018	29	35	1	\$44.40	\$1.53	\$1.27	29	39,936	1,377	\$4,473.49	\$154.26	\$0.11
9/12/2017	32	538	17	\$285.37	\$8.92	\$0.53	32	49,536	1,548	\$4,285.62	\$133.93	\$0.09
9/11/2018	32	38	1	\$46.65	\$1.46	\$1.23	32	39,168	1,224	\$4,428.29	\$138.38	\$0.11
10/11/2017	29	577	20	\$304.89	\$10.51	\$0.53	29	51,840	1,788	\$4,526.94	\$156.10	\$0.09
10/11/2018	30	99	3	\$86.02	\$2.87	\$0.87	30	34,176	1,139	\$3,643.09	\$121.44	\$0.11
11/9/2017	29	780	27	\$401.22	\$13.84	\$0.51	29	36,480	1,258	\$3,526.99	\$121.62	\$0.10
11/8/2018	28	1,420	51	\$754.30	\$26.94	\$0.53	28	27,264	974	\$2,432.22	\$86.87	\$0.09
12/12/2017	33	1,606	49	\$798.17	\$24.19	\$0.50	33	29,184	884	\$2,618.16	\$79.34	\$0.09
12/11/2018	33	3,661	111	\$1,993.69	\$60.41	\$0.54	33	31,872	966	\$3,051.82	\$92.48	\$0.10
1/11/2018	30	2,964	99	\$1,474.51	\$49.15	\$0.50	30	30,336	1,011	\$3,501.04	\$116.70	\$0.12
1/11/2019	31	3,801	123	\$2,727.32	\$87.98	\$0.72	31	31,872	1,028	\$2,832.86	\$91.38	\$0.09
2/9/2018	29	2,380	82	\$1,388.85	\$47.89	\$0.58	29	28,800	993	\$3,871.09	\$133.49	\$0.13
2/11/2019	31	4,947	160	\$2,863.48	\$92.37	\$0.58	31	33,408	1,078	\$3,451.77	\$111.35	\$0.10
3/13/2018	33	1,833	56	\$1,238.17	\$37.52	\$0.68	32	30,336	948	\$2,672.72	\$83.52	\$0.09
3/12/2019	29	3,562	123	\$1,746.64	\$60.23	\$0.49	29	29,952	1,033	\$2,687.90	\$92.69	\$0.09
4/11/2018	28	1,555	56	\$969.24	\$34.62	\$0.62	29	26,496	914	\$2,280.77	\$78.65	\$0.09
4/10/2019	29	2,054	71	\$1,102.54	\$38.02	\$0.54	29	30,336	1,046	\$2,629.48	\$90.67	\$0.09
5/11/2018	30	776	26	\$522.08	\$17.40	\$0.67	30	29,568	986	\$2,810.83	\$93.69	\$0.10
5/13/2019	33	1,161	35	\$607.54	\$18.41	\$0.52	33	34,944	1,059	\$2,915.97	\$88.36	\$0.08
6/13/2018	33	56	2	\$67.42	\$2.04	\$1.20	33	33,792	1,024	\$3,523.65	\$106.78	\$0.10
6/12/2019	30	445	15	\$250.06	\$8.34	\$0.56	30	34,560	1,152	\$2,935.52	\$97.85	\$0.08
7/12/2018	29	36	1	\$47.11	\$1.62	\$1.31	29	36,096	1,245	\$4,151.89	\$143.17	\$0.12
7/12/2019	30	67	2	\$57.96	\$1.93	\$0.87	30	38,400	1,280	\$3,737.61	\$124.59	\$0.10
8/10/2018	29	35	1	\$44.40	\$1.53	\$1.27	29	39,936	1,377	\$4,473.49	\$154.26	\$0.11
8/13/2019	32	59	2	\$55.18	\$1.72	\$0.94	32	41,856	1,308	\$4,294.98	\$134.22	\$0.10
9/11/2018	32	38	1	\$46.65	\$1.46	\$1.23	32	39,168	1,224	\$4,428.29	\$138.38	\$0.11
9/12/2019	30	151	5	\$109.19	\$3.64	\$0.72	30	35,712	1,190	\$3,473.94	\$115.80	\$0.10
10/11/2018	30	99	3	\$86.02	\$2.87	\$0.87	30	34,176	1,139	\$3,643.09	\$121.44	\$0.11
10/11/2019	29	558	19	\$289.40	\$9.98	\$0.52	29	31,872	1,099	\$2,681.35	\$92.46	\$0.08
11/8/2018	28	1,420	51	\$754.30	\$26.94	\$0.53	28	27,264	974	\$2,432.22	\$86.87	\$0.09
11/8/2019	28	1,268	45	\$609.93	\$21.78	\$0.48	28	29,568	1,056	\$2,573.81	\$91.92	\$0.09

NYLA Annual Conference
Saratoga Springs, NY
2019
Geoffrey Kirkpatrick

Past-Presidents Dinner

I was invited to the Past-Presidents Dinner. This annual event has become not only an opportunity to network with the other Past-Presidents but to talk with the incoming Vice-President about what to expect over the three year course of being the VP, President, Past-President. It's always worthwhile to talk with those people in our profession that have demonstrated their willingness to step up and lead the organization.

Keynote Address

Astra Taylor is a filmmaker, writer, and political activist. Her keynote address focused her experience and focused on her works *What is Democracy?* and *Democracy May Not Exist, but We'll Miss it When it's Gone*. I appreciated her thoughts on what democracy actually means, how it is inherently fragile, and that everyone must actively participate in order for it to work. We should not allow small groups of people control large parts of the process. This impacts libraries as conveners of discussion and equitable sources of information.

Vendor Floor

I dedicated much of my time working at the Sustainable Thinking and Action Roundtable booth on the vendor floor. There were lots of positive interactions with library workers and trustees discussing the Sustainable Libraries Initiative and the main project of the group which is the Sustainable Library Certification Program. We signed up 35 new members and added many more than that to the newsletter distribution list.

START Annual Meeting

After a brief organizational meeting, I led a panel discussion of representative from libraries participating in the Sustainable Library Certification Program exploring their various experiences.

Leadership and Management Section – Annual Luncheon

This year's program featured Nasha Taylor who is Director of Community Engagement at PhillyCAM, Philadelphia's Public Access TV and Community Radio Station. I was excited to hear her speak not just as an extremely enthusiastic and engaging person focusing on community engagement but also because of her experiences at PhillyCAM and how that relates to our own BCN-TV television stations. It goes without saying that the sophistication of the operation at PhillyCAM left me openmouthed, but I was happy to see that the goals were very similar to our own goals. They are focused on education as the primary outcome for the studio and have regular classes on using Adobe Premier for video editing. They also have an extremely nice editing room with lots of computers. PhillyCAM has been very adept at engaging other community organizations to produce video content. One of the most impactful has been a

series of videos produced that seek to humanize individuals convicted of crimes before re-sentencing or parole hearings. Key point from the presentation, “Community engagement is a process, not a goal. It is something you do, not something you achieve.”

Civil Service Office Hours

I was asked to provide office hours for NYLA on the topic of civil service as a member of the NYLA Civil Service Task Force. I had four one-on-one appointments to talk with people about issues with locally administered civil service in New York. As always, there is a lot of confusion among job seekers and those tasked with administering the process in counties across New York. I did have some interesting conversations about the potential for implicit bias in the process and how the test itself might lead to disenfranchisement of different groups.

NYLA Annual Conference November 13-16, 2019

Catherine Stollar Peters

I sincerely appreciate the opportunity to attend the NYLA Annual Conference November 13-16, 2019. This conference is one of the best state-wide opportunities to learn about current initiatives in other libraries as well as network with other librarians to exchange ideas. My takeaways from each session are listed below.

Thursday November 14, 2019

Keynote Address: Philosophical Publics: Ruling Ourselves, Thinking Together by Astra Taylor.

In this keynote, Astra Taylor presented a deeper look at the connection between theoretical concepts of democracy and today's American implementation. Her documentary *What is Democracy?* (2018) is available on Kanopy. The documentary features candid thoughts on democracy from individuals across the United States in their own words. Her presentation centered on local implementations of democracy moving beyond voting to other participatory activities. Bethlehem Public Library is one of the two libraries in UHLS that own her book *Democracy may not exist, but we'll miss it when it's gone* (2019).

Empire State Library Network luncheon: *Uncovering Privilege & Addressing Microaggressions*

I attended a luncheon on *Uncovering Privilege & Addressing Microaggressions* presented by ALA's Office for Diversity, Literacy and Outreach Services (ODLOS). Honestly, discussing privilege over a three course lunch felt strange, but the conversation was useful. Speakers Kristin Lahurd and Briana Jarnagin from ALA ODLOS presented a brief overview of diversity, equity, implicit bias, and equity, and privilege. Such big topics covered in such a short period didn't provide much room for personal contemplation. There is opportunity to bring the conversation to our library for the entire staff through onsite training (half-day and full-day): <http://www.ala.org/aboutala/offices/diversity/continuinged/workshops> I mentioned the potential for UHLS to host a local training or for member libraries to bundle a training package together.

