

**MLD Trustees Meeting – June 10, 2026**  
**TENTATIVE AGENDA – SUBJECT TO ADDITIONS AND/OR CHANGE**  
(\* - Action Items)

**Call to Order/Attendance**

**Adoption of agenda\***

**Minutes – April 2026\***

- Motion to approve the May meeting minutes

**Finance Report -**

- Motion to approve abstract of vouchers\*

**Director’s Report**

**Committee Reports**

- Strategic Planning- No Report
- Policy/ By-Law- No Report
- Building and Grounds- No Report
- Budget/ Finance- No Report

**Old Business:**

**New Business:**

- RCLS Direct Access Plan
  - A motion to approve the 2027-2031 RCLS Direct Access Plan as presented was made by \_\_\_\_\_ and seconded by \_\_\_\_\_.
- RCLS Plan of Service
  - A motion to approve the 2027-2031 RCLS Plan of Service as presented was made by \_\_\_\_\_ and seconded by \_\_\_\_\_.
- Engagement Letter for Attorney to review updated Staff Manual
  - A motion to approve the signing of the engagement letter with Whiteman, Osterman, & Hanna as presented was made by \_\_\_\_\_ and seconded by \_\_\_\_\_.

**Policy review/ revisions:**

**Privilege of the Floor - Public Comment- 3-minute limit per person**

**Adjournment**

## MLD Trustees Minutes – May 13, 2026

### **Call to Order/Attendance**

meeting started 6:00PM

#### **Present:**

Patricia Andersen, Thomas DePaulo, Jennifer Holmes, Sam Meyer, Chelsea Roth, Mark Tourtellott & Cheryl Jones

**Absent & Excused:** Pamela Mann

### **Adoption of agenda as amended**

Motion: Chelsea Roth

Second: Sam Meyer

In Favor: all

Motion: passed

### **Minutes – April 2026**

Motion to approve the April meeting minutes

Motion: Mark Tourtellott

Second: Chelsea Roth

In Favor: all

Motion: passed

### **Finance Report -**

Motion to approve abstract of vouchers

Motion: Jennifer Holmes

Second: Chelsea Roth

In Favor: all

Motion: passed

### **Director's Report –**

#### **Committee Reports –**

- Strategic Planning- No Report
- Policy/ By-Law- No Report
- Building and Grounds- No Report
- Budget/ Finance- No Report

#### **Old Business:**

none

**New Business:**

**Election Timeline Approval**

Motion to approve Election Timeline

Motion: Sam Meyer

Second: Chelsea Roth

In Favor: all

Motion: passed

**Mailed Newsletter Approval**

Motion to approve mailed newsletter

Motion: Mark Tourtellott

Second: Jennifer Holmes

In Favor: all

Motion: passed

**IT Contract RCLS**

Motion to approve RCLS Contract

Motion: Sam Meyer

Second: Jennifer Holmes

In Favor: all

Motion: passed

**Summer Staffing Needs**

Motion to approve Staffing Changes

Motion: Chelsea Roth

Second: Jennifer Holmes

In Favor: all

Motion: passed

**Policy review/ revisions:** None

**Privilege of the Floor** - Public Comment- 3-minute limit per person

**Adjournment**

Motion to Adjourn: Jennifer Holmes

Second: Thomas DePaulo

In Favor: all

Motion: passed

Meeting Ended: 6:20PM

Respectfully Submitted,  
Mark Tourtellott  
Secretary & Library Trustee

**Mamakating Library**  
**Budget vs. Actuals: Budget\_FY26\_P&L - FY26 P&L**  
 Thru May 2026 = 41%

	Actual	Total Budget	% of Budget
<b>Revenue</b>			
<b>A1049 REAL PROPERTY TAXES</b>			
A1001 Real Estate Taxes	425,000	425,000	100.00%
<b>Total A1049 REAL PROPERTY TAXES</b>	<b>\$ 425,000</b>	<b>\$ 425,000</b>	<b>100.00%</b>
<b>A2499 USE OF MONEY &amp; PROPERTY</b>			
A2401 Interest & Earnings	4,608	12,000	38.40%
<b>Total A2499 USE OF MONEY &amp; PROPERTY</b>	<b>\$ 4,608</b>	<b>\$ 12,000</b>	<b>38.40%</b>
<b>A2649 FINES &amp; FORFEITURES</b>			
A4050 Fines income	283	400	70.69%
<b>Total A2649 FINES &amp; FORFEITURES</b>	<b>\$ 283</b>	<b>\$ 400</b>	<b>70.69%</b>
<b>A2799 MISCELLANEOUS LOCAL SOURCES</b>			
A2770 Miscellaneous income	2,498	6,000	41.63%
<b>Total A2799 MISCELLANEOUS LOCAL SOURCES</b>	<b>\$ 2,498</b>	<b>\$ 6,000</b>	<b>41.63%</b>
<b>A3099 STATE AID</b>			
A3089.2 State Aid- Grant		3,100	0.00%
<b>Total A3099 STATE AID</b>	<b>\$ 0</b>	<b>\$ 3,100</b>	<b>0.00%</b>
A4999 Assigned Fund Balance		17,800	0.00%
<b>Total Revenue</b>	<b>\$ 432,389</b>	<b>\$ 464,300</b>	<b>93.13%</b>
<b>Gross Profit</b>	<b>\$ 432,389</b>	<b>\$ 464,300</b>	<b>93.13%</b>
<b>Expenditures</b>			
<b>A7999 CULTURE &amp; RECREATION</b>			
<b>A7410.1 Library- Personal Services</b>			
7410.11 Clerical	63,611	159,037	40.00%
7410.12 Librarian	36,133	85,963	42.03%
<b>Total A7410.1 Library- Personal Services</b>	<b>\$ 99,744</b>	<b>\$ 245,000</b>	<b>40.71%</b>
<b>A7410.2 Library- Equipment</b>			
7410.21 Equipment expense	515	2,000	25.75%
<b>Total A7410.2 Library- Equipment</b>	<b>\$ 515</b>	<b>\$ 2,000</b>	<b>25.75%</b>
<b>A7410.4 Library- Contractual Expenses</b>			
7410.41 Books	6,912	15,000	46.08%
7410.405 Digital Media	4,698	13,000	36.14%
<b>Total 7410.41 Books</b>	<b>\$ 11,610</b>	<b>\$ 28,000</b>	<b>41.46%</b>
7410.42 Periodicals	317	600	52.90%
7410.43 Audio/Visual	814	2,200	37.01%
7410.47 Cleaning Service	2,720	8,200	33.17%
7410.48 Elections		400	0.00%
7410.52 Memberships	1,600	2,800	57.14%
7410.53 Miscellaneous expense	271	600	45.25%
7410.54 Professional Fees			
101 Accounting Fees		7,000	0.00%

