FLOWER MEMORIAL LIBRARY
BOARD OF TRUSTEES
4:00 pm, Tuesday, November 12, 2025
AGENDA

ITEM	ACTION	
Call to Order & Introduction of Guests	Greetings	Mrs. Evans
Privilege of the Floor		
Approval of Minutes: October 14	Official Action	Trustees
Approval of Consolidated Expenses	Official Action	Trustees
President's Report		Mrs. Evans
Treasurer's Reports	Official Action	Mr. DiFabion
Director's Report		Mrs. Renzi-Falge
Committee Reports		
Building & Grounds		Ms. Calarco/Mr. Bolton
Finance/Investment		Mr. DiFabion
Friends of the Library		Ms. Gorman
Liaison Report		Mrs. Evans
Policy		Mrs. Weldon

Old Business

- Library Long Range Plan open discussion, edits, and additions

New Business

- Motion to approve the North Country Library System's Central Library Services Aid Budget for 2026 — Official Action — Trustees
- Motion to approve the library opening for a special partnership with the city on Friday December 12, 2025 from 7pm-9pm for visits with Santa after the parade. — Official Action — Trustees

Review of Tasks and Projects — Trustees

Motion for Adjournment — Trustees

Bank Account Listing

Roswell P. Flower Memorial Library

FULL NAME	TYPE	DESCRIPTION	TOTAL BALANCE
Statement Savings WSB	Bank	Board of Trustees Statement Savings Account	186,144.71
Schobel CD 1/13/26	Bank	Genealogy Dept. CD	40,286.69
Otis Woodruff MM Savings WSB	Bank	Paintings	40,433.29
Checking - Paypal WSB	Bank	Paypal Deposit Account	4,437.50
Checking Account WSB	Bank	Board of Trustees Checking Account	17,922.51
Carthage S&L - Schobel Checking	Bank	Genealogy Dept. Checking	15,380.20
Carthage Savings CD 4/16/26	Bank		6,128.99
Carthage CD 7/29/26	Bank	Certificate of Deposit - Library Savings	78,661.36
Carthage CD 3/30/26	Bank	Certificate of Deposit - Emma Flower Taylor Estate	25,670.95
TOTAL			**$415,066.20**

Consolidated Expenses
October, 2025

	Board	City	Total Expenses
Salaries	$ -	$ 54,810.01	$ 54,810.01
Overtime	$ -	$ 408.98	$ 408.98
Other Employee Expenses	$ -	$ 5,031.95	$ 5,031.95
Total	**$ -**	**$ 60,250.94**	**$ 60,250.94**
Adult Fiction	$ 948.23	$ -	$ 948.23
Adult Graphic Novels	$ 302.06	$ -	$ 302.06
Adult Nonfiction	$ 1,948.13	$ -	$ 1,948.13
Adult Audio Books	$ 116.71	$ -	$ 116.71
Adult DVD's	$ -	$ -	$ -
Adult Programs	$ -	$ -	$ -
Teen Books	$ 633.63	$ -	$ 633.63
Teen Audio Books	$ -	$ -	$ -
Program Supplies	$ 412.34	$ -	$ 412.34
Music CD's	$ -	$ -	$ -
Large Print	$ 337.54	$ -	$ 337.54
Children's Books	$ -	$ 766.98	$ 766.98
Children's DVD's	$ -	$ -	$ -
Promotional Materials	$ 495.00	$ -	$ 495.00
Magazines/Newspapers	$ 745.61	$ -	$ 745.61
Lost & Damaged Replacements	$ -	$ -	$ -
Event Expenses	$ -	$ -	$ -
Office & Library Materials	$ 180.49	$ 179.90	$ 360.39
Computer Expenses/Online Database	$ -	$ -	$ -
Membership Dues	$ -	$ -	$ -
Accounting/Professional Fees	$ -	$ -	$ -
Grant/Donation Expenditures	$ -	$ -	$ -
NNYLN Tech Grant	$ -	$ -	$ -
Ebooks	$ -	$ -	$ -
Bank & Credit Card Charges	$ -	$ -	$ -
Contracted Services	$ 546.74	$ 369.06	$ 915.80
Security	$ -	$ 7,462.44	$ 7,462.44
Contracted Expenses/NCLS	$ -	$ -	$ -
Furniture/Furnishings	$ -	$ -	$ -
Maintenance Expenses	$ -	$ 2,512.64	$ 2,512.64
Postage	$ -	$ 43.40	$ 43.40
Miscellaneous	$ -	$ -	$ -
Insurance	$ -	$ -	$ -
Utilities	$ -	$ 473.19	$ 473.19
Travel/Training	$ -	$ -	$ -
ATTAIN Lab	$ -	$ -	$ -
Genealogy Expenses (Including Schobel)	$ 850.00	$ -	$ 850.00
Depreciation	$ -	$ -	$ -
Total	**$ 7,516.48**	**$ 11,807.61**	**$ 19,324.09**
		$ -	
Grand Total Expenses	**$ 7,516.48**	**$ 72,058.55**	**$ 79,575.03**