Program Slot #1

Data-driven Collection Management

The presenters looked at various examples of using Sierra or other LSPs to capture unique uses of item and patron activities. They highlighted zero circulation reports and patron last activity reports that can help to benchmark use and weeding actions.

Program Slot #2

An Internet Dark and Full of Terrors

As evidenced by the title, this session could have veered toward the sensational, but the presenters provided a serious look at popular internet topics adeptly. The session covered internet communities, subcultures, and potential recruiting activities that may be occurring in libraries on public computers.

Topics such as doxxing, incels, alt-right groups, bullying, swatting, and Tor were described and discussed. General discussion was helpful, but the most moving part of the presentation was a personal account of a young woman's experience with grooming and abuse by a television producer and director in the 1990s. She described the methods he used to engage with her online through instant messaging when she was 14 eventually resulting in her living with him in Los Angeles from when she was 16 until 22. Presenters discussed ways to address potential damaging behaviors among library users in a safe space. Sharing her experience during the session made me consider the role of public libraries in online privacy and internet safety initiatives and how we could strengthen our programmatic efforts in these areas.

Friday November 15, 2019

Program Slot #3

Increasing Cardholder Activation and Retention

This session highlighted a few easily implementable activities in increasing card holder retention:

- *Online library card registration (already at UHLS)*
- *Email notification of card expiration (already at UHLS)*
- Sending virtual welcome packets through email
- Formatting onboarding literature and handouts
- A formula for calculating user retention rates for a particular period was provided:
 - $((E-N)/S)*100$
 - E= number of customers ant end of period
 - N= new customers acquired during period
 - S= number of customers at start of period

Plans to revamp welcome and onboarding literature are currently in the works, and this session highlights the need for and impact of those activities.

Program Slot #4

Visualizing Data for Decision-Making at Your Library

I gave this presentation on our work with Tableau, PolicyMap and ArcGIS online.

Program Slot #5

The Law(s) of Managing Digital Assets

I was so pleased to attend this session on digital assets and the law presented by Stephanie (Cole) Adams and Sallie Randolph from the Law Office of Stephanie Adams. Stephanie currently answers legal questions in the Ask the Lawyer column for the New York Library Councils <https://www.wnylrc.org/ask-the-lawyer/raqs> (not providing legal representation). During the session we discussed copyright law in the United States (Title 17 and sections 106, 107, 108 and 109) and how it applies to libraries and archives. She covered issues on licenses for acquiring content (from stock image companies as well as

other content providers), knowledge of insurance contract location and contents, yearbook scanning, and other digital image creation issues that apply to our work.

Program Slot #6

Citizen Science for Libraries

I love citizen science initiatives! This session pointed out some grant funding opportunities for citizen science by the National Network of Libraries of Medicine as well as new Library of Things kits that could support citizen science. Citizen Science Day is now Citizen Science month (April.) Website links that I will review SciStarter.org (project clearing house for citizen science opportunities), iNaturalist, Librarian Guide to Citizen Science https://s3-us-west-2.amazonaws.com/orrery-media/misc/CitSci_Librarians_Guide_02_22_r1.pdf. What tools and kits can we loan? (Some examples are listed here: <https://scistarter.org/library> Iphone attachments for microscopes? Air quality sensors to macro lenses for smartphones, to light traps, to dark sky meters and water quality kits?)

Again, a giant thanks for the opportunity to attend and for the chance to implement some of these initiatives!

Submitted by: Catherine Stollar Peters

NYLA Report

Submitted by Mary Dugan

- Keynote Address from Astra Taylor- Philosophical Publics: Ruling Ourselves, Thinking Together
- Tradeshow
 - Cathy, Chris, and I saw some really great vendors at the tradeshow. Some of the highlights were new furniture options/ideas for the teen area, new calendar/program planning software, fax machines and copiers, and an awesome photo printer. The photo printer in particular was a big draw, it allows people to download the printer app to their phone and send their pictures to the printer, they receive a release code through the app and can pay through the app as well. It allows us to choose what price the prints would be and if we wanted to use it at a program, we could set the price at 0 for a limited time.
- Women's Leadership Panel: Imposter Syndrome
 - The panel was helpful in reminding those attending to not sell themselves short on what they do at work. A lot of us think of things as just part of the job, but what we really need to do is count those things as accomplishments. One of the speakers suggested keeping a journal of the things you accomplish at work, that way you're keeping track of everything and can give yourself credit for what you've done.
- New Members of NYLA booth
 - I got a chance to work at the NMN booth for a bit during the tradeshow, which was a great experience. (I was the secretary for NMN for the past year) • Behavior Management in Early Literacy Programs
- Even though I get to work with Cathy every day I enjoyed hearing her presentation. It gave me a chance to hear other people's questions and input on the way we generally do things and how they differ.

November 6, 2019
YSAC meeting report
Submitted by: Anne Coletta

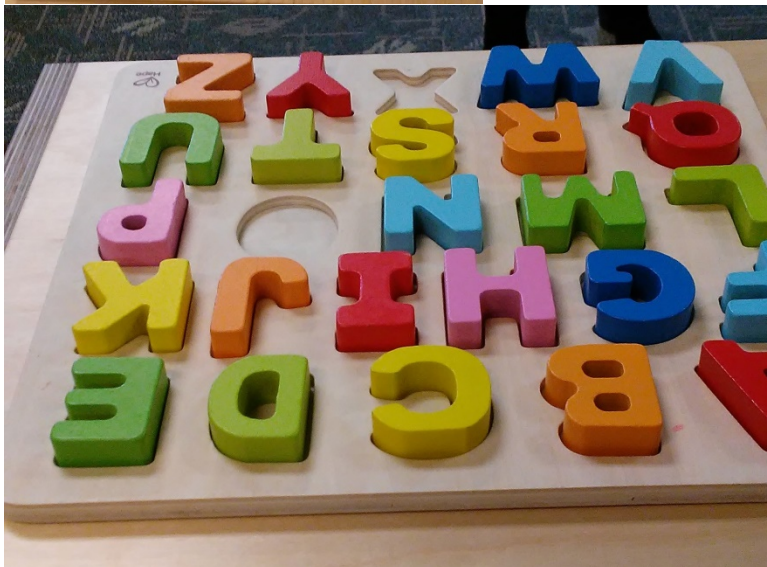
Thank you for giving me the time to attend the Upper Hudson YSAC meeting which took place at Ravena-Coeymans-Selkirk Library on November 6, 2019.

The majority of the meeting was labeled on the agenda as *Unpacking the 'Millennial Parents' and 'Screen Time' presentations from 10/22: what concrete strategies can we develop*. Many of the resources referred to in the 10/22/19 webinars can be found at www.zerotothree.org.

The representatives from the various libraries shared strategies to support millennial parents and market the library to millennial parents. I was pleased to find that our library has already naturally responded to our millennial parents needs and has already incorporated the “best practices” suggested. For example, millennial parents tend to have extremely high, often unrealistically high, expectations of themselves as parents, and our role can be to reassure them that parenting is not perfection and to share our experiences. Also, we bring in professional parenting experts for workshops and classes, and provide ample space and time for parents and caregivers to share experiences while their children play. One idea we could incorporate is to have a child’s eye-level mirror at the circulation desk to keep children distracted while their adult checks out and to help with transitioning (“Let’s go look in the mirror!”). We did not address the ‘Screen Time’ portion of the 10/22 workshop.

Judith Wines, RCS director, gave brief presentation concerning planning and building their new children’s area. I found the “what didn’t work” portion of the presentation especially helpful, as it acknowledged that sometimes we try things that don’t work (and/or are misused/broken by the public), then we make adjustments and try new things. We then spent the remainder of the time taking a tour of the new children’s area. I have included below some photos of the RCS children’s area and commentary on them. Overall, I think many of the ideas incorporated work better in a small library with fewer visitors. There was one family using the area when I arrived for the YSAC meeting, and no one using the area when I left two hours later. This is very different from our usage levels at BPL.

These are some of their alphabet manipulatives. These are stored on top of a cabinet out of reach of the children. It would require an adult to hand the activities to the children and to put them away afterwards. The letters appear to be smaller in size than the ones we use.



These cabinets were made by the firm that designed their children's space. They are modeled on historic stores from the neighborhood. Some of them are used for toy storage but many of them are empty; I believe the children play with them as they would a doll house. The "mushrooms" are more alphabet pieces.



From left to right: a cubby with simple costumes hanging on pegs (firefighter's coat, doctor's coat, et al.), a magnetic board for gears, a "busy board," and two types of marble runs although I did not see any marbles or balls that could be used with it. We would not leave marbles out in the play area as they would be a choking hazard, so I am not sure how these are used.



This is a small gate/fence that is lightweight and portable. It may work as a visual cue to older children about the boundaries of the play area.



This is a view from outside the children's play area. That is a container of disinfectant wipes that they keep on top of the cabinets for adults to use.



Thank you for allowing me to attend this year's NYLA conference in Saratoga. I always get great program and service ideas to implement or to further explore from attending the workshops, trade show, and networking with library personnel from across the State.