102 Legal Fees			2,000	0.00%
<b>Total 7410.54 Professional Fees</b>	<b>\$</b>	<b>0</b>	<b>\$ 9,000</b>	<b>0.00%</b>
7410.55 Postage and Delivery		14	3,700	0.37%
7410.56 Program		2,325	2,850	81.56%
7410.565 Program Supplies		185	700	26.47%
<b>Total 7410.56 Program</b>	<b>\$</b>	<b>2,510</b>	<b>\$ 3,550</b>	<b>70.70%</b>
7410.57 DEBT Service Principal & Interest		24,000	24,000	100.00%
7410.58 Building & Grounds R&M				
7410.581 Repairs			6,000	0.00%
7410.582 Maintenance		1,539	3,500	43.97%
7410.583 Landscaping		1,620	4,750	34.11%
<b>Total 7410.58 Building &amp; Grounds R&amp;M</b>	<b>\$</b>	<b>3,159</b>	<b>\$ 14,250</b>	<b>22.17%</b>
7410.59 Office expense		1,738	4,000	43.45%
7410.60 Telecom		2,366	5,000	47.31%
7410.61 Utilities		3,704	10,000	37.04%
7410.62 Technology		10,340	22,500	45.95%
7410.85 RCLS Service Fee		1,917	2,500	76.68%
7410.86 Meetings & Conference		1,835	3,850	47.66%
7410.87 Travel & Mileage		85	250	34.03%
<b>Total A7410.4 Library- Contractual Expenses</b>	<b>\$</b>	<b>69,000</b>	<b>\$ 145,400</b>	<b>47.46%</b>
<b>Total A7999 CULTURE &amp; RECREATION</b>	<b>\$</b>	<b>169,259</b>	<b>\$ 392,400</b>	<b>43.13%</b>
<b>A9199 EMPLOYEE BENEFITS</b>				
A9010.7 Payroll Taxes			19,500	0.00%
A9030.8 Insurance				
9030.81 Disability		1,488	1,400	106.28%
9030.82 Hospitalization			18,000	0.00%
9030.83 Workers' Compensation			1,600	0.00%
9030.84 Property Liability			4,000	0.00%
9030.85 Directors and Officers		1,008	1,150	87.65%
<b>Total A9030.8 Insurance</b>	<b>\$</b>	<b>2,496</b>	<b>\$ 26,150</b>	<b>9.54%</b>
A9040.0 Pension Expense			20,000	0.00%
<b>Total A9199 EMPLOYEE BENEFITS</b>	<b>\$</b>	<b>2,496</b>	<b>\$ 65,650</b>	<b>3.80%</b>
Capital Reserve		6,250	6,250	100.00%
<b>Total Expenditures</b>	<b>\$</b>	<b>178,005</b>	<b>\$ 464,300</b>	<b>38.34%</b>
<b>Net Operating Revenue</b>	<b>\$</b>	<b>254,385</b>	<b>\$ 0</b>	
<b>Net Revenue</b>	<b>\$</b>	<b>254,385</b>	<b>\$ 0</b>	

Wednesday, Jun 03, 2026 10:22:01 AM GMT-7 - Accrual Basis

# Mamakating Library Board of Trustees Meeting

June 10th, 2026

Director's Report



## Building & Grounds:

- We are having an issue with the automatic door on the parking lot side of the building. Decker Glass & Door will be coming by to take a look at it soon. In the meantime, we are leaving that door propped open during open hours so patrons can more easily access the building. The button for the second set of doors is fully functional.

## Closings/Service Interruptions & Generator Statistics:

- Generator has run for 90.5 hours total as of 6/4 (2 hours in )

## Programming:

- Report attached

## Program Totals:

- 23 Adult Programs serving 257 patrons
- 14 Patrons received dedicated Tech Help time
- 9 Youth Programs serving 137 patrons
- 5 Teen Volunteer worked 20 Hours



Tuesday Morning Walking Crew showing off their muscles after their walk.

## IT/ILS, Website, & Technical Services:

- Computer Users: 123
- Wi-Fi Users: 2114

## Circulation/Registration:

### Previous Month's Physical Circulation

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
January	2206	2231	2487	2400	1823	2040	1882	2195	2006	2092
February	1973	1956	2088	2169	1335	1840	1531	1925	2124	2097
March	2414	2225	2093	1180	1929	2110	1734	2264	2288	2094
April	2331	2013	2064	--	1710	1751	1705	2165	1977	2233
May	2121	2161	2180	--	1644	1636	1667	2026	2034	1842
June	2539	2288	2292	233	1909	1836	1818	1963	1932	
July	3150	2640	2682	939	2225	2232	2628	2457	2634	
August	2941	2760	2742	948	1870	2195	2822	2307	2666	
September	2440	2015	2310	1224	1904	1597	2276	2075	2377	
October	2166	2273	2239	1323	1969	1404	2029	2045	2170	
November	2214	2309	1956	1496	2126	1492	1947	1964	2166	
December	1704	2000	1924	1600	1991	1362	1918	1764	1821	
<b>TOTAL</b>	<b>28,199</b>	<b>24,871</b>	<b>25,133</b>	<b>13,512</b>	<b>22,435</b>	<b>23,517</b>	<b>23,957</b>	<b>25,150</b>	<b>26,195</b>	<b>10,354</b>

### Previous Month's New User Registrations

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
January	29	14	19	19	9	17	19	17	21	18
February	16	18	12	20	8	16	12	12	11	14
March	12	22	9	4	15	12	12	14	33	30
April	28	23	18	2	8	21	11	31	16	29
May	24	16	15	3	6	21	16	22	17	17
June	24	30	28	0	12	16	30	17	30	
July	34	32	32	8	34	41	42	39	42	
August	28	22	31	12	28	35	48	24	37	
September	26	14	31	9	23	21	22	18	24	
October	28	16	21	8	10	19	62	36	21	
November	28	10	11	6	12	20	21	22	32	
December	28	11	8	7	10	12	8	12	9	
<b>TOTAL</b>	<b>305</b>	<b>228</b>	<b>227</b>	<b>98</b>	<b>175</b>	<b>251</b>	<b>303</b>	<b>264</b>	<b>284</b>	<b>108</b>

### Digital Collections:

#### Overdrive Circulation

	2019	2020	2021	2022	2023	2024	2025	2026
January	323	305	394	486	603	658	598	709
February	264	229	429	400	508	635	591	640
March	334	298	444	439	552	642	632	761
April	293	475	338	448	564	544	604	644
May	291	497	408	495	537	600	627	546
June	344	409	362	559	448	547	634	
July	296	373	404	552	438	640	602	
August	284	311	474	578	522	596	577	
September	272	314	427	499	524	565	581	
October	236	323	367	510	582	579	537	
November	205	334	419	506	569	583	544	
December	209	320	405	546	537	599	596	
<b>Total</b>	<b>3142</b>	<b>4188</b>	<b>4871</b>	<b>6018</b>	<b>6384</b>	<b>7188</b>	<b>7123</b>	<b>2754</b>



**Left:** Director Cheryl Jones, Accepts Grant Award from DVAA.

**Right:** James and Becca leading the Flower Children Folk Music Class, paid for by the DVAA Grant.



Unique Patron Access				
Hoopla				
	2023	2024	2025	2026
January	36	54	67	69
February	42	53	61	70
March	49	55	64	74
April	35	44	62	65
May	36	56	58	65
June	37	59	62	
July	39	58	62	
August	38	60	57	
September	36	68	66	
October	50	67	66	
November	37	53	68	
December	39	62	69	
Total:	474	689	762	343

Overall Circulations Report				
Hoopla				
	2023	2024	2025	2026
January	131	178	262	173
February	133	179	236	169
March	137	162	194	191
April	127	167	210	182
May	94	160	273	171
June	127	160	262	
July	90	149	211	
August	116	172	202	
September	118	163	195	
October	169	194	200	
November	111	146	186	
December	115	198	198	
Total:	1468	2028	2629	886

### Director’s Meetings & Trainings:

- Staff mid-year performance review meetings took place all month
- 5/1 SLI Office Hours
- 5/2 Spring Fling With Book Fairies & Library
- 5/3 Fundraiser Tea Party At MEEC
- 5/4 ALA SustainRT Meeting
- 5/7 Book Fairies at Chase School
- 5/8 SUPLA Meeting
- 5/9 FOL Meeting
- 5/13 Director’s Association Meeting
- 5/13 Trustees Meeting
- 5/19 System Services Committee Meeting
- 5/27 DVAA Grant Recognition Ceremony
- 5/28 Meeting with Frontier re: Copper Phone Lines Pricing & Options

Teachers at Emma Chase School picking out their “Blind Date with a Book” For Teacher Appreciation Week.