Grants & Donations Report - All Time

Roswell P. Flower Memorial Library

All Dates

DISTRIBUTION ACCOUNT	BOARD DESIGNATED FUNDS	GRANTS	RESTRICTED DONATIONS	UNRESTRICTED DONATIONS	TOTAL
Income					
6247 Returnable Deposits/Refunds				315.00	315.00
6020 NCLS CBA Funds		26,000.00			26,000.00
6000 Unrestricted Donations	2,820.00		298.30	42,136.77	45,255.07
6010 Grants		259,283.59	0.32		259,283.91
6005 Restricted Donations	1,070.00		259,211.26	15,075.00	275,356.26
Total for Income	**3,890.00**	**285,283.59**	**259,509.88**	**57,526.77**	**$606,210.24**
Cost of Goods Sold					
Gross Profit	**3,890.00**	**285,283.59**	**259,509.88**	**57,526.77**	**$606,210.24**
Expenses					
7040 Teen Books			20.58		20.58
7755 NCLS Contractual Expenses		40.00			40.00
7060 Children's Books		17.58	140.01		157.59
7260 Adult Programs (deleted)		218.85			218.85
9000 Contingencies				280.87	280.87
7521 Office & Library Materials		94.95	12.59	395.70	503.24
7030 Adult DVD's & DVD Supplies			527.66		527.66
7200 Newspapers & Magazines			616.21		616.21
7020 Adult Audio Books			139.79	524.14	663.93
7240 Children's Programs		1,277.97			1,277.97
7790 Building & Grounds				1,951.38	1,951.38
7760 Contracted Services				3,476.75	3,476.75
7015 Adult Graphic Novels			5,060.61		5,060.61
7017 Non-Fiction CBA		6,990.17			6,990.17
7620 Construction Grant Expenses		29,678.10			29,678.10
7250 Program Supplies		300.00	36,015.55		36,315.55
7035 Large Print/Smith Fund		33,465.71	5,968.78		39,434.49
7520 Computer Exp/Supplies - LLSA		43,867.50	780.14		44,647.64
7010 Adult Fiction Books	16.03	23.64	71,581.23		71,620.90
7610 Grant/Donation Expenditures	999.18	117,045.42	90,697.00	20,220.51	228,962.11
Total for Expenses	**1,015.21**	**233,019.89**	**211,560.15**	**26,849.35**	**$472,444.60**
Net Operating Income	**2,874.79**	**52,263.70**	**47,949.73**	**30,677.42**	**$133,765.64**
Other Income					
Other Expenses					
Net Other Income					
Net Income	**2,874.79**	**52,263.70**	**47,949.73**	**30,677.42**	**$133,765.64**

Grants & Donations Report - Fiscal YTD - copy

Roswell P. Flower Memorial Library

July 1-October 31, 2025

DISTRIBUTION ACCOUNT	GRANTS	RESTRICTED DONATIONS	UNRESTRICTED DONATIONS	TOTAL
Income				
6000 Unrestricted Donations			658.52	658.52
6010 Grants	10,298.00			10,298.00
6005 Restricted Donations		16,005.00		16,005.00
Total for Income	**10,298.00**	**16,005.00**	**658.52**	**$26,961.52**
Cost of Goods Sold				
Gross Profit	**10,298.00**	**16,005.00**	**658.52**	**$26,961.52**
Expenses				
7200 Newspapers & Magazines		616.21		616.21
7035 Large Print/Smith Fund	1,066.19			1,066.19
7250 Program Supplies		1,872.98		1,872.98
7610 Grant/Donation Expenditures		2,233.26		2,233.26
7520 Computer Exp/Supplies - LLSA	4,152.81			4,152.81
Total for Expenses	**5,219.00**	**4,722.45**		**$9,941.45**
Net Operating Income	**5,079.00**	**11,282.55**	**658.52**	**$17,020.07**
Other Income				
Other Expenses				
Net Other Income				
Net Income	**5,079.00**	**11,282.55**	**658.52**	**$17,020.07**

Grants & Donations Report - Month

Roswell P. Flower Memorial Library

October 2025

DISTRIBUTION ACCOUNT	GRANTS	RESTRICTED DONATIONS	UNRESTRICTED DONATIONS	TOTAL
Income				
6005 Restricted Donations		25.00		25.00
6000 Unrestricted Donations			204.51	204.51
Total for Income		**25.00**	**204.51**	**$229.51**
Cost of Goods Sold				
Gross Profit		**25.00**	**204.51**	**$229.51**
Expenses				
7035 Large Print/Smith Fund	337.54			337.54
7250 Program Supplies		412.34		412.34
7200 Newspapers & Magazines		616.21		616.21
Total for Expenses	**337.54**	**1,028.55**		**$1,366.09**
Net Operating Income	**-337.54**	**-1,003.55**	**204.51**	**-$1,136.58**
Other Income				
Other Expenses				
Net Other Income				
Net Income	**-337.54**	**-1,003.55**	**204.51**	**-$1,136.58**