Some highlights of the sessions I attended:

Take It or Leave It: What You Need to Know about Employee Leaves & Absences

This session presented by Whiteman Osterman & Hanna LLP discussed the types of leave employees are entitled to under federal and state law. Some of the leaves covered were FMLA, cancer screening, voting, and blood donation leave. Also discussed was retaliation and what counts as retaliation.

Behavior Management in Early Literacy Programs

Cathy Brenner presented this program so I attended to be supportive. She discussed the many issues that can arise with misbehaved children and uninvolved caregivers in early literacy programs. She discussed many strategies to implement to make these situations less burdensome for the presenter and other participants. Attending this session also gave me the opportunity to hear tip from other libraries that we may want to try incorporating.

Trauma Happened. What Next?

There was a brief summary of the documentary Resilience: The Biology of Stress and the Science of Hope. A discussion on toxic stress occurred, including how racism and oppression act as toxic stressors. An adult's health is impacted by that person's early childhood developmental experiences. Public libraries play a key role in assisting communities to experience greater safety and connectedness. In order to improve health of community members, the Westchester Public Library is part of the Westchester Resilience Coalition, which provides ways to foster individual, family, and community resilience, the positive experiences and the skills needed to deal with the adverse childhood experiences. They provide wellness practices and offer trauma informed principles that they know are effective in providing change, such as friendly support, safety, trust, racial equity, and emotional well-being.

Work Smarter! Tech Tools to Aid Productivity

This session introduced participants to a variety of tech software and products to assist in being more organized and productive. Some of the items highlighted were appointment booking services (Simplybook.me and my.setmore.com), Zapier, Trello cards to organize "to do lists" and for team collaboration

Citizen Science for Libraries

Citizen science is the participation of the public ("amateur scientists") in voluntarily assisting in the scientific process, including those that address real world problems. This can include community driven, national, or international scientific investigations. This session discussed a variety of resources and citizen science opportunities available, including NY Wildflower monitoring project, Audubon bird guide, Plight of the Bumblebee, Zooniverse, and NASA sponsored projects. Our library has done some citizen science an event in the past but it was informative to see of the projects and funding opportunities available.

The trade show floor provides a nice opportunity to check out vendors and new items for providing service to the community. There were a few things that I will be investigating more to see if they would be a good fit for our library to provide, such as:

- A self-serve photo lab provided by Print Budii. Patrons would be able to print photos directly from their phone or tablet using an app. The printer only prints 4" x 6" photos but there is an ability to add custom overlays for special library events. The prints are paid for by the patron through the app using such things as PayPal, iTunes, and more. The library would have the ability to set the price for each print, which averages \$.35. The price can also be set at zero so that the photo printer can be used to print free photos at library events. The price to own this photo printer kiosk is \$3,695, which does not include the price for supplies (ink and photo paper).
- A to Z databases, which provides job searches, person and business look-up, and more. I am more interested in the job searching aspect as a way to increase our job readiness services to the community.
- A new public printer that allows the library the ability to turn off charging a cost to scan a document. Our current printers charge ten cents per page for patrons to scan. Because of this cost, many patrons choose to use the scanners at the public computer stations. However, there are times when these scanners are not available as patrons are using the computers. Would adding this type of printer provide more access to scanning opportunities to the community? Also these printers would allow patrons to use credit and ATM cards to pay for their prints (B&W and color).

One of the most beneficial parts of attending the conference is the opportunity to network with librarians, authors, vendors, and others associated to the field. There were many opportunities to do this at the conference. I always enjoy the opportunity to learn what other libraries are doing with their communities as well as sharing what services we offer.

While this is just a highlight of the great program sessions I took advantage of at the conference, the whole event was worthwhile. I acquired some great programming and service ideas to share with the staff and to hopefully implement in the near future.

Thank you for giving me this wonderful opportunity to attend. I truly appreciate it!

Passport Acceptance Agent Training

Submitted by Christine McGinty

I was interested in attending this full-day training since this was a service that has been talked about as possibly including into our long range service plans.

The training was organized by UHLS and conducted by the United States Department of State. It provided training on how to accept a high percentage (95-99%) of applications but there will be some scenarios that the acceptance agent will need to look up an answer or contact the Buffalo Passport Agency center.

The training also included the Passport Acceptance Agent Exam, which needed to be answered 90% or more (45 out of 50 questions) in order to successfully pass the test and be eligible to accept passport applications. There is an online training course available to become a passport acceptance agent. Annual refresher training is required, which can be done online.

Full-time or part-time employees can be an acceptance agent but must be a U.S. citizen and receive training.

The State Department Passport Agency will do an analysis to see if there is a need for a passport acceptance facility. Public libraries usually get accepted as a facility because we have "friendly" hours.

The general process for accepting the U.S. Passport application (Form DS-11):

- Review the passport application form(s) for completeness, accuracy, and legibility.
 - The applicant must fill out the form (not the acceptance agent).
 - Passport agents will inform applicant if they need something different than what they are asking for (such as passport book or card).
 - Make sure all information is filled out.
- Verifying the applicant's identity and screening evidence of U.S. citizenship
 - Verify the applicant's identity (primary ID, secondary ID, passport photo to the likeness of the person applying)
 - Verify names (Known As names)
 - Examine the U.S. citizenship documentation presented and confirm, such as a birth certificate or naturalization certificate, to ensure it is acceptable and that it meets the requirements for Passport Services.

*Most important task is to verify the applicant's identity by checking that the ID and photo presented are of the applicant. If the acceptance agent is not satisfied that the documents provided do not seem to match the individual applying, the Acceptance Agent's Observation Checklist will be filled out after the applicant has left

- so that the Passport Agency can look more into this application and individual for possible fraud.
- Collect fees (non-refundable)
 - Two separate payments are required:
 1. The application fee is paid directly to the Department of State.
 2. The execution (acceptance) fee of \$35 will be paid to the acceptance facility by each applicant. This fee is not negotiable.
 - Optional passport fees:
 - Overnight delivery service fee for shipment of application to the lockbox – paid to the acceptance facility.
 - Overnight delivery return service fee – paid to the U.S. Dept. of State
 - Expedite fee – paid to the U.S. Dept. of State
 - File Search fee– paid to the U.S. Dept. of State
A file search is necessary when an applicant is unable to present evidence of U.S. citizenship or verification from a previously issued U.S. Passport or Consular Report of Birth Abroad.
 - Administer the oath
 - The applicant must attest to the truthfulness and completeness of the statements made on the application.
 - Acceptance Agent must read the oath statement while the applicant listens.
 - The applicant is not required to answer orally or raise his/her hand during the oath. The subsequent signing of the application is an acceptable affirmation response.
 - Witness the applicant's signature
 - After the oath has been administered, the applicant must sign the application in the appropriate box. It must be signed in front of the Acceptance Agent.
 - Complete the application
 - Execute the application by completing the Acceptance Agent section, signing the application, and affixing the facility's seal or stamp.
 - The application is now a legal document and cannot be returned to the applicant (with the exception of hand-carry applications that require additional steps).
 - Assemble the packet and store the application under lock and key
 - Assemble all of the documents as instructed.
 - The application package must be stored in a secure location, out of public view and reach.
 - Mail passport applications to the appropriate address.
 - Complete a separate transmittal form for each application mailing.
 - Make a copy of each transmittal form for the facility's records.
 - Mail each envelope of applications using a traceable mail.
 - Monitor the mailed application.

- Applications must be mailed every day.
- Routine and expedite applications go to separate addresses.
- Monitor the progress of each package sent to the lockbox.
- Upon delivery, note the delivery date on the facility's copy of the transmittal form.
- If a package is not confirmed within 7 business days, the envelope must be reported missing to the Customer Service Manager (CSM).

If at any point during the application process the Acceptance Agent suspects fraud, the process would be completed as normal. After the applicant has left the facility, the accepting agent would complete the Acceptance Agent Observation Checklist and mail it along with the application package to the Buffalo Passport Center to the attention of the Fraud Program Manager.

There are lots of components to providing this service. The training spent quite a bit of time discussing:

- reviewing the application
- verifying ID
- acceptable forms of ID (primary, secondary, supplemental)
- confirming citizenship
- verifying names
- special procedures for minor applicants (under age 16) (*Two-Parent Consent requirement*)
- options for parents not present with minors
- Applicants ages 16-17 (*treated like adults for the most part*)
- assembling the application package for mailing
- preventing fraud
- passport photograph and requirements
- U.S. citizens born abroad (especially without forms)
- Other U.S. birth certificates (Guam, Puerto Rico -*after June 2010*, U.S. Virgin Islands, Northern Mariana Islands, American Samoa, and Swains Islands)
- U.S. citizenship through adoption,
- U.S. non-citizen nationals
- Name changes
- Gender transition – applicant's gender on application doesn't match the gender on the birth certificate

Discussion of a variety of forms that acceptance agents will need to be familiar with and be made available at the acceptance facility:

- U.S. Passport Application (DS-11)

- Birth Affidavit (DS-10)
- Affidavit Regarding a Change of Name (DS-60)
- Statement Regarding a Lost or Stolen U. S. Passport Book and/or Card (DS-64)
- Affidavit of Identifying Witness (DS-71)
- U.S. Passport Renewal Application for Eligible Individuals (DS-82)
- Statement of Non-receipt of a U.S. Passport (DS-86)
- Statement of Consent: Issuance of a U.S. Passport to a Minor Under Age 16 (DE-3053)
- Application for a U.S. Passport: Corrections, Name Change within 1 Year of Passport Issuance, and Limited Passport Holders (DS-5504)
- Statement of Exigent / Special Family Circumstances for Issuance of a U.S. Passport to a Minor Under Age 16 (DS-5525)

Each form has requirements (stipulations) that must be adhered to. The Acceptance Agent verifies that the information is provided.