### Staff Development:

- All Staff will be completing a training from Niche Academy on Research and Reference sources we have available to us by the end of this month.

### Media Report:

- See Attached

### Friends of the Library News:

- Teacher’s Appreciation Day event was a huge success! The Chase School teachers all seemed to love the Blind Date with Book that the Book Fairies brought for them.
- The seed library is going strong with well over 200 seed packets distributed already this spring.
- The Garden Helpers are looking for another friend to help out with watering and weeding the gardens as one of our regular helpers has an injury that will keep her off her feet most of the summer.
- We have a new helper in the book store this month. Thanks to Maryallison for taking on helping keep the bookshop in tip-top shape.
- The Friends book fairies participated in MEEC’s fairy fest this month and gave out about 60 books to children and their families. They have more evens planned this spring and are looking for more fairies to

help!

- The Friends are starting to prep for Founder’s Day next month. If anyone would like to take a turn volunteering at the book sale or craft table that day, we would love to have the extra set of hands. The event runs from 10-5pm, but volunteers are welcome to pop in for an hour or two to cover a shift.

**Other News:**

- May Patron Count: 3001 patrons
- Focus Groups have been completed and notes from RCLS facilitators have been received. They will be reviewed by the Strategic Planning Committee.

**Director’s Activities:**

- Working on a new phone solution to increase our capacity and productivity while reducing our monthly bill with Frontier. More news coming soon on that.
- The newsletter has been mailed as of 6/4.
- Paper copies of the newsletter and the community survey are available around town and at the library.
- Bike Safety Day (coordinating with other agencies and businesses) will take place June 28<sup>th</sup> at the Chase School. Any volunteers to help would be greatly appreciated.

**Reminders:**

**UPCOMING RCLS TRUSTEE EDUCATION SESSSIONS**

Board Documents & Meetings - How to Tame Them (online)	7/29 @ 6:30
Deconstructing Trustee Education - How to make it work for you! (online)	8/4 @ 6:30pm

Respectfully submitted,  
Cheryl Jones, Library Director  
June 4, 2026

# 2025 Program Stats

## May

ADULT PROGRAMS		Green=Non-Library Programs				1-on-1		ZOOM			
Program Title	Intended Audience	Sync. in-person	Sync in person attendees	Sync. Virtual	Virtual attendees	Sync. Virtual attendees	Async Virt. #	Async Virt. Attendance	Tech Time	Digital Literacy Program	Dig Lit Attendance
5/2/2026 Kate's Tech Help	Adults							3			
5/2/2026 Malcolms Tech Time	Adults	1	2							1	2
5/2/2026 Documentary Screening	Adults	1	12								
5/5/2026 Walking Group	Adults	1	9								
5/6/2026 Coffee Playdate	Adults	1	26								
Virtual Author Visit Majan Kamali	Adults			1	6		1				
5/7/2026 reiki	Adults	1	7								
5/9/2026 Kate's Tech Help	Adults								4		
5/9/2026 FOL Meeting	Adults	1	9								
5/11/2026 Citizen Preparedness	Adults	1	16								
5/12/2026 Walking Group	Adults	1	11								
Virtual Author Visit: Dr. Ming	Adults			1	14		1				
5/13/2026 Coffee Playdate	Adults	1	17								
5/13/2026 BOT Meeting	Adults	1	8								
5/16/2026 Kate's Tech Help	Adults								3		
5/18/2026 Non-Fiction Book Club	Adults	1	5								
5/19/2026 Walking Group	Adults	1	8								
5/19/2026 Foodies	Adults	1	10								
5/19/2026 Books and Tea	Adults	1	9								
5/19/2026 Virtual Author Visit Nir Eyal	Adults			1	10		1				
5/20/2026 Coffee Playdate	Adults	1	21								
5/21/2026 Sci Fi w/ science Guy	Adults	1	9								
5/23/2026 Kate's Tech Help	Adults								4		
5/26/2026 Card making with Beth	Adults	1	9								
5/26/2026 Walking Group	Adults	1	13								
5/27/2026 Coffee Playdate	Adults	1	21								
5/29/2026 Local Writers	Adults	1	5								
<b>TOTALS</b>	<b>Offered-11</b>	<b>20</b>	<b>227</b>	<b>3</b>	<b>30</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>14</b>	<b>1</b>	<b>2</b>

Children's Programs	Program Title	Intended Audience	Spills In-person	Ages 0-5	Agers 6-11	Agers 12-18	TTTSM Spill in person attendance	Symc. Verbal attendance	Symc. Virtual attendance	Asym. Verbal Attendance	Asym. Virtual Attendance	Early Lit Program Attendance	ESL Program Attendance	Family Program Attendance	Family Program Attendance
	6-May Storytime	Preschool	1	9		8	17					1	17		
	13-May Storytime	Preschool	1	14		14	26					1	26		
	20-May Storytime	Preschool	1	11		9	20					1	20		
	27-May Storytime	Preschool	1	10		9	19					1	19		
	28-May Flower-Children Music	Families	1	3	2	7	14							1	14
	29-May Flower-Children Music	Families	1	4	1	5	10							1	10
	12-May Road to Mocha	School Age	1	4	4	5	13					1	13		
	18-May Art with Pallana	School Age	1	5	5	7	7								
	19-May Peppercrossing Club	School Age	1	1	3	7	11								
<b>TOTALS</b>			<b>9</b>	<b>58</b>	<b>15</b>	<b>69</b>	<b>117</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>96</b>	<b>0</b>	<b>2</b>



## **Free Direct Access Plan 2027 - 2031**

### **I. INTRODUCTION**

The Free Direct Access Plan (The Plan) is a State-approved agreement between the Ramapo Catskill Library System (RCLS) and the State Education Department's Division of Library Development of the New York State Library and is required by Commissioner's Regulation §90.3(a) through (d)(4).

RCLS encompasses three counties: Orange, Rockland, Sullivan, and a portion of southern Ulster County, with forty-six public libraries. The total population within the System's service area is 858,351.

### **II. FREE DIRECT ACCESS PLAN**

#### **1. Describe how all individuals residing within the boundaries of the System but outside a member public library's chartered service area will receive library services.**

All residents of the RCLS service area are entitled to library cards from their home libraries, defined as those libraries supported by the municipalities or districts in which the residents live.

The Plan recognizes the need for communities to provide tax support for library services to their residents and further acknowledges that communities that do so should neither be expected nor required to provide free library services to residents of communities that do not provide tax support for library services.

Individuals residing in jurisdictions with populations of over 10,000 are subject to the terms of the Regulations of the Commissioner of Education §90.3 (d)(2)(i). Anyone living in the RCLS service area is entitled to walk-in, on-site Access to all library materials at any member library, and use of computers with Access to the Internet (per NYCRR Title 8 - §90.3(a) through (d), (4)).

However, the following limitations may be imposed, as per Section (d)(2)(iii) of Commissioner's Regulation §90.3 and the Division of Library Development Guidelines:

1. Member libraries may give preference to the residents of their taxing district for attendance at library programs.
2. Member libraries may give preference to the residents of their taxing district in the use of computer and Internet resources.
3. Member libraries may give preference to the residents and organizations of their taxing district in the reservation and use of meeting rooms.