Roswell P. Flower Memorial Library
Profit Loss Budget vs. Actual
October 2025

	October 25	Budget	% of Budget	October 24	Budget	% of Budget
Ordinary Income/Expense						
Income						
6000 · Unrestricted Donations	658.52	12,000.00	5.49%	15,127.48	12,000.00	126.06%
6005 · Restricted Donations	16,005.00	12,900.00	124.07%	1,169.14	11,000.00	10.63%
6010 · Grants	10,298.00	13,000.00	79.22%	9,082.00	13,000.00	69.86%
6015 · School Ballot Funds	0.00	75,000.00	0.0%	2,367.64	75,000.00	3.16%
6020 · NCLS CBA Funds	20,000.00	50,000.00	40.0%	20,000.00	50,000.00	40.0%
6151 · Book Sales	5,835.93	12,000.00	48.63%	4,581.04	12,000.00	38.18%
6240 · Miscellaneous Income	502.59	500.00	100.52%	420.53	500.00	84.11%
6241 · Internet Copies	2,310.01	4,500.00	51.33%	1,130.28	4,500.00	25.12%
6242 · Photocopier/Microprinters	199.60	400.00	49.9%	325.00	400.00	81.25%
6244 · Headsets/Thumb Drives	33.11	100.00	33.11%	28.00	100.00	28.0%
6245 · Lost & Damaged Materials	948.05	1,000.00	94.81%	744.66	1,000.00	74.47%
6247 · Returnable Deposits/Refunds	25.00	0.00	100.0%	50.00	0.00	100.0%
6250 · Library Promotions	0.00	0.00	0.0%	1.00	0.00	100.0%
6260 · Interest Income	52.67	100.00	52.67%	44.32	100.00	44.32%
6262 · Library Cards	114.16	300.00	38.05%	97.20	300.00	32.4%
6280 · Genealogy Income	0.00	300.00	0.0%	0.00	300.00	0.0%
6998 · Appropriated Fund Balance	0.00	20,553.00	0.0%	0.00	45,600.00	0.0%
Total Income	56,982.64	202,653.00	28.12%	55,168.29	225,800.00	24.43%
Gross Profit	56,982.64	202,653.00	28.12%	55,168.29	225,800.00	24.43%
Expense						
7010 · Adult Fiction Books	4,799.52	12,500.00	38.4%	2,954.17	12,500.00	23.63%
7015 · Adult Graphic Novels	931.08	2,500.00	37.24%	708.20	2,500.00	28.33%
7017 · Non-Fiction CBA	7,353.27	50,000.00	14.71%	13,084.21	50,000.00	26.17%
7020 · Adult Audio Books	643.70	2,750.00	23.41%	493.25	3,250.00	15.18%
7030 · Adult DVD's & Supplies	489.55	3,500.00	13.99%	513.12	3,500.00	14.66%
7035 · Large Print/Smith Fund	1,066.19	4,750.00	22.45%	1,680.41	4,750.00	35.38%
7040 · Teen Books	2,186.93	6,000.00	36.45%	1,112.36	5,000.00	22.25%
7050 · Music CD's	130.32	800.00	16.29%	155.76	900.00	17.31%
7060 · Children's Books	926.30	2,500.00	37.05%	412.58	2,500.00	16.5%
7092 · Children's DVD's	348.20	800.00	43.53%	95.69	900.00	10.63%
7200 · Newspapers & Magazines	1,149.13	2,000.00	57.46%	1,857.49	2,000.00	92.88%
7250 · Programs Supplies	1,881.97	10,000.00	18.82%	2,118.75	10,000.00	21.19%
7300 · E-Books/NCLS Contractural	0.00	13,000.00	0.0%	0.00	13,000.00	0.0%
7410 · Promotional Materials	795.00	2,000.00	39.75%	0.00	1,000.00	0.0%
7450 · Event Expenses	0.00	500.00	0.0%	285.95	1,500.00	19.06%
7520 · Computer Expenses/Supplies-LLSA	4,152.81	12,500.00	33.22%	3,829.67	12,500.00	30.64%
7521 · Office & Library Materials	506.68	3,000.00	16.89%	265.76	3,000.00	8.86%
7532 · Membership Dues	0.00	2,500.00	0.0%	400.50	2,500.00	16.02%
7610 · Grant/Donation Expenditures	2,233.26	20,000.00	11.17%	13,385.48	20,000.00	66.93%
7640 · Accounting/Professional Fees	200.00	15,000.00	1.33%	572.50	20,000.00	2.86%
7650 · Bank & Credit Card Charges	0.00	300.00	0.0%	244.75	300.00	81.58%
7755 · NCLS Contractual Expenses	0.00	2,000.00	0.0%	401.22	2,000.00	20.06%
7760 · Contracted Services	15,838.32	21,253.00	74.52%	2,329.22	46,200.00	5.04%
7800 · Furniture/Furnishings	2,879.39	5,000.00	57.59%	143.44	1,000.00	14.34%
8058 · Genealogy/Schobel Expenses	5,449.40	7,500.00	72.66%	5,579.81	5,000.00	111.6%
6999 - Uncategorized Expenses (Per Audit)	0.00	0.00	0.0%	0.00	0.00	0.0%
9000 - Contingencies	0.00	0.00	0.0%	0.00	0.00	0.0%
9998 - Depreciation	0.00	0.00	0.0%	0.00	0.00	0.0%
Total Expense	53,961.02	202,653.00	26.63%	52,624.29	225,800.00	23.31%
Net Ordinary Income	3,021.62	0.00	100.0%	2,544.00	0.00	100.0%
Net Income	**3,021.62**	**0.00**	**100.0%**	**2,544.00**	**0.00**	**100.0%**

Director's Report November '25:

Building & Grounds

I have a meeting with the City Planner Geoff Urda to discuss the city's strategic plan for the library for the coming years. This meeting will happen on December 4th.

Programming/Department Highlights

Ashley Pickett and I offered a series of Ancestry.com classes for NCLS directors and staff via zoom. We ended up with 25 participating libraries. The purpose of these classes is to get the library staff familiar with using the resource so that they can train and help their own patrons. Ancestry.com is an expensive resource, but so useful, we want to make sure as many people are using it as possible.

Everything but the Turkey will be held on November 4th at 6 pm. This is our 5th year of offering this program to our community. This year we were able to provide 50 kits to community members. Kits come with all non-perishable items that are traditional thanksgiving side dishes. We also provide free used cookbooks for anyone who would like one while picking up their kits. "Food for Thought"- the poverty rate in Jefferson County is 13.4% (which is higher than the national average of 12.4%). It is important to our staff that we continue to help with food insecurity issues among our patrons, partner with community resources, and offer helpful and informative programs when we can.

From Ashley Morrison: On October 9th, I hosted my new monthly program for tweens, Tween Crafternoon. This was the second month I held the program, and this time our project was creating glove monsters. I designed this program to provide a fun craft opportunity for tweens ages 8–12. I selected glove monsters as our October craft because it fit the season and gave participants the chance to learn basic sewing skills. By the end of the program, everyone took home a customized glove monster they had sewn themselves. The program had a total of six participants and was very successful! Only two of the participants had sewn before, and the other four learned a new skill that day. If I were to offer another sewing craft in the future, I would allow more time to provide additional guidance on sewing basics.