Passport application acceptance program has an acceptance agent form that needs to be filled out for a new acceptance agent's information and required eligibility form.

The Passport Acceptance Program Managers must accept responsibility for each Acceptance Agent in their facility. Acceptance agents and facilities can be held liable, such as not protecting the applicant's personally identifiable information.

This is a brief overview of the passport acceptance training. I think providing this service is something we can work out. Since there are so many components involved, staff would have to be fully trained and feel comfortable working on this task. I am sure there will be many staff members who will not feel comfortable being involved with this process, such as observing the applicant and ID and flagging those applications that may involve fraud.

Thank you for allowing me to attend this training it was well worth the time.

**“All Libraries are Powerful : What’s Your Story?”
New York Library Association Annual Conference
November 14-15, 2019 Saratoga Springs, NY**

The Annual NYLA Conference in Saratoga is always a pleasure to attend. Parking was interesting this year, as the public lots directly behind the Conference Center were closed due to construction, but it worked out.

Thursday, November 14

“Philosophical Publics : Ruling Ourselves, Thinking Together” Keynote Address

Astra Taylor, documentary filmmaker, writer and political organizer, gave the address, citing both her 2018 film, *What is Democracy?* and recent book, *Democracy May Not Exist, But We’ll Miss It When It’s Gone*. She discussed the views of Socrates, Plato, the Shoshonie Confederacy and league of Six Nations, and *The Federalist Papers*, and stated that we are in a moment of democratic crisis, but that the political environment did not just start in 2016. She showed a clip from one of her documents about a young man working as a barber who had been released from prison. He is struggling to find a job and get an education. Released prisoners continue to be punished. People have always fought for the right to learn, and ordinary people must have knowledge and power in a democracy.

Trade Show Grand Opening

The trade show had many vendors, with new products and reps eager to demonstrate offerings. I viewed a self serve photo lab from www.printbudii.com. This small unit with a touchscreen contains a roll of paper and an ink cartridge. Patrons may download an app to their phone and create a pending print order from their gallery. The software sends a four digit code. When patrons visit the library, they may enter the code on the touchscreen and immediately have their pictures printed. The quality of the paper, color and clarity compared favorably with prints made from local retail stores. The unit, paper and ink are quite expensive, and would need to be maintained as another item of equipment. Perhaps other companies may compete with this service and produce less expensive alternatives.

The conference provided two prison library sessions this year, with the idea that librarians who serve the incarcerated can team up with public library staff to reach these individuals and the newly released population. Everyone has a right to read. The American Library Association (ALA) also works to provide library services for incarcerated adults and their families in the United States.

Congrats! You’re a Prison Librarian

Maren Kyle, Groveland Correctional Facility (Livingston) and Andrea Snyder, Pioneer Library System (Canandaigua) were the presenters. Many, but not all, prisons have libraries. There is a difference between state and federal prisons. Outreach programs at some facilities came about as a result of approved written proposals.

Book and film clubs are popular. Inmates read the book, come to movie night, and then there is a discussion afterwards. Creative writing, public speaking and music appreciation programs are also popular. Prison librarians may or may not have a full or part time clerk. There are also inmates who staff the libraries. Law libraries and general libraries are separate (if a prison even has these resources). Librarians do not like to censor, but the Internet and certain subjects are not allowed. Security is the priority. Public library staff can help the newly released with job information, resumes, etc.

Expanding Correctional Services in the Public Library

Nili Ness and Jill Anderson from Queens Public Library were the speakers. Their outreach programs for prisoners started in 2014. Lots of facilities do not have a library. Public librarians go into prisons and attend inmate meetings to get a better idea of this population's needs and what they want to read. A jail has inmates who are awaiting trial or sentencing, or have been sentenced to less than a year. Inmates at a prison have been sentenced to a year or more. One out of three inmates are incarcerated in a jail. There are no legal requirements for jails to have library services. New York City is working on this. New York State provides funding to public libraries to provide outreach services for inmates. These individuals have paid taxes for years, and their family members still do.

<http://www.nysl.nysed.gov/libdev/outreach/corr>

As of 2019, QPL has 2 full time and 6 part time staff who participate in this outreach, including a re-entry family liaison and a data and project coordinator, and they also help individuals find employment (how to create email, how to get reference letters, how to use the Internet, etc.). Some facilities have a list of companies who are willing to hire individuals with a record. Some jobs require OSHA (Occupational Safety and Health Administration) training, which is expensive. QPL provides this training (30 per class; there is a waiting list). Interlibrary loan services are expanding, and facilities can be given an institutional account with no fines. Law journal articles and copies of cases can be requested through QPL Central and/or the system. A grant was obtained in order to provide reading materials in languages other than English. Volunteers come from the Queens College library school. The library board members and director have been very supportive. Weeded materials have become sources for prison collections, as well as an ongoing magazine drive.

Friday, November 15

Happy Librarians Talk Management and Morale

Panel speakers were Danielle Apfelbaum, Farmingdale State College, Ellen Bayer, Flushing High School, Michele Cayea, Patchogue Medford Public Library, and Derek Stadler, LaGuardia Community College. Ideas were shared regarding improving work atmospheres by being consistent and demonstrating respect for all (saying good morning, thank you, etc.). One must give respect to get respect. Create a comfortable environment in order to help improve productivity. Include everyone with departmental updates in order to keep all staff on the same playing level. A "Sunshine Club" is one way of improving morale. A voluntary group of staff donate \$2.00 a month, and one person a year organizes staff celebrations and parties.

Does the work environment allow one to grow and use one's strengths? There are shared responsibilities and collaboration as a team, but there are also solo tasks. Model the behavior you want to see; for example, show up to the public service desk on time.

Professional Development : Powering Up The Workplace Culture

Eve Shapiro and Chelsea Condren, New York Public Library, Eileen Daly-Boas and Kristen Totleben, University of Rochester, and Leah Hamilton, Phelps Public Library made up this group of speakers. Topics for discussion included embracing an atmosphere of respect, trust and integrity, learning together, brainstorming and mutual support among staff members, handling conflict, and re-defining a workplace culture (an ongoing process). With a diversity of personalities, how does one organize and utilize staff strengths and creativity? Appropriate, ongoing communication helps to build positive relationships with coworkers and with patrons. Everyone should leave the library feeling better about themselves. Professional development is a living organism; growth is a process. (Handout attached.)

Empire State Award Luncheon

Children's book illustrator Bryan Collier was this year's Youth Services Section award recipient. Mr. Collier illustrated a number of picture books, including *Barack Obama : Son of Promise, Child of Hope*, and *America the Beautiful : Together We Stand*. He gave an interesting and enjoyable talk, and spoke of how much *The Snowy Day* and other titles by Ezra Jack Keats meant to him as a child.

Building Partnerships with Local History Communities

Peter Ward, Brentwood Public Library, and Lorie Wies, Saratoga Springs Public Library presented this program on establishing and maintaining relationships between public libraries and local historical societies. Oral history projects, genealogy groups, digital local history collections such as New York Heritage (which Bethlehem Public Library participates in), and programming ideas for local history (including natural history) were discussed, such as using a 3D printer to recreate old maps for a history program. Are there house histories in your library's collection? Are local landmark histories being preserved? Take a series of present day photos and post them alongside historic photos. Investigate histories of local fire fighters, police and schools.

Documenting the Immigrant Story Through Oral Histories and Images

Natalie Milbrodt, Queens Public Library and Taina Evans, Brooklyn Public Library gave this very thorough and enthusiastic presentation regarding oral history collections and images from the experiences of immigrants in New York.

<https://www.bklynlibrary.org/podcasts/oral-histories>

Participants were asked their reasons for coming to the U.S. Some had to leave their homes because of climate change, social injustice, lack of education or work opportunities, etc. How did different kinds of visas impact their lives? Were they able to work? Interest in this project has grown. Podcasts can reach a much broader audience.

<https://www.queenslibrary.org/programs-activities/arts-culture/queens-memory-project>

This focus on historical preservation began in 2010. Since then, QPL now has over 500 interviews and over 200 history programs. A group of volunteers help with preserving transcripts. Digitization and different kinds of software have helped to preserve memories, local history and changes within neighborhoods.

I appreciate the opportunity to attend this year's annual NYLA Conference.

Lisa Bouchard
Technical Services Librarian

Evolving the Workplace Culture

Leah Hamilton, Phelps Library

CONFLICT RESOLUTION

1. Acknowledge there's a problem.

- Clearly state the concerns needs and interests of EVERYONE involved.