The entitlement to library services and borrowing privileges outlined in this Plan shall be forfeited by any individuals who fail to observe the rules and regulations or follow the policies of the RCLS member libraries and/or RCLS.

**2. Describe how the System will assure that those persons living within the System boundaries in an area where a member library chooses to withdraw from the System, or where a chartered and registered library was never a member of the System, will be served by the System.**

All chartered and registered libraries now within RCLS boundaries are members of the System. Should a member library choose to withdraw from the System, residents from that library's service area would continue to be eligible to borrow materials purchased with Central Book Aid, and to access the NOVELNY and System-funded electronic databases.

Residents served by newly chartered and registered libraries that have not joined the System will be served by RCLS in the same manner as stated in Section 1.

**3. Describe what the System considers "serious inequities and hardships" and the criteria used by the System to make the determination.**

RCLS considers "serious inequities and hardships" to be those conditions that adversely affect residents of the chartered areas of member libraries and/or significantly deprive resident borrowers of the opportunity to borrow library materials, relying instead on the collections, services, and funds of neighboring member libraries. There is no other service in New York State in which residents of one taxing jurisdiction are expected to support services for residents of another taxing jurisdiction.

Should a member library want to provide the residents of an unserved jurisdiction with full library services, it must enter into a contract with the unserved jurisdiction. The unserved jurisdiction is not to pass the cost to individuals residing within the jurisdiction as per Commissioner Regulation §90.3. The minimum contract rate with the unserved jurisdiction must be equal to the local per capita expenditure or two thirds (2/3) of the median per capita expenditure, whichever is higher, for the county in which the library is located.

This rate is to be adjusted annually based on the most recent Annual Report data.

All contracts are encouraged to be submitted to RCLS for review prior to signing. RCLS will ensure that the contract meets all criteria defined above.

Member libraries that choose to provide the residents of an unserved jurisdiction with local library services only, with no direct access rights, may set their own contract rate or can provide this service without a contract.

"Serious inequities and hardships" also occur when the patrons of one member library excessively use the services of a neighboring library. See Section 4.

#### **4. Describe what constitutes excessive out-of-chartered/contracted service area borrowing in the System.**

RCLS considers "excessive out-of-chartered/contracted service area borrowing" to be:

1. 25% of a member library's total circulation based on eighteen months' average to residents of all geographic areas outside the library's chartered service area.
2. 15% of a member library's total circulation based on eighteen months' average to residents of a single geographic area, which is: (a) served by another chartered public library OR (b) served by a contract with another member library OR (c) does not provide equitable funding for library services, as determined by Section 3.

Either or both libraries affected by excessive use may file a complaint pursuant to Section 6 below. In addition, an annual fee can be applied to a library that is found to be "excessively borrowing" from another library by more than 15%. Statistics to identify these situations are available through the Integrated Library System and are provided to member libraries yearly by the System.

#### **5a. Describe the unserved and underserved populations within the System.**

Unserved populations exist in pockets throughout the RCLS service area and have been mapped by the NYSED Division of Library Development. The total untaxed/unserved population is 31,071. There are also unserved jurisdictions that have entered into contracts with a chartered library and provide tax support for service. The total population covered by contracted service is 38,406 people.

Underserved populations are those whose chartered/contracted library service is not equitable according to System standards as defined in this Plan. Typically, the library has a budget that does not meet the criteria set out in Section 3 above. Patrons of such libraries are tacitly encouraged to rely on other System libraries for the convenience of hours, depth of collections, Internet access, program offerings, and knowledgeable staff to meet their needs.

#### **5b. Describe the criteria used by the System to identify libraries as having an inadequate level of local income to support the delivery of acceptable library services (underserved).**

A library's inability to comply with the New York State Minimum Library Standards as per their annual report, and/or with a per capita expenditure of less than two thirds (2/3) of the median of the libraries in the county within which it is located, as specified in Section 3 above, may be considered underserved.

#### **5c. Describe the actions the System will take to expand the availability of library services to unserved and underserved individuals residing within the boundaries of the System.**

RCLS staff and trustees will work with member libraries to encourage and assist them in their efforts to improve services and approach local officials for improved funding.

- Libraries that currently do not hold budget votes will be informed about Section 259 of

- Education Law, "Chapter 414" and special district status.
- Governing authorities in unserved jurisdictions will be notified of the need to provide tax funding if full library service is to be allowed/continued.
  - The three regional library associations within RCLS borders, the Directors' Association Direct Access Committee, and the Plan of Service Committee will be encouraged to participate in meetings with affected jurisdictions.
  - Member libraries subject to overuse by residents from other member libraries will be encouraged to invoke the restrictions permitted under Commissioner's Regulation §90.3, in accordance with the guidelines set out in this Plan, as a means to reinforce the reciprocity that is the cornerstone of Direct Access.
  - RCLS will encourage unserved jurisdictions to contract for library service with a member library or, by action, to charter a new library.

#### **5d. Provide a timetable for such actions.**

RCLS and member libraries will continue to work with any and all unserved jurisdictions to help them understand the value of providing their residents with library services. RCLS staff will assist these jurisdictions in getting the information they need to undertake the action to charter a library, and will help these jurisdictions make contact with member libraries in order to enter into contracts for library services.

Residents in jurisdictions that are not willing to enter into contracts or establish a chartered library will not be able to access library services, except for limited services available from the Central Library, some State-supported services, and through local service-only cards with member libraries that choose to offer limited service with or without a contract.

#### **5e. Identify who will be responsible for carrying out these actions.**

Adequate funding is the responsibility of the member libraries' trustees. The encouragement of improved library services throughout the System is set forth in Section 5c above. RCLS is responsible for educating the public, especially untaxed/unserved communities, with regard to the terms of its Direct Access Plan.

#### **6. Describe the conditions under which modifications to the free Direct Access Plan can be made.**

All recommendations for modification of the Plan shall be initiated by the Directors' Association-Direct Access Committee at the request of a member library's Director and Board of Trustees and must be approved by the Association and ratified by the RCLS Board of Trustees.

Prior to bringing a request to modify the Direct Access Plan, a member library's Director and Board of Trustees must make a good-faith effort to resolve any serious inequities or excessive use with the Library Director and Board of the Library exhibiting such behavior.

In instances of a declared State of Emergency and/or public health crisis that force libraries to restrict their hours/services in the interest of public health, a member library may choose to restrict Access to

their building to cardholders of their library only. Curbside service may be used to fulfill free direct Access where building access would pose an unnecessary, increased health risk to member library staff and the cardholders of that library.

### **6a. Without the prior approval of the Commissioner of Education**

RCLS member libraries that experience excessive out of chartered service area borrowing, as defined in Section 4 above, may file a written complaint with the Direct Access Committee

1. The Direct Access Committee will review the circumstances regarding the complaint by verifying the levels of library use leading to the claim, as well as verifying any other criteria in the claim that may be applied under the Plan.
2. The Direct Access Committee will make a recommendation to the Directors' Association after confirming all claims of serious inequities and hardships submitted by the member library are valid.
3. The Direct Access Committee's recommendations will be moved for approval by a majority vote of the Directors' Association and then moved to be ratified by the RCLS Board of Trustees in a public meeting. Approved recommendations will be implemented following such ratification.

Based on the Directors' Association and RCLS Board of Trustees accepting a claim of serious inequities and hardship as valid, one or more of the following will be

1. The placing of restrictions on the loan of library resources, said restrictions to be limited to non-print materials and equipment, and print materials less than one year from the acquisition date and purchased with local funds;
2. The placing of restrictions on attendance at library programs due to lack of space or staffing to accommodate non-residents, provided such programs are supported entirely by local funds;
3. The placing of restrictions on new or experimental collections;
4. The placing of restrictions due to the inability of neighboring libraries to provide reciprocity for borrowing similar high-demand materials;

The Direct Access Committee will review restrictions yearly to ensure they remain warranted.