Miscellaneous

Jamie, Andrea, and I attended the New York State Library Conference this year. Workshops included (but were not limited to): Integrating Makerspace Technology for Library Business, From Team Member to Team Leader, Your Budget is an Advocacy Tool, Cardholder Signup Policies: Access in Practice, Sustainable Programming: Repair Cafe, DIY Crafts and Eco Friendly Swaps, Unintentional Library Barriers In Library Service, Enhance Library Programming Using Community Members, Academic & Public Library Partnerships, Recruiting & Interviewing for the Library of Today & Tomorrow, Trustee Handbook Club for Directors, Books to Business: Libraries as a Catalyst for Economic Growth, State of Our Libraries: A Conversation with the State Librarian, Creative Tech Solutions for a Tight Budget.

Of note in the Central Library Services Aid budget for 2026: There are more years of the Watertown Daily Times now in the public domain. The committee voted to approve paying for digitization for the public domain years. These will be hosted by New York State Historic Newspapers and scanned by the Northern New York Library Network. This is a free resource for New Yorkers.

Respectfully Submitted by Suzie Renzi-Falge

Monthly Statistic Comparison Report

	October, 2025	October, 2024
ADULT BOOK CIRCULATION		
Fiction (Adult & YA)	2,498	2,639
Non-Fiction (Adult & YA)	1,185	1,490
Total	**3,683**	**4,129**
JUVENILE BOOK CIRCULATION		
Fiction	2,030	2,282
Non-Fiction	488	634
Total	**2,518**	**2,916**
TOTAL BOOK CIRCULATION	**6,201**	**7,045**
OTHER MATERIALS CIRCULATION		
Adult & YA Magazines	75	49
Juvenile Magazines	7	5
Adult & YA Talking Books/Audios	116	90
Juvenile Talking Books/Audios	5	7
Adult DVD's/BluRay's	691	997
Juvenile DVD's/BluRay's	294	361
Multimedia	60	63
Music CD's	99	145
TOTAL OTHER MATERIALS	**1,347**	**1,717**
*Other Items\Empire Passes	22	11
IN-HOUSE TALLY (Kathy)		
Read & Return Paperbacks	**41**	**42**
Circulation Desk Reference Titles		
Newspapers	6	11
Serials/Reference Books	1	0
Total Circulation Desk	**7**	**11**
GRAND TOTAL CIRCULATION	**7,618**	**8,826**
REFERENCE QUESTIONS		
Adult/Teen/Juvenile	120	132
Genealogy	21	32
Total	**141**	**164**
INTERLIBRARY LOANS		
Borrowed (Received) 4.16	569	0
Loaned 4.17	1,044	32
DUENORTH (Favorites)		
Borrowed (Received) 4.16	0	0
Loaned (Sent) 4.17	0	32
OCLC (Lisa)		
Borrowed (Loaned) 4.16	0	49
PROCTORING EXAMS	4	2
MEETING ROOM RESERVATIONS		
Library	28	27
Non-Library	86	59
Total	**114**	**86**
DOOR COUNT	12,595	12,333

COMPUTER SESSIONS 5.6	555	534
NEW BORROWERS	141	154
Programs		
Adult		
Sessions	20	25
Attendance	262	254
Young Adult		
Sessions	11	6
Attendance	88	49
Juvenile/Tween		
Sessions	25	27
Attendance	2,011	1,922
Total Sessions	**56**	**58**
Total Attendance	**2,361**	**2,225**
Ancestry.com		
Sessions	2,129	389
Website Visits 5.4	176,227	126,373
Wireless Sessions	335,719	19,788
EBOOK Checkouts	824	715
Audio Book Downloads	896	744
ArtistWorks, LawDepot & Universal Class	0	5

Flower Memorial Library Long Range Plan
2025-2028

BUILDING AND GROUNDS:

Goal: Create a Makerspace for community use inside the library.

Activity 1: Use the New York State Construction Grant to fund the design and construction of a Makerspace on the second floor of the library.

- Who's responsible: Library Director, Staff, Library Board
- Target Finish: 2026-2027
- How to Measure: Construction grant has been approved, design, and construction of Makerspace will be completed

Activity 2: Provide new technologies and hobbyist activities within the Makerspace

- Who's responsible: Library Director, Library Staff
- Target Finish: 2027 and ongoing there after
- How to Measure: Survey the community, focus groups, measure the popularity of activities offered

Activity 3: Provide staff and community members with adequate training on all technologies and hobbyist activities available in the Makerspace.

- Who's responsible: Library Director, Library Staff
- Target Finish: 2027 and ongoing there after
- How to Measure: offer educational training classes

CENTRAL LIBRARY – From NCLS Central Library Plan of Service

Goal: Expand and Improve Reference and Information Services offered to Member Libraries and Patrons.

Activity 1: Publicize reference services provided by Central Library programs to other libraries within the North Country Library System.

- Who's responsible: Library Board, Library Staff
- Target Finish: Ongoing
- How to Measure: reference questions answered, publicity created (eg. CL Newsletter).

Activity 2: Promote the use of webpage/phone/email/social media, in person methods for submitting reference questions.

- Who's responsible: Library Board, Library Staff
- Target Finish: Ongoing
- How to Measure: reference questions answered, publicity created

Activity 3: Evaluate and make suggestions for purchase of databases that would enhance reference services.

- Who's responsible: Library Director, Librarians
- Target Finish: Ongoing
- How to Measure: Attendance at CLAC meetings, databases reviewed.

Activity 4: Create instructional aids, online tutorials, social media posts, and offer courses in database instruction and any other system resources that will benefit the libraries or patrons.

- Who's responsible: Library Director, Librarians
- Target Finish: Ongoing
- How to Measure: Documentation created, classes offered

Goal: Maintain and Add to Central Library Collection

Activity 1: Purchase adult nonfiction materials for the entire library system, including core collection items, and items requested by any libraries in the system using library requests, review sources, circulation, etc. as criteria for purchase.

- Who's responsible: Library Director, Librarians
- Target Finish: Ongoing
- How to Measure: Items purchased and/or added

Activity 2: Weed Central Library collections based on space concerns, importance to the collection, circulation and condition.