2. Emphasize the ground rules. Use a problem solving tone and a positive attitude to instill an environment of courtesy and respect.

- No interrupting others
- Respect each person's opinion
- Address the ISSUE, not the PERSON. *Carefully consider that YOU may, in fact, have been the one to have stepped outside of procedure because you were distracted, hadn't slept well, etc. See Workflow Resolution Form below.*
- Each person is encouraged to contribute

3. Look for areas of agreement.

- This is not a space for exploring differences or placing blame.

4. Affirm the value of different opinions.

- Also consider that perhaps the procedure that is in place isn't working!
- An opinion is completely separate from the person holding the opinion.
- Personal attacks are not allowed, are not helpful, cause stress among both staff and managers, and degrade relationships.
- Seek to understand the WHY behind the opinion the person has developed

5. Listen to everyone's point of view.

- Not everyone is always going to agree with each other 100% of the time.
- When you are discussing, acknowledge and legitimize each individual.
- Just because it is your point of view, that doesn't mean it is more or less important than someone else's point of view.

6. Define the conflict early. Understand the reason behind the conflict before you form an opinion and cast judgement.

- Avoid Assumptions, Expectations, Misinformation, or Lack of Information

7. Brainstorm solutions.

- Since it affects all of you, you all should be invited into the conversation to come up with viable solutions.
- Come up with advantages and disadvantages of each idea

8. Choose a solution together.

- Carry it out.
- See how it works, and if it is not working, brainstorm new ideas.

STAFF EXERCISE:

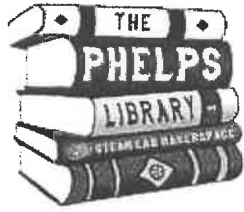
1. ASK: Why do we do what we do? (What makes you come to work in the morning or to meetings without a cattle prod?)
2. Describe one way each of us has helped or inspired you.

What is your Mission Statement and how are you applying that to your work culture?

DEFINE GOALS:

1. Be vulnerable in order to develop trust.
2. Increase our empathy toward each other.
3. Accept only respect, inclusion and equity.
4. Give each other equal time, where no one person dominates.
5. Create a safe space for each other.
6. Inspire a culture of helpfulness.
7. Smile at library patrons. A Lot!
8. Bring out the very best in everyone, whether it is a colleague, library user, or visitor, regardless of age, circumstances, and other forms of potential bias.

Always follow up with coaching and conversations to assess evolving culture. This is not a one and done procedure.



Workflow Resolution Form

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ISSUE:	DATE:

Possible Resolution 1

Possible Resolution 2

Possible Resolution 3

Possible Resolution 4

NYLA Conference Write-up

Kate Lambert

Trade Show

There were some interesting things at the trade show, but the booth that I thought was the most interesting and was something I thought I'd like to look into more was the Quiver Vision augmented reality booth. They had a couple things – coloring sheets that, when looked at via an app on an iPad or other device, render the coloring sheet in 3D, and cubes with QR codes that can be used to display objects that are not really there in 3D, also through an iPad app. The person at the booth had the cubes displaying the solar system, and showed how he could zoom into different planets and touch them for more information. The cubes were cool, but I really liked the coloring sheets for a children's activity. Their website is quivervision.com and they have information about their products there.

Repair Cafés

John Wackerman, Repair Café Hudson Valley

I attended this program because the idea of repair cafes has intrigued me for a while, and I thought hosting a repair café would fit well with our sustainability initiative. Repair cafes are events where people bring in beloved but broken items to be fixed by experts who are also their neighbors. In our society, it is often cheaper and easier to get a new item and throw away the old one than to fix something that might only be a little broken. This contributes to waste and overflowing landfills. Often people have something old and beloved that is broken, and they do not have the skills to fix it themselves or the knowledge of where to bring it to be fixed.

The program is run on volunteer power – the library or host organization must first reach out to local people who have skills such as woodworking, bike tuning, small appliance repair, electrical knowledge, instrument repair, etc. These people might be folks who already do these repairs professionally in the community, retired people with skills and knowledge to share, or people with a passion for a hobby. They can be amateurs – they do not need to know everything, they just need good interpersonal skills and willingness to problem solve.

On the day of the event, people bring in their beloved but broken items – limit two per person – and are assigned a “repair coach.” The repair coaches work with the item's owner to repair the

item. It is not a drop-off repair service. This builds community connections and allows people to learn new skills.

Many libraries, including Schenectady and Saratoga, are already hosting successful repair cafes. For about \$56 you can get a repair café starter kit. This makes your organization an official repair café location, gets your organization on the official repair café map, gets you the copyrighted logos and graphics, and gets you a starter guide with checklists, timelines, and guides on how to get started. I think that our community would respond well to this type of programming, and would like to look into it further.

Creating the Library Experience

Amanda Roberts, Northern Onondaga Public Library

Jo-Ann Wong, Queens Public Library

This session had good information on how to best utilize display space. With the correct application, displays can not only promote your collection, but also promote programming and services that the public may not know exist. Displays can be interactive and engaging, then can contain a call to action, or work in conjunction with social media. Good displays can inspire patrons to ask, “What is this,” take the time to interact with the display, and even strike up a conversation with a staff member. Some ways to do this include:

- Create a display around the theme of an upcoming program. Include info on that program in the display.
- Create a display around the theme of something patrons may not know you offer (e.g. library of things, makerspace equipment, etc.)
- Create a read alike display or display with two or three books that are “suggestions from the librarian’s desk” for each grade, age or reading level
- Create displays that are also passive programs, such as a display on kindness with strips of paper for people to write kind thoughts and a jar to put them in, and then use the kind thoughts to create a paper kindness chain, or around the New Year have people write their new year’s resolutions and display those.
- Use examples from a previous craft program with some related books to promote your next craft program

The presenters stated that good book displays should be eye-catching focal points. They should contain a few large words that explain the theme of the display, can have program fliers or

additional wording somewhere less visible on the display, and should be decorated with things like die cuts. A die cut taped to a bookend makes a nice decoration.

The presenters also suggested creating displays using decorated book carts, mobile display shelving, or tables and placing them in the foyer. This slows down foot traffic entering the library and forces them to engage with the display. This is also a great place to put program fliers.

The presenters also mentioned the importance of feedback. If a display inspires patrons to engage in conversation with a staff member, that is one way of attaining verbal feedback. If a library is utilizing comment or suggestion boxes, they should look new and attractive. Old or unattractive suggestion boxes do not inspire patrons to leave comments, and may give the impression that the boxes are not regularly monitored.

Digital Access Equals Opportunity

Francella Ochillo, Next Century Cities

The importance of digital access and digital rights is not a new concept for me, but I always like going to one session at NYLA that looks at the big picture of libraries and what we do to help people gain equity of access and opportunity. Francella Ochillo was an engaging speaker and I enjoyed hearing her take on the topic. She works for Next Century Cities, a non-profit based in Washington DC that works with municipalities throughout the US to work toward universal broadband access. Acceptable broadband access is considered internet that is just capable of slowly buffering and playing a video.

Having access to affordable, high-speed internet affects a person's economic mobility, educational opportunities, ability to access healthcare, and ability to participate in civic engagement. With so many things moving online, people without internet access have trouble accomplishing tasks that others take for granted, like banking and changing their address at the DMV. They may rely only on a landline phone or a cellphone without data to get information, but this still leaves them helpless if they do not know where to call to get the information they need. Many schools require students to login to a website to access their homework assignments or turn those assignments in. People who do not have adequate internet access are left out and left behind. None of this should be surprising to information professionals, but it is important for us to think about regularly, especially if we work in areas where internet access is limited.

In 2018 over 20 million Americans did not have reliable broadband. 30% of Latino and African American families and 50% of Americans living on tribal lands do not have high-speed internet. Furthermore, the US tops the charts for the most expensive internet. This can make it very difficult for low-income families to consistently afford high-speed internet.

Next Century Cities helps municipalities build the actual infrastructure needed for broadband and champions the rights of those municipalities to have their own public broadband network. Towns and cities with high-speed internet attract new industry and investment by companies, which leads to job growth. Companies require workers who can access the internet at home, and are less likely to move to areas without widespread broadband. If someone is on the wrong side of the digital divide, they are less likely to be employed. Internet access leads to research, technology innovation, and economic mobility of a community.

Libraries are already doing a lot to bridge the digital divide, with things like hotspot lending programs, putting wifi in public places other than the library, and helping people with digital literacy in general. As individuals we can do more by participating in policy discussions, submitting comments to the FCC, and sharing success stories with policy law makers (you would be surprised how little input they receive on this topic and how much they actually utilize the input they do receive).

Community Science and the Library

Michael Balkenhol, National Network of Libraries of Medicine, Mid-Atlantic Region

This presentation was short, but contained many useful resources for engaging in community science. The presenter provided links to reputable citizen science websites and apps. He suggested engaging patrons in citizen science by adding some to a resources or databases page on the library website.