### **6b. With the prior approval of the Commissioner of Education**

Proposed restrictions to library services or Access beyond those defined in the Plan must be approved by the RCLS Board of Trustees and the Directors' Association prior to transmission to the Commissioner of Education for approval.

Guidelines for Direct Access Committee action regarding complaints, with the prior approval of the Commissioner of Education, are as follows:

1. A complaint must be presented to the Direct Access Committee in writing by the affected library, including the following information:
  - a. A list of actions taken by the library Board(s) affected to resolve the issue(s)
  - b. A clear description of the proposed restrictions and modifications to the Plan being requested, provided such modifications do not include charging for library services;

- c. A clear description of the anticipated impact on resident and non-resident borrowers after proposed modifications are implemented;
  - d. A time frame for the beginning and end of such restrictions and modifications.
2. The complaint will be discussed with representatives of all parties concerned at a Direct Access Committee meeting.
  3. The Direct Access Committee's recommendations for the resolution of a complaint will be moved for approval by the Directors' Association and the RCLS Board of Trustees.
  4. The RCLS Board will submit the recommendations for the resolution of a complaint to the Commissioner of Education for approval.

## **7. Describe how the System will assure that member libraries are complying with the System's free Direct Access Plan.**

1. The Direct Access Committee and RCLS will review the annual statistics generated by the Integrated Library System (ILS) to monitor direct access activity.
2. Complaints regarding violations of the Free Direct Access Plan will be referred to the Direct Access Committee.

## **8. Describe how the System obtained member library input to the Direct Access Plan**

1. The first draft of the Plan was updated and reviewed by the Chair of the Direct Access Committee and the RCLS Executive Director on January 27, 2026
2. The second draft of the Plan was reviewed by the Direct Access Committee on February 9, 2026
3. The third draft of the Plan was presented to the Direct Access Committee on March 12, 2026
4. The fourth draft of the Plan was reviewed by the Directors' Association on April 14, 2026
5. The RCLS Direct Access Plan approved by the Association on May 13, 2026, will be distributed to the member library Boards of Trustees for approval by the majority by June 2, 2026
6. The RCLS Direct Access Plan, approved by the majority of member library Boards on xxxx will be distributed to the RCLS Board of Trustees for approval
7. The RCLS Board of Trustees approved the RCLS Free Direct Access Plan on xxxx
8. The final Free Direct Access Plan will be distributed to the New York State Library for approval on xxx

### III. DEFINITIONS

**Public Library System** means a library established by one or more counties, a group of libraries serving an area including one or more counties in whole or in part, a library of a city containing one or more counties, or a cooperative library system established pursuant to the provisions of section 255 of the Education Law.

**Approved Plan of Service** means a plan of library service submitted by a public library system board of trustees in accordance with section 272 of the Education Law that has been approved by the Commissioner pursuant to the provisions of this section. The plan of service defines the mutual commitments, responsibilities, and obligations of the public library system and its members in meeting the service needs of the area served and statewide library service goals.

**Direct Access** means the ability of an individual, who resides within the boundaries of a public library system and who has a valid borrower's card issued by the System or any member library in the System, to borrow materials for home use directly from the premises of any library that is a member of the public library system on the same basis as that specified for cardholders in each individual library.

**Chartered service area** means the geographic area served by a library as stated in charter documents as approved by the Board of Regents and on file with the department. For purposes of this section, the phrase "and its environs" or its equivalent, as contained in any charter document will not be recognized by the Commissioner as a valid part of the library's chartered service area. For purposes of this section, the Commissioner will not recognize areas served by the library under contract as a valid part of a library's chartered service area.

**Curbside use** means the ability of an individual to use library resources on the outside of the premises of a library based on availability.

**Resident borrower** means an individual who resides within the boundaries of the chartered service area of a public or Association or Indian library as defined in section 253 of the Education Law and who is a library card holder at that library.

**Non-resident borrower** means an individual who resides outside the boundaries of the chartered service area of a public or Association or Indian library as defined in section 253 of the Education Law and who is a library cardholder at that library or at another member library of the public library system who is a system cardholder.

**Library resources** mean the print and non-print materials owned by the library and any other services provided by the library to the resident borrowers of the library's chartered service area.

**On-site use** means the ability of an individual to use library resources on the premises of a library.

**Serious inequities and hardships** mean those conditions which adversely affect resident borrowers of member libraries. Such conditions are defined in accordance with the free direct access provisions contained in each System's approved Plan of Service and may include, but are not limited to, a definition of what constitutes excessive borrowing of a library's resources by non-resident borrowers.

**Supported** is defined as financial support to a library either by charter or by contract.

**Tax support** means funds supplied by local taxing agencies, which may be municipalities, school districts, or special districts. These funds may be from the library's sponsoring municipality or from a non-sponsoring municipality in payment for library services.

**Unserviced** means those individuals residing in geographic areas that are within the boundaries of a public library system but outside the boundaries of the chartered service area of a library that is a member of that System.

**Underserved** means those individuals residing in geographic areas that are within the chartered service area of a member library and which the public library system has identified as having an inadequate level of local income to support the delivery of acceptable library services.

Approved by the Directors' Association – May 13, 2026

Approved by a majority of member library Boards of Trustees – xxx

Adopted by the RCLS Board of Trustees xxx

Approved by the Division of Library Development – xx



# PLAN OF SERVICE 2027 – 2031

Approved by the RCLS Board of Trustees – XXX  
Approved by Division of Library Development – XXXX

## Section 1. General Information

- 1.1 Name of System – Ramapo Catskill Library System
- 1.2 Street Address – 619 Route 17M
- 1.3 City – Middletown
- 1.4 Zip Code – 10940
- 1.5 Four Digit Zip Code Extension – 4395
- 1.6 Telephone Number – 845-243-3747
- 1.7 Name of System Director – Grace Riario
- 1.8 Email Address of the System Director – [griario@rcls.org](mailto:griario@rcls.org)
- 1.9 System Home Page URL – [www.rcls.org](http://www.rcls.org)
- 1.10 URL of Current List of Members – <https://guides.rcls.org/memberlibraries>
- 1.11 Date of Establishment – 1959
- 1.12 Date of Absolute Charter – 1965
- 1.13 Name of Central Library – Newburgh Free Library
- 1.14 Square Mileage of Service Area – 2,459
- 1.15 Population of System Service Area – 858,351 (2020 US Census)
- 1.16 Type of System – Public Library System (PLS)

## Section 2 – System Governance and Membership

- 2.1 URL of Current Governing Bylaws – [https://guides.rcls.org/Board\\_of\\_Trustees/Bylaws](https://guides.rcls.org/Board_of_Trustees/Bylaws)
- 2.2 System Board Appointment/Election - Indicate whether the System Board Members are appointed or elected (select one).

E – System Board Members are elected

- 2.3 Indicate by whom the System Board Members are elected –

Each library represented at the System Annual Meeting shall vote as a unit. At least one trustee of each member library desiring to vote must be present in person to cast the vote for the participating library.

- 2.4 Advisory Groups –

- a. Member Directors' Organization
- b. Coordinated Outreach Services Advisory Group
- c. Central Library Advisory Committee/System Service Committee

Other (specify using state notes)

## Section 3 -Description of Planning, Approval, Evaluation, and Revision Process for All Sections of the Plan of Service.