- Who's responsible: Library Director, Librarians
- Target Finish: Ongoing
- How to Measure: Items weeded and/or replaced.

Goal: Support and Facilitate Lending Between Member Libraries

Activity 1: Ensure that all Central Library materials are easily accessible to all members of the system including physical access through adequate stacks and access via Interlibrary loan.

- Who's responsible: Library Director, Interlibrary loan staff and other library staff
- Target Finish: Ongoing
- How to Measure: Items sent via Interlibrary loan. Stacks maintained.

Activity 2: Ensure that all library staff members are trained and have access to information regarding Interlibrary Loan.

- Who's responsible: Library Director, Interlibrary loan staff and other library staff
- Target Finish: Ongoing
- How to Measure: Training classes offered, attendees.

COLLECTION DEVELOPMENT - GENERAL

Goal: Maintain and Add to Other Collections

Activity 1: Purchase materials, including core collection items, and items requested by any libraries in the system using library requests, review sources, circulation, etc. as criteria for purchase.

- Who's responsible: Library Director, Librarians
- Target Finish: Ongoing
- How to Measure: Items purchased and/or added

Activity 2: Ensure that all materials are easily accessible to all members of the system including physical access through adequate stacks and access via Interlibrary loan.

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Items sent via Interlibrary loan

Activity 3: Weed collections based on space concerns, importance to the collection, circulation and condition.

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Items weeded and/or replaced.

MARKETING AND OUTREACH

Goal: Provide a board- approved, written annual report to the community detailing the library's progress in meeting its mission, goals, and objectives. Minimum Standard #3

Activity 1: At the end of each fiscal year, prepare and distribute the board approved Annual Report to the Community with access online and in print.

- Who's responsible: Library Board, Library Director and Library Staff
- Target Finish: Yearly at the end of the fiscal year
- How to Measure: Report to the Community available in print and online. Copies mailed to local organizations, city officials, etc.

Goal: Increase awareness of the services and programs provided by the library in order to create and maintain partnerships with other educational, cultural or community organizations. Minimum Standard #14

Activity 1: Continue to pursue Outreach opportunities with local organizations and cultural and educational institutions to inform the public regarding library services.

- Who's responsible: Library Director, Library Board, Library Staff, Friends
- Target Finish: Ongoing
- How to Measure: More traffic, more circulation, more program attendance

Activity 2: Develop surveys for programs to determine how participants find out about our programs and to gather feedback about the quality of programs as well as suggestions for improving programs.

- Who's responsible: Library Director, Librarians
- Target Finish: Ongoing as needed
- How to Measure: Surveys developed, distributed and information analyzed.

Activity 3: Promote awareness of library programs and resources using social media.

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Likes, sharing, etc.

TECHNOLOGY

Goal: Maintain a website that provides public access to services and information about the library. Minimum Standard #11

Activity 1: Maintain a current list of programs and services available to the public on the website.

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Website hits measured. Website updated weekly or daily if necessary.

Activity 2: Maintain local governance information on the webpage including library bylaws, long range plan, board minutes, policies, budget, annual report to the community, list of board members, etc.

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Website hits measured. Website updated weekly or daily if necessary.

Goal: Work to improve Digital Literacy in our community.

Activity 1: Library Staff will offer technology and digital literacy workshops both in person and virtually and one-on-one technical assistance to patrons.

- Who's Responsible: Library Staff
- Target Finish: Ongoing
- How to Measure: Number of library patrons attending workshops or trained.

Goal: Protect computers and server infrastructure from viruses, hackers, ransomware, etc.

Activity 1: Ensure computer antivirus software is up to date.

- Who's Responsible: Library Staff
- Target Finish: Ongoing
- How to Measure: Antivirus software purchased as needed and updated monthly

Activity 2: Work with NCLS and other vendors to identify potential threats and best practices.

- Who's Responsible: Library Director, NCLS IT Staff
- Target Finish: Ongoing
- How to Measure: Training classes

Activity 3: Ensure staff are trained in ways to protect information through training.

- Who's Responsible: Library Director, NCLS IT Staff
- Target Finish: Ongoing
- How to Measure: Training classes

TRAINING:

Goal: Ensure staff training is current. Minimum standard #13

Activity 1: Provide current training topics for the All Staff Training day in January with a focus on technology topics and information sources.

- Who's responsible: Library Director, Library Staff

- Target Finish: Ongoing
- How to Measure: Staff is trained in all aspects of serving the public.

Activity 2: Provide opportunities for staff to receive advanced training at NCLS, NNYLN, NYLA, ARSL, PLA or via webinars, etc.

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Staff continue to meet or exceed minimum training requirements

Flower Memorial Library Long Range Plan
2021-2025

BUILDING AND GROUNDS:

Goal: Maximize physical access to the building

Activity 1: Increase signage both inside and outside the library

- Who's responsible: Library Director, Staff, Library Board, City Staff
- Increased in 2019, now ongoing
- How to Measure: Better signs so patrons are aware of access points and services.

Activity 2: Work with the City and owner of Washington Street Properties to widen the driveway.

- Who's responsible: Library Director, Library Board, City Staff
- Target Finish: 2024
- How to Measure: Solution implemented which permits better traffic flow

Activity 3: Work with the City to alleviate the parking problem.

- Who's responsible: Library Board, City Staff, Library Director
- Target Finish: 2024
- How to Measure: Additional parking spaces created for Library patrons

Goal: Maximize use of the library by providing a facility that is convenient and fulfills the needs of the community to include adequate space, lighting, seating, shelving, public restrooms and power to achieve Minimum Standards (#8) and Central Library requirements.

Activity 1: Prepare and update a Plan of Action based on Library Space Planning Consultants findings in conjunction with other library needs. Including work phases and budget costs

- Who's responsible: Library Director, Library Board, Library Staff
- Children's Room plan completed in 2019. Ongoing
- How to Measure: Plan created

Activity 2: Develop and execute phases of the Plan of Action.