He also indicated some ways citizen science could be used in programming. Some libraries host a Citizen Science Club, which meets regularly, and another programming opportunity is during Citizen Science Month in April. NNLM has a document online that is available as a PDF called "Librarian's Guide to Citizen Science" – it comes up with a google search. They also have initiatives with scientific programming ideas for Summer Reading based on the CSLP theme, available at nmlm.gov/initiatives/summer-reading.

Library Marketing and Communications Conference

St. Louis, MO

Nov. 13-14, 2019

Kristen Roberts

I would like to thank the board for supporting my attendance at the 2019 Library Marketing and Communications conference. LMC has been a tremendous resource for me through their online discussion forum, and I had been hoping to attend the conference at some point. It really was everything I could have hoped for, and I cannot overstate the value of being able to learn from and exchange ideas with 475 others who fill this same role in their libraries. I think many of us are finding ourselves evolving from a more traditional information-only approach to one that incorporates marketing objectives. I found the attendees to be a mix of employees from large and small libraries, with many who are a “department of one” like me.

I came away with several implementable ideas that could help streamline and focus our library marketing objectives, as well as a realistic look at what can and cannot be done when time is a finite resource.

My three biggest actionable takeaways from the two-day conference were:

1. An “on-boarding” series of emails for new cardholders could improve patron retention by informing them of library services in a measured systematic way that doesn’t overwhelm them with all the information at once. I attended two separate presentations on the effectiveness and best practices of onboarding, and it sparked a larger conversation about email marketing in general – with some of the larger practitioners (Cincinnati Public, Delaware County District Library - Ohio) saying libraries need to move away from the “opt-in” mentality in favor of “opt-out.” Patron Point market research shows that the open rate of library marketing emails is around 40 percent compared to 17% for commercial sources. I believe email marketing is an underutilized tool that has great potential for increasing the reach and resonance of our library’s message.
2. I came away with some great ideas for enhancing our crisis communication approach, including how to brainstorm a series of potential crises and responses before they happen and developing a “holding pattern” statement to buy some time to develop a well-thought-out response. This mostly stems from a discussion during Wednesday’s lunch about the keynote talk, which touched on a crisis communication event at a library in Ohio. There were a couple of people at my table who were in the middle of developing their plans, and they provided some valuable insight.
3. Creating a year-long interdepartmental marketing calendar could help organize marketing planning by identifying bigger picture recurring library events like Take Your Child to the Library Day or Library Card Signup month where content can be planned and created ahead of time. This would enhance the content stream on social media and elsewhere while still leaving room for spontaneity.

Overall, the presentations were extremely well put together. Many times, it was a tough to choose among sessions for a given timeslot. Over the course of the conference, I attended nine sessions and two keynote talks.

Let Me Be Clear: Communicating with Consistency and Transparency

In her keynote speech, Nicole Fowles, a marketer with Delaware County District Library, Ohio, talked about how a compressed timeline to complete three major goals – join a consortium, increase cardholders and pass a major levy – provided the opportunity to create a marketing campaign that focused on the value of the library. The “Your Library” campaign ended up achieving the three objectives and winning the John Cotton Dana award for library marketing. Then the talk pivoted. A month after winning the award, the library faced a major crisis communication

scenario because of backlash to a planned drag queen makeup event for teens. She noted that the single most effective response to the naysayers was the groundswell of support from the community coming to the library's defense.

Using Animation to Build Your Brand Physically and Digitally

Jason Wright, communications manager at Georgia Tech, shared some examples of the ways he uses animation and graphics to market the university's Sci-Fi Lounge and Retro Tech. I think the biggest thing I got from this talk was to look for digital opportunities to market the library visually. There was a lot of talk about using digital signs, but there is not really any cost-effective platform to manage them from a central location.

Click Bait or Click Great: The Art and Science of Developing Effective Community Engagement

This was the first of two programs I attended focusing on email marketing. This session was all about using language in the subject line to increase opens, as well as how to design and sequence follow-up onboarding emails to keep new cardholders engaged. The panel included a representative from library email marketing software Patron Point. A representative from Orange Boy Savannah, a similar marketing software, was also at the conference. Both of these systems are very expensive, but I spoke with a number of people from libraries closer in size to Bethlehem, and they use MailChimp or Constant Contact to achieve similar results.

Effectively Create and Market Your Library with Video

There was a lot of interest in this program, and the presenter did a great job providing beginning videographers with information about how to get started. She noted that she spends about a third of her workweek shooting and preparing video, and is able to create 2-3 videos a week. That investment of time was a reality check for me and many of the other attendees. She also noted that it is important to create content unique to your library and not reinvent the wheel by making how-to videos that already exist on YouTube.

Hook New Cardholder with Targeted Email Campaigns

This session focused on Cincinnati Public Library's experience with onboarding and email marketing. The speaker provided more guidance on how to set up an onboarding drip campaign in stages so as not to overwhelm new users. The strategy is to present your library's services and "golden nuggets" (Kanopy, Library of Things, etc.) in a way that creates a journey for new cardholders. I think organizing library services in this way could also be useful for other marketing outlets like brochures and other flyers.

Leveraging User Experience Expertise for Engaging and Sustainable Social Media

The panelists, from Grand Valley State University, inherited a disjointed social media process and proceeded to systematize it so that it could be managed with existing staff. Despite its title, this talk was more about the logistics of using a marketing calendar to help manage workflow and content creation. They provided some great examples of how this can be done, and they also discussed some of the social media assessment tools they use.

Seeing Diversity and Inclusivity Differently: Creating New Stories for Everyone

This keynote featured two speakers, Kristen Sorth, the director of St. Louis County Public Library, and Kenya Johnson, director of marketing communications and events at the University of Arizona Libraries. I think the topic was very timely, but it felt like two disorganized speeches mashed together. Real diversity issues were alluded to but never discussed outright.

Engaging Staff: How to Get Buy-in so Everyone's a Marketer

This session had some very good ideas for creating talking points for staffers and identifying marketing issues (like going fine-free) that require all staffers to be providing the same clear and consistent information. One of the

presenters spent a great deal of time talking about the use of a staff newsletter but admitted that it was not achieving the hoped-for results. A representative from Plano Public Library shared the success of their “Just One Thing” staff training campaign that encourages employees to share the one thing they are most excited about their library. It was an important reminder that staffers, board members, Friends and library “influencers” are just as valuable to marketing our services as flyers, social media and press releases.

Integrating Library Communication Channels for a More Seamless Approach

The Mid-Continent Public Library System covers an area the size of Rhode Island with a population of 816,000. It has an extensive marketing department, and I was worried that much of what they did would not be applicable at Bethlehem. I was impressed with how well organized the marketing staff was, with a clear delineation of duties – they had a manager for social media and digital outreach, one to manage calendars, printed materials and message planning, and one to handle PR and media relations. Even though there aren’t separate people here to fill each of the roles, I found that looking at those various duties as three separate “jobs” could help organization and planning. This library system also relies on a yearly marketing calendar.

Imagine the Library of the Future: Mobilizing Staff for a Successful Information-Only Bond Campaign

This seemed like a good topic to look into as we are in the midst of long-range planning. The time period covered in this talk is really the last, final push in the year before the vote. The director of marketing and communication from Spokane Public Library shared how her library decided to make a successful bond vote its “Wildly Important Goal” or WIG for the year and focused ALL of its marketing efforts there. I think with a project that important, you really can’t have anything else competing with the message, and there are a lot of ways to demonstrate your library’s value in an information-only campaign.

Why Is This So Hard? The Top 20 Things You Need to Know to Make Social Media Actually Work for your Library

I was really looking forward to gaining some additional social media strategies at this conference, and I was very happy to attend this session. The presenter kept it easy and simple and suggested developing individual strategies for each social media platform, as well as only engaging the number of platforms that time allows and that are effective ways to reach your audience. She provided some very helpful information about how the new Facebook algorithm can affect post reach. Ultimately, she said that a social media presence validates your library and tells cardholders that you are active, focused on thriving communication and customer service.

Submitted by Frank Somers

NYLA Pre-Conference CE Workshop: CE-D: Today's Comic/Graphic Novels and Graphic Nonfiction – Programs, Book Groups, and Lesson Plans, Oh My! 11.13.2019, 1:30-4:30pm.

The presenter provided a short history of comics & graphic novels, talked about how to read and enjoy comics, and discussed what you should look for in graphic novels as you analyze specific pages. The workshop also provided ideas for programs using specific titles, suggested books that work with book groups and multi-part programs; and discussed how to use comics for specific curriculum plans. Overall, I found the workshop to be a good introduction to graphic novels & their use in library programs.