### 3.1 Provide a summary describing the processes used to assess member needs in the development of the Plan of Service.

RCLS engaged an independent consultant to design and administer a questionnaire to gather comprehensive feedback on RCLS services, programs, and anticipated member library needs. The questionnaire was distributed to trustees, administrators, and staff from all member libraries. In addition, the consultant facilitated twenty-one focus groups between August and October 2025. All trustees and library employees were invited to participate and share input on existing services and programs, as well as on the evolving needs of member libraries. Focus groups were conducted in both virtual and in-person formats to maximize participation and accessibility.

### 3.2 Identify the groups involved in the development of the Plan of Service and each group's role.

1. RCLS Board Plan of Service Committee, which is made up of three RCLS board members, three members of the Directors' Association, two members of the RCLS Team, and the Executive Director – developed a request of proposal to hire an independent consultant to develop a questionnaire, facilitate focus groups, and analyze member library trustees and staff feedback to prepare a report which will be used to develop the first draft of the RCLS 2027-2031 Plan of Services.

2. Three consultants responded to the request for proposal, and the RCLS Board of Trustees' Plan of Service Committee reviewed and made a recommendation to hire Supernova Consultants to assist with the gathering and analysis of member libraries' feedback.
3. In November 2025, the RCLS Board of Trustees' Plan of Service Committee received the Consultant's report and began developing the first draft of the 2027-2031 Plan of Service.
4. Directors' Association's System Services Committee was provided with the first draft of the 2027-2031 Plan of Service and the consultant's report regarding the feedback received from member libraries on February 10, 2026.
5. Directors' Association's System Services Committee reviewed and commented on the first draft of the 2027-2031 Plan of Service on February 17, 2026
6. Directors' Association's System Services Committee reviewed and approved the second draft of the 2027-2031 Plan of Service on March 16, 2026, to be passed on for approval by the Directors' Association at their April 2026 meeting.
7. Members of the Directors' Association were encouraged to attend and provide feedback during the System Services meetings in February and March.
8. The final draft of the 2027-2031 Plan of Services was approved by the Directors' Association on April 8, 2026.
9. The approved Directors' Association 2027-2031 Plan of Service was distributed to member Library directors and Library Board presidents to be shared and approved by the member library Boards with a deadline for response of Friday, August 7, 2026.

10. The RCLS Board approved the 2027-2031 Plan of Services on

### 3.3 Describe the planning process for the 2027-2031 Central Library Plan.

1. RCLS shared the independent consultant report regarding the member libraries' feedback with the Director of the Central Library in February 2026.
2. RCLS Executive Director met with the Central Library Director and Staff to review the draft of the 2027-2032 Central Library Plan.
3. Members of the Directors' Association were encouraged to attend and provide feedback during the System Services meetings in February.
4. The Directors' Association's System Services Committee was provided with the first draft of the 2027-2031 Central Library Plan on March 16, 2026, for review and feedback.

5. The Central Library Board approved the 2027-2031 Central Library Plan on XXX

6. The RCLS Board approved the 2027-2031 Central Library Plan on XXX

### 3.4 Describe the integration of the 2027-2031 Central Library Plan with the system's Plan of Service.

The 2027-2031 Central Library Plan will work with the RCLS Plan of Service to support professional development and resource-sharing goals.

### 3.5 Provide the URL of the 2027-2031 Central Library Plan.

### 3.6 Describe the planning process for the 2027-2031 Direct Access Plan.

1. The RCLS Executive Director and the Chair of the Directors' Association Direct Access Committee met to review the 2027-2031 Direct Access Plan and ensure that the Plan met requirements.
2. Directors' Association's Direct Access Committee was provided with the first draft of the 2027-2031 Direct Access Plan on February 9, 2026.
3. Directors' Association's Direct Access Committee reviewed and commented on the second draft of the 2027-2031 Direct Access Plan on March 12, 2026
4. Directors' Association's Direct Access Committee reviewed and approved the third draft of the 2027-2031 Direct Access Plan on April 14, 2026, to be passed on for approval by the Directors' Association for their May 2026 meeting.
5. The final draft of the 2027-2031 Direct Access Plan was approved by the Directors' Association on xxx
6. The approved Directors' Association 2027-2031 Direct Access Plan was distributed to member Library directors and Library Board presidents to be shared and approved by the member library Boards with a deadline for response of Friday, August 7, 2026.
7. The RCLS Board approved the 2027-2031 Plan of Services on XXXX

### 3.7 Describe the integration of the 2027-2031 Direct Access Plan with the system's Plan of Service.

The 2027–2031 Direct Access Plan is designed to strengthen and sustain the shared library ecosystem across the Ramapo Catskill Library System service area by ensuring that all member

libraries participate equitably in resource sharing. Through this plan, costs and responsibilities are distributed fairly among the system's forty-six member libraries, reflecting both the collective value of shared access and the principle that a cooperative system is strongest when all members contribute. This approach supports systemwide access for community members while maintaining fiscal responsibility and long-term sustainability for libraries of varying sizes and capacities.

### 3.8 Provide the URL of the 2027-2031 Direct Access Plan.

### 3.16 Describe the information to be collected in order to determine members' satisfaction with the system's services.

An annual survey will be distributed to member library administrators to gather feedback on service usage and satisfaction.

Two Town Hall events will be scheduled yearly to provide an opportunity for member library trustees and staff to have an open conversation with the RCLS team.

### 3.17 Provide the URL of the proposed blank annual member survey.

### 3.18 Describe how the information on customer satisfaction will be used to shape the system's plan in the next year or in the following planning cycle.

The satisfaction of the majority of member library trustees and staff is essential to the continuation of any service or program. If a majority of members express dissatisfaction with a service, we will either discontinue it or modify it to better meet the needs of the membership.

### 3.19 Describe the process for revising the system's Plan of Service for submission to the New York State Education Department

If changes are required, a draft of these changes would be prepared and shared with the Directors' Association System Services Committee, Directors' Association, member library Boards of Trustees, and the RCLS Board of Trustees. Once all of the groups provided their feedback, we would modify the draft as required, submit it to the RCLS Board for approval, and send the approved draft to DLD for approval.

## Section 4. Mission Statement, Objectives, Outcomes, and Evaluation Methods

### 4.1 The Ramapo Catskill Library System Mission Statement RCLS

We deliver high-quality, cost-effective consolidated and cooperative services to support member libraries in meeting the needs of their communities.

### 4.3 Goal 1 – Resource Sharing

Integrated Library System (ILS)

Goal Statement: Enhance and maintain existing automation services and assist member libraries in implementing emerging technologies to improve library service and cooperation.

Objective: Assist member libraries in identifying, assessing, and implementing new material formats and unique collections to enhance the libraries' offerings.

Activities: Includes tasks such as:

- Adding new shelving locations.
- Establishing MARC records for titles in new formats.
- Develop MARC records for unique collections.
- Ensure new formats are visible on the discovery layer.

Outcomes: 2027 Library staff will be able to implement and access new material formats and unique collections.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Library staff at libraries reporting indicate that they are able to implement and access new material formats and unique collections.

Note: repeat in 2028, 2029, 2030, and 2031.

#### 4.3.1 Goal 1 – Resource Sharing

Integrated Library System (ILS): Managing

Goal Statement: Enhance and maintain existing web-based services and assist member libraries in implementing emerging technologies to improve library service and cooperation.

Objective: Maintain a current, integrated library system (ILS) for inventory control, material tracking, and the facilitation of access to the collections of member libraries participating in the ILS consortium from within the library and through remote access.