- Who's responsible: Library Board, Library Director, Library Staff, City Staff
- Target Finish: 2021-2025
- How to Measure: Areas moved/rooms updated.

Activity 3: Apply for grants to pay for construction in different phases of the Plan of Action.

- Who's responsible: Library Board, Library Director, Library Staff
- Target Finish: 2021-2025
- How to Measure: Areas moved/rooms updated and Construction grants received.

Activity 4: Evaluate seating, lighting, shelving, power and space to ensure it meets minimum standards

- Who's responsible: Library Board, Library Director, Library Staff
- Target Finish: 2021 and yearly thereafter
- How to Measure: Observations, suggestions, surveys

Goal: Improve Energy Efficiency of the building.

Activity 1: Replace floodlights and other energy inefficient lights with LED fixtures

- Who's responsible: Library Board, Library Director, City Staff
- Target Finish: 2022-2025
- How to Measure: Floodlights and other energy inefficient light fixtures replaced

Activity 2: Replace twelve large, historic windows

- Who's responsible: Architect, Library Board, Library Director, City Staff
- Target Finish: 2021
- How to Measure: Large historic windows replaced or fitted with storm windows.

Activity 3: Replace windows on main floor in the new part of the library, create a family floor and replace flooring on main level.

- Who's responsible: Architect, Library Board and Staff, City Staff
- Target Finish: 2023
- How to Measure: Windows replaced. Family Floor created.

Activity 4: Replace windows on top floor in the new part of the library

- Who's responsible: Architect, Library Board and Staff, City Staff
- Target Finish: 2025
- How to Measure: Windows replaced.

Activity 5: Replace fifteen small casement historic windows

- Who's responsible: Architect, Library Board and Staff, City Staff
- Target Finish: 2025
- How to Measure: Historic casement windows replaced.

CENTRAL LIBRARY – From NCLS Central Library Plan of Service

Goal: Expand and Improve Reference and Information Services offered to Member Libraries and Patrons.

Activity 1: Publicize reference services provided by Central Library programs.

- Who's responsible: Library Board, Library Staff
- Target Finish: Ongoing
- How to Measure: reference questions answered, publicity created (eg. CL Newsletter).

Activity 2: Promote the use of webpage/fax/phone/email/social media, in person methods for submitting reference questions.

- Who's responsible: Library Board, Library Staff
- Target Finish: Ongoing
- How to Measure: reference questions answered, publicity created

Activity 3: Evaluate and make suggestions for purchase of databases that would enhance reference services.

- Who's responsible: Library Director, Librarians
- Target Finish: Ongoing
- How to Measure: Attendance at CLAC meetings, databases reviewed.

Activity 4: Create instructional aids, online tutorials, social media posts, and offer courses in database instruction and any other system resources that will benefit the libraries or patrons.

- Who's responsible: Library Director, Librarians
- Target Finish: Ongoing
- How to Measure: Documentation created, classes offered

Goal: Maintain and Add to Central Library Collection

Activity 1: Purchase adult nonfiction materials for the entire library system, including core collection items, and items requested by any libraries in the system using library requests, review sources, circulation, etc as criteria for purchase.

- Who's responsible: Library Director, Librarians
- Target Finish: Ongoing
- How to Measure: Items purchased and/or added

Activity 2: Weed Central Library collections based on space concerns, importance to the collection, circulation and condition.

- Who's responsible: Library Director, Librarians
- Target Finish: Ongoing
- How to Measure: Items weeded and/or replaced.

Goal: Support and Facilitate Lending Between Member Libraries

Activity 1: Ensure that all Central Library materials are easily accessible to all members of the system including physical access through adequate stacks and access via Interlibrary loan.

- Who's responsible: Library Director, Interlibrary loan staff and other library staff
- Target Finish: Ongoing
- How to Measure: Items sent via Interlibrary loan. Stacks maintained.

Activity 2: Ensure that all library staff members are trained and have access to information regarding Interlibrary Loan.

- Who's responsible: Library Director, Interlibrary loan staff and other library staff
- Target Finish: Ongoing
- How to Measure: Training classes offered, attendees.

COLLECTION DEVELOPMENT - GENERAL

Goal: Maintain and Add to Other Collections

Activity 1: Purchase materials, including core collection items, and items requested by any libraries in the system using library requests, review sources, circulation, etc as criteria for purchase.

- Who's responsible: Library Director, Librarians
- Target Finish: Ongoing
- How to Measure: Items purchased and/or added

Activity 2: Ensure that all materials are easily accessible to all members of the system including physical access through adequate stacks and access via Interlibrary loan.

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Items sent via Interlibrary loan

Activity 3: Weed collections based on space concerns, importance to the collection, circulation and condition.

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Items weeded and/or replaced.

Goal: Adapt the library's entire collection as needed, recognizing that digital media are an increasing source of recreational and informational content.

Activity 1: Continue to explore new technologies and methods for delivering content, including e-books and downloadable audio and visual products.

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Items purchased and/or added

Activity 2: Explore ways to improve the collection for the community including surveys, online requests, etc.

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Surveys done, items purchased.

GENEALOGY:

Goal: Increase use of the Genealogy Department

Activity 1: Continue discussions with organizations on how to increase use of technology and other resources in the Genealogy Department.

- Who's responsible: Library Director, Reference Librarians, Genealogy Department Staff
- Target Finish: Ongoing
- How to Measure: Contacts made and meetings initiated

Activity 2: Research funding sources for digitizing unique records.

- Who's responsible: Library Director, Reference Librarians, Genealogy Department Staff
- Target Finish: Ongoing
- How to Measure: Funding secured and digitizing project underway

Goal: Ensure that there is adequate staffing for the Genealogy Department

Activity 1: Enlist more Genealogy volunteers

- Who's responsible: Library Director, Reference Librarians, Genealogy Department Staff
- Target Finish: Ongoing
- How to Measure: Increased number of volunteers and/or volunteer hours.