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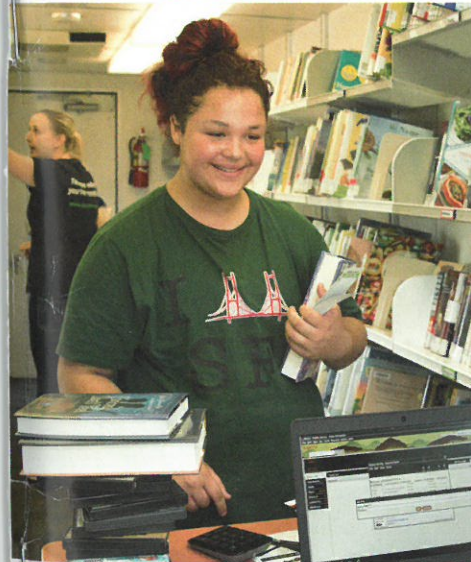
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ALL IN



SACRAMENTO PUBLIC LIBRARY

WINNER OF THE JERRY KLINE
COMMUNITY IMPACT
PRIZE 2019



The future is our responsibility, and opportunity On Reclamation

WHEN YOU THINK ABOUT climate change, what do you feel? I asked my daughter, Harper, who is ten, that question last month. The exercise was part of a talk at a Drawdown Learn event held at the Omega Center for Sustainable Living. Despite how often we discuss the climate, this was the first time I had actually asked her that. Her answer was not surprising, but it was painful to hear. “I get this bad feeling in my gut,” she said.

I was at Drawdown Learn to take part in a panel on libraries and sustainability thinking with New York Library Association Sustainability Initiative (NYLA SI) peers Matthew Bollerman, Geoffrey Kirkpatrick, and Rebekkah Smith Aldrich (*LJ*'s sustainability columnist, see p. 14). I was glad I arrived early enough to hear the talk by Renee Lertzman, a psychologist who focuses on climate change and author of *Environmental Melancholia* (Routledge, 2015), because she was addressing how to deeply engage in a big problem together, one many may not want to face due to how daunting or frightening it is. One fundamental step is to acknowledge and address the ambivalence that can result from needing to reckon with a “hard truth,” such as the reality of the climate catastrophe we now face. “Ambivalence is the big factor in our work,” she noted. “How we will work with it” is everything.

Drawdown Learn is an extension of Project Drawdown, a nonprofit research organization founded in 2014 by environmentalist Paul Hawken. An antidote to apathy, the organization envisions a positive future, where global warming can be arrested and we collectively arrive at drawdown, defined by the organization as “the point when greenhouse gas levels in the atmosphere start to decline.”

The project may be familiar to libraries in New York that participated in a NYLA statewide read of *Drawdown: The Most Comprehensive Plan Ever Proposed To Reverse Global Warming* (Penguin, 2017). The book, a product of intentional optimism, compiles the known available strategies and technologies to achieve drawdown.

At Drawdown Learn, Chad Frischmann, VP and research director for the project, oriented the audience to the tools we need to succeed: a community aligned to the goal, multidisciplinary collaboration to create solutions, research focused on finding pathways forward, and, of course, the will to implement what we can as quickly as attainable.

This insight into positive possibility caught my

daughter’s imagination, and, she noted, the bad feeling was gone. She had ideas to share with her school principal, a plan starting to form. Her instinct to act echoes the many youth voices we hear today on climate.

Later, on the panel, I was asked to reflect on why I focus as much as I do on leveraging libraries to foster more resilient communities, with an eye to addressing human-spurred climate change. The word I needed didn’t come to me then, but it is the driving force for me: reclamation.

I’ve always thought about this word in terms of environmental reclamation, having grown up in several places where I witnessed the degradation wrought by mining practices that left toxins behind, squelching the living ecosystem. Investment in reclamation was hard won, and doing it was hard. Where that reclamation work has happened—and I was awed by my mother’s efforts in North Idaho decades ago—it has transformed the landscape, enabling plants and animals to live, fish to return. In short, it worked. It also seemed like it would never do so when the work got under way. I’m keenly aware of the time it took, and that to happen, it had to be undertaken.

Now, I am also thinking about reclamation of personal and political agency. We are in the fight of our lives, and for the lives of the generations that follow. We can’t be ambivalent, even if we are afraid, or doubtful, or want to evade the issue and do something else. We can give a nod to the bad feeling in our guts and move forward. We must find a way to take hold of the tools we have to make a difference.

Libraries, as a network focused on caring for the resilience of our communities, are poised to change the game. A belief that we can make a significant difference is at the root of my commitment to library-led sustainable thinking, for today and, most critically, for the tomorrows far beyond.

Rebecca T. Miller, Editor-in-Chief
rmiller@mediasourceinc.com

AGREEMENT FOR UPPER HUDSON LIBRARY ACCESS NETWORK (UHLAN) SERVICES 2020-2022

The Upper Hudson Library System (hereinafter referred to as “UHLS”) and the

(hereinafter referred to as the “Library”) agree as follows:

I. **TERM OF AGREEMENT** - The Agreement is effective on the 1st day of January 2020, and continues in force for a period of up to three (3) years, but not extending beyond December 31, 2022. It may be terminated by either party upon one hundred eighty (180) days written notice to the other.

II. **PURPOSE** - UHLS maintains a comprehensive suite of services to support all UHLS member libraries in providing library service to their communities. The member libraries of UHLS pay the UHLAN Fee to UHLS to help support this suite of services. The purpose of this Agreement is to generally outline the scope of services to be provided by UHLS to the Library, the structure of the UHLAN Fee, and the responsibilities of both parties.

III. **UHLS SERVICES** - The suite of services described below will be available to the Library throughout the term of this agreement, within the limits of UHLS’ resources, capacity, and expertise. UHLS and the Library mutually agree to communicate with each other on matters related to UHLS services to ensure the highest level of service to the member libraries and to library users.

A. Library Automation Services

1. Provide, maintain and support a fully functional ILS that provides member libraries and their user’s access and control of the shared collections of the member libraries, including standard and custom reporting on collection and circulation activity.
2. Provide a multi-modal system for notifying library users of the status of their library account activity.
3. Provide support for member libraries to create and maintain their library’s website.
4. Provide consulting, training and support for member libraries to organize and manage their local library automation infrastructure.

B. Resource Sharing Services

1. Provide, maintain and support an efficient and effective regularly scheduled delivery to each member library location to facilitate the timely sharing of material among the member libraries.
2. Provide, maintain and support interlibrary loan services for the member libraries to facilitate access to resources and collections outside of the UHLS service area.

C. Digital Collection Services

1. Provide, maintain and support access to the shared digital collections of the member libraries.
2. Provide, maintain and support access to online resources which are available to all of the member libraries, as identified by UHLS in consultation with the Shared System Advisory Network.

D. Continuing Education and Consulting Services

1. Provide continuing education and professional development services to member library directors, staff and trustees, as identified by UHLS and the member libraries through the Shared System Advisory Network.
2. Provide consulting services for member libraries to help them provide the best library service possible to their communities. This includes member library directors, staff, volunteers, and trustees.

E. Shared System Advisory Network

1. Provide, maintain, and support a network composed of the UHLS Directors Association, advisory councils and committees, and other structures as needed, to give every member library the opportunity to share its ideas, suggestions, and feedback on System services and programs with UHLS.

IV. **RESPONSIBILITIES OF THE PARTIES**

A. **Responsibilities of UHLS**

1. Provide, maintain and support the services for the library as described in Section III of this agreement, within the limits of UHLS' resources, capacity, and expertise.
2. Serve as the sole contact with the ILS vendor, the delivery service vendor, and any other vendor which UHLS contracts with to provide other supported library services;
3. Maintain the connections, software and hardware required to support the ILS and all other supported library services;
4. Provide, maintain and support services, policies, and practices to encourage member libraries to maximize the sharing of their collections and resources with all library users in the UHLS service area;
5. Provide trained staff to maintain and support the ILS and all other supported library services, within the limits of UHLS' resources, capacity, and expertise;
6. Enter into such maintenance contracts as needed for hardware and software to assure a reasonable level of reliability and responsiveness of the ILS and all other supported library services;

7. Provide training to the Library staff, both initially and on an on-going basis, sufficient to allow them to make full use of the ILS and all other supported library services;
8. Provide statistical reports on the Library's use of the ILS and all other supported library automation services as requested by the Library;
9. Provide free of charge, patron registration cards for use by the Library;
10. Provide at the Library's expense, UHLAN borrowers' cards and barcode labels (patron and item) as requested by the Library;
11. Send quarterly bills for the UHLAN fee at the beginning of each quarter on a calendar year basis; and
12. Provide, maintain and support a Shared System Advisory Network composed of the UHLS Directors Association and a variety of advisory councils and advisory committees, etc. to give member libraries multiple opportunities to share feedback and input with UHLS on the System's programs and services.

B. Responsibilities of the Library

1. Purchase, install, and maintain at its own expense the equipment and connections used by the Library to access the ILS and all other supported library services;
2. Consult with the appropriate UHLS staff before purchasing or entering into any agreement for the use of hardware, software, or supplies intended to interface with the ILS (e.g. point of sale systems, SIP licenses, scanners, etc.), to ensure compatibility;
3. Purchase all supplies necessary for the Library's use of the ILS and all other supported library services;
4. Provide reasonable access to the premises of the Library to allow UHLS staff or persons acting on behalf of UHLS to assist the Library in the maintenance of the ILS and all other supported library services, as necessary;
5. Make appropriate members of its staff available for training in the proper and efficient use of the ILS and all other supported library services;
6. Add, delete, and maintain bibliographic, item and patron records in the ILS according to established policies and procedures;
7. Assume responsibility for all costs for delivering notices to its borrowers as part of the Library's use of the ILS;
8. Provide schedule and policy changes which impact the ILS to UHLS upon adoption of those changes by the Library;
9. Pay all bills sent by UHLS within sixty (60) days of receipt;
10. Participate, within the library's capacity, in the Shared System Advisory Network, including the UHLS Directors Association, advisory councils and advisory committees, etc. and;
11. Make every effort to maximize the sharing of the Library's collections and resources with all library users in the UHLS service area, within the limits of the policies and practices of the Library.