Activities: Includes tasks such as:

- Configuring the discovery layer.
- Managing and maintaining ILS software.
- Maintaining user documentation.
- Acting as a liaison with the ILS vendor and broader community.

Outcomes: 2027 Library staff will be able to use the web-based ILS to easily track and manage items in their collections.

Evaluation Method: 2027 Library staff will have access to the web-based system 95% during library hours.

Library staff at libraries reporting indicate 95% success in catalog searches for materials with complete catalog records.

Library staff at 80% of libraries reporting indicate that they are using reports generated by the ILS to manage their collections.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%)

#### 4.4 Goal 1 – Resource Sharing

##### RCLS Delivery Service

Goal Statement: Offer a clearly defined set of cost-effective, coordinated delivery services designed to enhance local library achievement and maximize the value of local funds expended.

Objective: Maintain a cost-effective delivery system to meet the demand for the transfer of materials among RCLS libraries and support ILL with the libraries from other library systems.

Activities include tasks such as:

- Monitor daily delivery statistics; evaluate annually; adjust routes as required.
- Maintain delivery fleet; oversee vehicle and supply purchases.
- Consult with member libraries on delivery access during new construction and/or renovations to support the delivery of library materials.

Outcomes: 2027 Library staff are able to receive and send library materials from libraries within RCLS.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Staff at 80% of libraries reporting indicate satisfaction with the delivery service.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%)

#### 4.4.1 Goal 1 – Resource Sharing

##### Interlibrary Loan

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Objective: Monitor electronic interlibrary loan activity to assess the impact on delivery and the equity of borrowing and lending among the libraries.

Activities: Includes tasks such as:

- Produce statistical reports of borrowing and lending among libraries.
- Adjust the borrowing routing algorithm.
- Maintain ILS settings that define sharing rules.

Outcomes: 2027 Library staff will see a balance between their ILL borrowing and lending activity.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Library staff at libraries reporting indicate a loaning/borrowing balance.

Note: repeat in 2028, 2029, 2030, and 2031.

#### 4.4.2 Goal 1- Resource Sharing

##### Interlibrary Loan

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

Objective: Facilitate System interlibrary loans between member libraries and out-of-system libraries that allow access to resources unavailable within the System.

Activities: Includes tasks such as:

- Coordinate all ILL activities for materials requested from OCLC libraries.
- Organize training and support for regional ILL (e.g. SEAL).

Outcomes: Library staff can provide library users access to resources and materials unavailable at the local library or within the RCLS system.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Staff at 80% of libraries reporting indicate they are satisfied with ILL services.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

#### 4.4.3 Goal 1 – Resource Sharing

##### Interlibrary Loan

Goal statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended. This goal is dependent upon timely responses from the facility.

Objective: Provide service to the Federal Correctional Institute, Otisville, NY (FCI) through interlibrary loans from RCLS libraries and the New York State Library.

Activities: Includes (but not limited to) tasks such as:

- Process ILL requests except when ILL guidelines are not met by the facility

Outcome: 2027 Library materials are available to dedicated library staff at the Otisville Federal Correctional Facility.

Note: repeat in 2028, 2029, 2030 and 2031.

Evaluation Method: 2027 FCI library staff report they are satisfied with the ILL service.

Note: repeat in 2028, 2029, 2030 and 2031

#### 4.5 Goal 1 – Resource Sharing

##### Shared Electronic Collection

Goal: Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

Objective: Offer cost-effective hosting of and/or access to enhanced Web-based resources.

Activities: Includes tasks such as:

- Working with the vendors to maintain the interfaces.
- Selecting and administering the content pool.
- Collaborating with the vendor to enhance the product(s).

Outcomes: 2027 Library staff can make streaming library materials available to their users.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 The staff at 80% of libraries reporting indicate that they know how to access digital content and can explain this procedure to their users.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

#### 4.6 Goal 1 - Resource Sharing

##### Supporting Technology

Goal Statement: Offer a clearly defined set of cost-effective, consolidated, and coordinated IT services designed to support local library business operations and maximize the value of local funds expended.

Objective: Offer member libraries IT services based on an IT agreement and a menu of services.

Activities: Includes tasks such as:

- Collaborate with member libraries' administration to select an annual IT menu of services that meet their business operations' needs.
- Consult with the administration of member libraries on IT infrastructure needs.
- Administer and manage the Library's Internet Service Provider (ISP) connectivity, including administrative access to the ISP account and ISP-provided equipment (e.g., the cable modem), to ensure reliable service and appropriate security controls.

Outcomes: Library administration has access to RCLS IT services and IT support staff after signing on to the service.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Staff at 80% of libraries reporting indicate they are satisfied with IT services

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

#### 4.10 Goal 2 – Client Groups

##### Adult Literacy

Goal Statement: Offer a clearly defined set of cost-effective, consolidated, and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Objective: Offer adult literacy programs and services within the service area.

Activities: Includes tasks such as:

- Provide opportunities for member libraries to learn best literacy practices.
- Offer training sessions.
- Collaborate with member libraries to develop services that meet local community needs.

Intended Results: 2027 Library staff are aware of or have participated in RCLS literacy educational sessions or services.

Note: repeat in 2028, 2029, 2030, and 2031.

#### 4.11 Goal 2 – Client Groups

##### Coordinated Outreach

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Objective: Facilitate information and consulting for member library staff to provide services addressing the New York State-designated Outreach populations' needs and issues.

Activities: Includes tasks such as:

- Conduct Coordinated Outreach Services Advisory Group (COSAG) meetings and activities that focus on the New York State-designated Outreach populations' needs and issues.
- Provide information that will enhance local library services to New York State-designated Outreach populations.
- Coordinate model program opportunities directed to target groups and hosted by member libraries.
- Supply information and encourage member libraries to use or take advantage of the New York State Talking Book and Braille Library services.

Outcome: 2027 Library staff are able to address the needs of the different New York State-designated Outreach target groups.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Staff at 80% of libraries reporting indicate that they are able to address the needs of the different New York State-designated Outreach target groups.

Note: repeat in 2028(85%), 2029 (85%), 2030 (90%), 2031(90%)

#### 4.12 Goal 2 – Client Groups

##### Correctional Facilities (State and County)

Goal Statement: Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

Objective: Provide educational opportunities and a forum for correctional library staff to exchange information and programs in facilities to enhance their offerings.

Activities: Includes tasks such as:

- Coordinate regional and local meetings to discuss issues, concerns, needs, etc.
- Offer training sessions and support materials.
- Organize Statewide training opportunities.
- Develop programs for the facilities to offer.

Outcomes: 2027 Correctional library staff improve their understanding of the skills needed to deliver library services and programs to their clients.

Note: repeat in 2028, 2029, 2030 and 2031

Evaluation Method: 2027 Staff at 80% of correctional libraries reporting indicate that they have participated in the educational opportunities and forums provided.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

#### 4.12.1 Goal 2 – Client Groups

Correctional Facilities (State and County)

Goal Statement: Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

Objective: Facilitate interlibrary loans for correctional institutions within the RCLS service area.

Activities: Includes tasks such as:

- Processing ILL requests for state correctional institutions.
- Develop collections to enhance correctional facility libraries' ILL services through collaboration between and among RCLS Staff and Correctional Facilities' librarians.

Outcomes: 2027 Correctional library staff have access to library materials from RCLS and other system libraries and the New York State Library.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Staff at 80% of correctional libraries reporting indicate that they are satisfied with the interlibrary loan service provided by RCLS.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

#### 4.12.2 Goal 2 – Client Groups

## Correctional Facilities (State and County)

Goal Statement: Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

Objective: Facilitate the acquisition of materials and educational services for correctional facility libraries.