Activity 2: Create a plan for staffing if volunteers are not available

- Who's responsible: Library Director, Reference Librarians
- Target Finish: 2021
- How to Measure: Plan for staffing created

MARKETING AND OUTREACH

Goal: Provide a board- approved, written annual report to the community detailing the library's progress in meeting its mission, goals and objectives to meet Minimum Standard #3.

Activity 1: At the end of each fiscal year, prepare and distribute the board approved Annual Report to the Community with access online and in print.

- Who's responsible: Library Board, Library Director and Library Staff
- Target Finish: Yearly at the end of the fiscal year
- How to Measure: Report to the Community available in print and online. Copies mailed to local organizations, city officials, etc.

Goal: Increase awareness of the services and programs provided by the library in order to create and maintain partnerships with other educational, cultural or community organizations. Minimum Standard #14.

Activity 1: Continue to pursue Outreach opportunities with local organizations and cultural and educational institutions to inform the public regarding library services.

- Who's responsible: Library Director, Library Board, Library Staff, Friends
- Target Finish: Ongoing
- How to Measure: More traffic, more circulation, more program attendance

Activity 2: Develop surveys for programs to determine how participants find out about our programs and to gather feedback about the quality of programs as well as suggestions for improving programs.

- Who's responsible: Library Director, Librarians
- Target Finish: Ongoing as needed
- How to Measure: Surveys developed, distributed and information analyzed.

Activity 3: Promote awareness of library programs and resources using Facebook and other social media.

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Likes, sharing, etc.

PROGRAMMING

Goal: Increase library use and diversify programming offerings to cover all age groups, and represent community needs as required by Minimum Standard #9 and #6.

Activity 1: Identify community needs using a variety of resources including surveys, census information, and information obtained from community partners.

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Results of surveys and programs created or modified based on community needs

Activity 2: Increase Outreach to other libraries/community groups via speeches, presentations, etc.

- Who's responsible: Library Director, Library Staff, Library Board
- Target Finish: Ongoing
- How to Measure: Increase in presentation requests

Activity 3: Develop virtual programming for book clubs, craft times and other programs.

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Number of virtual programs developed and attendance

Activity 4: Identify other ways to improve and expand programming

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Increased attendance at programs, increased number of programs.

TECHNOLOGY

Goal: Maintain a website that provides public access to services and information about the library. Minimum Standard #11

Activity 1: Maintain a current list of programs and services available to the public on the website.

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Website hits measured. Website updated weekly or daily if necessary.

Activity 2: Maintain local governance information on the webpage including library bylaws, long range plan, board minutes, policies, budget, annual report to the community, list of board members, etc.

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Website hits measured. Website updated weekly or daily if necessary.

Goal: Maintain a facility that addresses community needs for power and data infrastructure. Minimum Standard #8

Activity 1: Periodically review the community needs for power and data including wireless access.

- Who's responsible: Library Director, NCLS IT, Library Staff
- Target Finish: Ongoing
- How to Measure: Surveys, suggestions, observations.

Activity 2: Address gaps in power and data availability including wireless access, bandwidth and location of power

- Who's responsible: Library Director, NCLS IT, Library Staff
- Target Finish: Ongoing
- How to Measure: Number of wireless sessions. Bandwidth meets minimum standards. Patrons have access on every level of the library.

Goal: Provide Free Computer/Internet access to the community.

Activity 1: Maintain current computers and printers with software needed by the patrons

- Who's Responsible: Library Director, Library Staff and NCLS IT Staff
- Target Finish: Ongoing
- How to Measure: Computer usage

Activity 2: Research new technology, both hardware and software to improve patron access

- Who's responsible: Library Director, Library Staff and NCLS IT Staff
- Target Finish: Ongoing
- How to Measure: Patrons find the desired technology at the library.

Activity 3: Pursue grants and alternate funding sources for new technology.

- Who's responsible: Library Director, Library Staff and NCLS IT Staff
- Target Finish: Ongoing
- How to Measure: Grants received

Goal: Flower Library will work to improve Digital Literacy in our community.

Activity 1: Library Staff will offer technology and digital literacy workshops both in person and virtually and one-on-one technical assistance to patrons.

- Who's Responsible: Library Director, Library Staff, ATTAIN Lab Staff
- Target Finish: Ongoing
- How to Measure: Number of library patrons attending workshops or trained.

Goal: Protect computers and server infrastructure from viruses, hackers, ransomware, etc.

Activity 1: Ensure computer antivirus software is up to date

- Who's Responsible: Library Staff
- Target Finish: Ongoing
- How to Measure: Antivirus software purchased as needed and updated monthly

Activity 2: Work with NCLS and other vendors to identify potential threats and best practices

- Who's Responsible: Library Director, NCLS IT Staff
- Target Finish: Ongoing
- How to Measure: Training classes

Activity 3: Ensure staff are trained in ways to protect information through training, password changes, etc

- Who's Responsible: Library Director, NCLS IT Staff
- Target Finish: Ongoing
- How to Measure: Training classes

Goal: Flower Library will provide and use a circulation system that facilitates access to the local library collection and other library catalogs. Minimum Standard #10

Activity 1: Library Staff will maintain up to date equipment, technology and internet connectivity for library catalogs, and other library equipment used by the circulation system and library patrons.

- Who's Responsible: Library Director, Library Staff and NCLS Staff
- Target Finish: Ongoing
- How to Measure: Patrons will have access to catalogs, self checks, etc

TRAINING:

Goal: Ensure staff training is current. Minimum standard #13

Activity 1: Provide current training topics for the All Staff Training day in January with a focus on technology topics and information sources.

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Staff is trained in all aspects of serving the public.

Activity 2: Provide opportunities for staff to receive advanced training at NCLS, NNYLN, NYLA, ARSL, PLA or via webinars, etc.