V. AUTHORITY

- A. This agreement acknowledges that the Library is an autonomous organization with its own governing board, decision making authority, and funding structure; and that it has the primary responsibility to provide library service to the residents of its chartered service area; and to all other residents of the UHLS service area, as required by New

York State law and regulations.

- B. This agreement acknowledges that UHLS is an autonomous organization with its own governing board, decision making authority, and funding structure; and that it has the primary responsibility to provide services to all of the UHLS member libraries in order to improve and enhance library service for all residents of the UHLS service area.
- C. UHLS holds the final authority for the establishment of policies governing the overall maintenance and management of the ILS (this does not include the library's individual borrowing and usage policies and practices), and the allocation of all other UHLS resources (UHLS budget and UHLS staff), following consultation with the member libraries through the Shared System Advisory Network.

VI. WARRANTIES, ASSURANCES AND DISCLAIMERS - UHLS represents and warrants to the Library that the ILS and all other supported library services will be available for use by the Library except during maintenance. UHLS will make every reasonable effort to ensure the reliability and responsiveness of the ILS and all other supported library services and to enforce all performance warranties available under its contracts with vendors. At any time when UHLS is closed and the Library may be open, support will be available on an on-call basis. When scheduled maintenance will make the ILS or any other supported library service unavailable, UHLS will notify the Library as far in advance as practicable. The parties agree that neither the Library nor UHLS will be held liable for any inconvenience or loss of service, materials, or revenues caused by failures or irregularities of any part of the ILS, other supported library services, or the telecommunications network, whatever the cause.

VII. OWNERSHIP AND TITLE TO ILS COMPONENTS AND DATA

- A. UHLS will be responsible for providing fully licensed use of an Integrated Library System (ILS) for UHLS and its member libraries. If the ILS is based on proprietary software, the vendor retains ownership of the ILS and the ILS is licensed by UHLS for use by UHLS and the Library.

- B. UHLS retains full ownership and title to the UHLAN MARC database. The Library has the right to request and receive from UHLS a machine-readable copy of any or all of its own holdings in the UHLAN MARC database, including full MARC records.
- C. UHLS retains full ownership and title to the patron database. The Library has the right to request and receive from UHLS a machine-readable copy of any or all of the patron records for which it is the home Library.
- D. UHLS will protect the confidentiality of all library records as required by NYS (CPLR) 4509 and all other appropriate laws and statutes.
- E. UHLS retains full ownership and title to all equipment purchased by UHLS for use with the ILS.
- F. The Library retains full ownership and title to all equipment purchased by the Library for use with the ILS.

VIII. CHARGES AND PAYMENTS

- A. The UHLAN Fee assessed to the library for the term of this Agreement will be:

2020 – the Library’s 2019 UHLAN Fee + a 2% increase (see Appendix 1)

2021 and 2022 – the annual fee for 2021 and 2022 is To Be Determined based on a further exploration of possible formulas to distribute the cost of system services among the UHLS member libraries. As outlined in Sec. VIII. C. below, the 2021 and 2022 fees will be developed in consultation with the Shared System Advisory Network and subject to the approval of the UHLS Board of Trustees
- B. UHLS will bill the Library for its UHLAN Fee on a quarterly calendar year basis and the Library agrees to pay all bills sent by UHLS within sixty (60) days of receipt.
- C. All changes in the UHLAN Fee and/or the UHLAN agreement for future terms will be established by UHLS, in consultation with the Shared System Advisory Network and with the approval of the UHLS Board of Trustees.

IX. DEFENSE AND INDEMNIFICATION:

- A. UHLS agrees to defend, indemnify, and hold harmless the Library from all suits, claims, and proceedings arising out of the activities carried on by UHLS in connection with this Agreement, to the extent of UHLS's responsibility for such claims, damages, and losses, except for those claims, suits or proceedings arising solely out of the negligence of the Library.
- B. The Library hereby agrees to defend, indemnify, and hold harmless UHLS from all suits, claims, and proceedings arising out of the activities carried on by the Library in connection with this Agreement, to the extent of the Library's responsibility for such claims, damages, and losses, except for those claims, suits, or proceedings arising solely out of the negligence of UHLS.

X. NONAPPROPRIATION - Notwithstanding anything in this Agreement to the contrary, the Library shall not be deemed in default under this Agreement in the event no funds or insufficient funds are appropriated and budgeted for or otherwise unavailable by any means whatsoever in any fiscal period for the implementation of this Agreement. The library shall immediately notify UHLS of such occurrence and this agreement shall terminate on the last day of the fiscal period for which appropriations were received.

XI. MODIFICATIONS - This Agreement may only be modified by mutual agreement of the parties in writing.

XII. SEVERABILITY - If any provision of this Agreement is held invalid, such invalidity will not affect any other provision of this Agreement which can be considered valid without the invalid provision and to this end, the provisions of this Agreement are severable.

Agreement commencement date: January 1, 2020

For the _____ Library

By: _____

Title: _____

Date: _____

For the Upper Hudson Library System:

By: _____

Title: UHLS Board President

Date: _____

UHLAN FEES 2020-22			
	2020 UHLAN Fee	2021 UHLAN Fee	2022 UHLAN Fee
Libraries	2019 fee incr. by 2%		
Albany	\$56,134	TBD	TBD
Altamont	\$3,547	TBD	TBD
Berlin	\$1,756	TBD	TBD
Berne	\$2,360	TBD	TBD
Bethlehem	\$48,386	TBD	TBD
Brunswick	\$4,830	TBD	TBD
Castleton	\$3,726	TBD	TBD
Cohoes	\$4,600	TBD	TBD
East Greenbush	\$29,939	TBD	TBD
Grafton	\$2,456	TBD	TBD
Guilderland	\$36,270	TBD	TBD
Hoosick Falls	\$2,680	TBD	TBD
Menands	\$3,245	TBD	TBD
Nassau	\$3,279	TBD	TBD
North Greenbush	\$7,707	TBD	TBD
Petersburgh	\$2,649	TBD	TBD
Poestenkill	\$2,649	TBD	TBD
RCS	\$7,355	TBD	TBD
Rensselaer	\$3,436	TBD	TBD
Rensselaerville	\$2,107	TBD	TBD
Sand Lake	\$4,627	TBD	TBD
Schaghticoke	\$2,040	TBD	TBD
Stephentown	\$2,927	TBD	TBD
Troy	\$17,179	TBD	TBD
Valley Falls	\$2,069	TBD	TBD
Voorheesville	\$10,615	TBD	TBD
Watervliet	\$3,420	TBD	TBD
Westerlo	\$2,771	TBD	TBD
W.K. Sanford	\$43,903	TBD	TBD
Total	\$318,661	TBD	TBD
approved by UHLS Board 11-13-19			

Anticipated Board Projects

Schedule for 2019-20

- October
 - ~~Discuss long range service plan (LRP Steering Committee 10/18)~~
 - ~~HVAC addendum decisions~~
- November
 - ~~Audit presentation~~
 - ~~Investment policy~~
 - ~~Investment strategy discussion~~
 - ~~CSEA contract presentation to board (5:00—6:00?)~~
- December
 - Architect Long Range Plan Presentation @ Board Meeting
 - Discuss finance systems with school district
 - ~~Trustees for contract negotiation team~~
 - UHLAN contract
- January 2020
 - Hallway furniture
 - Preliminary budget discussions
- Winter/Spring 2020
 - Budget discussion and board vote
 - Long Range Plan (including capital plan) completed and approved
 - Revisit specialized attorneys
 - Contract negotiations
- Spring 2019
 - Footnotes budget letter approved
 - Library advocacy day
 - Election packets are ready
 - Deliver director evaluation

Annual Board Events

July

Elected trustees take oath of office (new and incumbent)
 Oaths registered with the county clerk
 Election of board officers
 Committee appointments
 Authorizations, holidays, board meetings, investment policy

August

September

October

November

Audit report to the BOT
 NYLA annual conference

December

Budget preparation begins (Finance committee)
 Personnel committee begins Director evaluation process

January

Draft budget presented to the BOT

February

Trustees vote on annual budget (Feb or March depending on school publication schedule)
 Vote on NYS report for public libraries

March

Footnotes budget letter finalized and approved
 Library advocacy day
 Election petition packets are ready
 Deliver Director evaluation

April

May

Public budget vote/Trustee election
 Budget presentation to the public

June

UHLS annual dinner
 Nominating committee appointed

Every 2-3 years

CSEA contract negotiation

Every 5 years

Long range plan development