- Who's responsible: Library Director, Library Staff
- Target Finish: Ongoing
- How to Measure: Staff continue to meet or exceed minimum training requirements

Activity 3: Training time is included as part of the staff's regular hours. Mileage will be reimbursed at the state contract price.

- Who's Responsible: Library Board, Library Staff
- Target Finish: Ongoing
- How to Measure: Training time will be considered part of staff regular hours. Mileage will be reimbursed.

FUNDING:

Goal: Annually prepare and publish a board approved written budget to meet Minimum Standard #5

Activity 1: Review expenses and plans to create a yearly board budget which is approved by the board and published in print and available online.

- Who's Responsible: Library Director, Library Board, Library Staff
- Target Finish: Yearly
- How to Measure: Budget prepared, discussed, approved and made available.

Goal: Secure adequate funding for the Library

Activity 1: Discuss alternate funding sources with NCLS

- Who's responsible: Library Board, Library Director, NCLS
- Target Finish: Ongoing
- How to Measure: Library Board understands funding choices.

Activity 2: Discuss funding with City Officials

- Who's responsible: Library Board, Library Director
- Target Finish: Ongoing
- How to Measure: Increased awareness of funding problems and working together to address funding gaps.

Activity 3: Develop a five and ten year plan to secure adequate funding

- Who's responsible: Library Board, Friends, Library Staff
- Target Finish: 2021 and reviewed annually
- How to Measure: Plan developed

ARTWORK:

Goal: Protect and preserve library artwork

Activity 1: Develop a conservation plan for artwork

- Who's responsible: Library Director, Library Staff
- Target Finish: 2023
- How to Measure: Plan completed and approved

Activity 2: Research grants, etc. to ensure conservation of the artwork

- Who's responsible: Library Director, Library Staff
- Target Finish: 2021 and Ongoing
- How to Measure: Grants received, artwork preserved

Activity 3: Develop a plan to protect artwork from vandalism

- Who's responsible: Library Board and Library Director
- Target Finish: 2023-2024
- How to Measure: Plan completed and approved

Activity 4: Determine ownership of artwork

- Who's responsible: Library Board, Library Director, City Officials
- Target Finish: 2023-2025
- How to Measure: Artwork provenance proven

LIBRARY GOVERNANCE:

Goal: Ensure that library policies meet community needs and are kept current. Minimum Standard #4

Activity 1: Review, update and approve library policies as needed at least every 5 years.

- Who's responsible: Library Board and Library Director
- Target Finish: Ongoing
- How to Measure: Approved policies are less than 5 years old.

Goal: Ensure that library bylaws are reviewed and approved to meet Minimum Standard #1

Activity 1: Review, update and approve each library bylaws as needed at least every 5 years.

- Who's responsible: Library Board and Library Staff
- Target Finish: Ongoing
- How to Measure: Approved bylaws are less than 5 years old.

Goal: Ensure that library's Long Range Plan meets the community needs and is kept current. Minimum Standard #2

Activity 1: Review, update and approve each Long Range Plan as needed at least every 5 years.

- Who's responsible: Library Board and Library Staff
- Target Finish: Ongoing
- How to Measure: Approved long range plan is current and available to the public in print and online.

Goal: Continue to educate the City Manager, Mayor and City Council about library funding and operations.

Activity 1: Cultivate our relationship with the liaison to the City Council.

- Who's responsible: Library Board and Library Director
- Target Finish: Ongoing
- How to Measure: Library Liaison is familiar with library issues

Activity 2: Prepare and present information to City Council and new council members

- Who's responsible: Library Board and Library Director
- Target Finish: Ongoing as needed
- How to Measure: Library information presented at a City Council work session and new City Council members receive orientation and tour.

Safety and Security

Goal: Ensure staff and public safety.

Activity 1: Develop and Maintain an Emergency Plan for short term and long term library closures

- Who's responsible: Library Board and Library Director
- Target Finish: Ongoing
- How to Measure: Emergency Plan created and reviewed yearly

Activity 2: Update policies and procedures to incorporate new safety policies.

- Who's responsible: Library Board and Library Director
- Target Finish: Ongoing
- How to Measure: Library policies updated to include lockdown, active shooter, etc.

Activity 3: Perform Monthly Safety Inspections

- Who's responsible: Library Staff and Security Personnel
- Target Finish: Ongoing
- How to Measure: Complete inspection paperwork

Activity 4: Maintain Supplies of PPE and other Emergency Supplies

- Who's responsible: Library Staff
- Target Finish: Ongoing
- How to Measure: Supplies maintained

Central Library Services Aid - Budget 2026

	Watertown Budget 2025	Watertown Budget 2026	
Central Library Services Aid	194,513	194,513	*Same as last year's number
Balances carried-over (ACTUAL)		17,740	
Contingency 5% In case of witholding		-9,726	*In case of claw-back
TOTAL AVAILABLE FUNDS	194,513	202,527	
Salary Jul-Dec 2026	14,750	15,000	
Salary Jan-Jun 2027	14,750	15,000	
TOTAL PERSONNEL	29,500	30,000	
Marketing	5,935	5,000	
Periodicals	700	700	
Contracts W/ Outside Firms	0	10,148	*Digitization of WDT
Professional Fees	3,300	3,300	
Office Equipment	752	752	
Postage	1,200	1,200	
Equipment	0	0	
Books	43,975	44,300	
Electronic Materials - OverDrive	45,350	47,127	
Electronic Materials - Databases	55,096	55,000	
Technology & Software	5,000	5,000	
AV Materials	0	0	
TOTAL LIBRARY MATERIALS	161,308	172,527	
CAPITAL EXPENDITURES: Equipment	0	0	
	0	0	
TOTAL MISCELLANEOUS	0	0	
TOTAL EXPENDITURES	190,808	202,527	
BALANCE		0	