Activities: The following activities depend on funding allocation. Includes tasks such as:

- Coordinate the purchase of materials and programs.
- Organize the purchase of conference tickets and accommodation for the New York Library Association Conference.
- Business Office consulting services.

Outcomes: 2027 Correctional library staff acquire materials and programs as needed.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Staff at 80% of correctional libraries reporting indicate they are satisfied with purchasing and support services supplied by RCLS.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

### 4.13 Goal 2 – Client Groups

#### Youth Services

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Maintain and promote effective means of communication with and among member libraries to encourage cooperation.

Objective: Support projects and services to enhance youth services. Activities: Includes tasks such as:

- Participate in county library association meetings and activities.
- Coordinate roundtables and discussion groups as well as provide support, consultation, and advice to the officers and participants of the member library youth services groups.
- Consult with the youth services library staff regarding publishing trends and publishing houses.
- Manage and maintain unique collections to support youth services programming.
- Collaborate with Central Library staff to maintain and develop an eContent collection that meets the needs of the youth.

Outcomes: 2027 Youth services staff have the information and support required to provide services to children and teens.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Youth services staff at 80% of libraries reporting indicate that they have the information and resources needed to manage programs and services for children and teens.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

#### 4.14 Goal 2 – Client Groups

Early Literacy (Birth to School Age with Parents/Caregivers)

Goal Statement: Offer a clearly defined set of cost-effective early literacy services designed to enhance local library early literacy needs and maximize the value of local funds expended.

Objective: Offer early literacy programs, services, and materials to assist member libraries in developing and/or enhancing their early literacy programs.

Activities: The following activities depend on funding allocation. Includes tasks such as:

- Support staff development at member libraries to help them incorporate early literacy initiatives.
- Cooperate with member library staff to develop tools to educate families about early literacy.
- Provide consulting services to member library staff regarding early literacy techniques.

Outcomes: 2027 Library staff are aware of the programs and services offered by RCLS to assist them in developing and/or enhancing their early literacy programs.

Note: repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Staff at 80% of libraries reporting indicate that they are aware of the programs and services offered by RCLS to help them develop and/or enhance their early literacy programs.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

#### 4.16 Goal 3 – Professional Development and Training

Library Administration and Staff

Goal Statement: Provide opportunities to member libraries' staff and administration for the RCLS Plan of Service 2027-2031

RCLS Board Approved XX/XX/XX

training, networking, and skills development needed to support library service and wholly encourage participation in opportunities offered by regional, state, and national organizations.

Objective: Coordinate or provide member library staff and administration with opportunities for training, networking, and skills development.

Activities: Includes tasks such as:

- Coordinate, arrange for, inform, or provide training, networking, and skills development, roundtables, or discussion groups.
- Organize and conduct ILS and emerging technology training sessions.
- Provide staff training on the enhanced discovery layer.
- Develop and maintain a menu of educational sessions for library staff.
- Foster leadership opportunities for library staff via educational offerings.
- Provide an orientation to educate member libraries' staff about RCLS services.
- Maintain a subscription to an online training platform to provide remote training.

Outcomes: 2027 Provide opportunities to member libraries' administrators and staff for the training and skills development needed to support library service and career advancement.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Library administrators and staff at 80% of libraries reporting indicate that they are satisfied with the opportunities to receive training and skills development.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%).

#### 4.16.1 Goal 3 – Professional Development and Training

##### Library Trustees

Goal Statement: Provide opportunities to member libraries' trustees for the training and skills development needed to support library governance.

Objective: Actively promote educational resources available to all trustees and encourage member library trustees to join and participate in state and national organizations.

Activities: Includes tasks such as:

- Provide trustee-related state and national organization information.
- Maintain an electronic mailing group for trustees.
- Provide and promote in-person and virtual local trustee training opportunities.
- Offer trustee training materials in the form of the Handbook for Library Trustees.
- Encourage library trustees to engage in collaboration and communication via open forums.
- Assist library trustees in meeting state educational requirements and governance best practices.

Outcomes: 2027 Library trustees are aware of and know how to access information about the national, state, and regional trustee resources and training opportunities.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Library trustees at 80% of libraries reporting indicate that they are aware of the national, state, and regional organizations that support libraries and library services, and know how to access trustee resources and training opportunities.

Note: repeat in 2028 (80%), 2029 (85%), 2030 (90%), 2031(90%)

#### 4.17 Goal 4 – Consulting Services

##### Consulting and Development Services

Goal Statement: RCLS will maintain knowledge and information pertaining to state laws and initiatives that directly affect member libraries.

Objective: Provide consulting services to support member libraries in areas such as management and personnel administration, finances, youth services, adult services, community engagement, technology, trustee development, and Education law to assist member libraries in achieving service excellence.

Activities: Includes tasks such as:

- Provide consulting services about library-related policy, management, operational issues, state laws, and regulations, etc.
- Provide consulting services about library budget, financial policies, sustainable funding, E-Rate, and the Tax Cap / Tax Freeze calculations and filings.
- RCLS staff actively participate in local, regional, state, and national organizations when funding is available.

Outcomes: 2027 Library administrators and staff report they have the information they require to support excellent library service.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Library administrators and staff at 80% of libraries reporting indicate they are satisfied with the consultant services provided by RCLS staff.

Note: repeat in 2028 (80%), 2029 (85%), 2030 (85%), 2031 (90%)

##### 4.17.1 Goal 4 – Consulting Services

###### Financial Consulting

Goal Statement: Enhance and maintain existing automation services and assist member libraries in implementing emerging technologies to improve library service and cooperation.

Objective: Provide technical support for all member libraries to assist them in maintaining an accurate record of their financial information.

Activities: Includes tasks such as:

- Provide advice on related financial software, such as QuickBooks, and on applications for the Annual Report/Construction Grant processes.
- Consult with member library staff and trustees on developing the library budget and funds related to capital projects.

Outcomes: 2027 Library trustees, administrators, and staff will have access to consulting support.

Note: repeat in 2028, 2029, 2030, and 2031.

Evaluation Method: 2027 Library trustees, administrators, and staff will initiate an average of twenty interactions with RCLS consulting services a month.

Library administrators and staff at 80% of libraries reporting indicate they are satisfied with the consulting services provided by RCLS staff.

Note: repeat in 2028 (80%), 2029 (85%), 2030 (85%), 2031 (90%)

#### 4.17.2 Goal 4 – Consulting Services

##### Marketing Consulting

Goal Statement: Enhance and maintain knowledge and information pertaining to marketing and social media initiatives that directly affect member libraries.

Objective: Provide consulting services to support member libraries in marketing activities.

Activities: Includes tasks such as:

- Collaborate with member libraries in developing marketing materials.
- Communicate the value of library service to local and state stakeholders.
- Promote library services and programs to community members within the RCLS service area.

Outcomes: 2027 Library staff will have access to marketing consulting services to support their marketing efforts.

Evaluation Method: 2027 Library staff will initiate an average of twenty interactions with RCLS consulting services staff per month.

Note: repeat in 2028, 2029, 2030 and 2031

#### 4.17.3 Goal 4 – Consulting Services

##### Social Media Campaigns and Communication

Goal Statement: Educate trustees and library staff about the importance of communicating and using social media campaign tools effectively.

Objectives: Educate trustees and library staff about projects and initiatives that highlight social media as a tool to strengthen the library's online presence and connect with their community.

Activities: Includes tasks such as:

- Consult with member library staff on their social media campaigns.
- Develop and sponsor continuing education opportunities using social media platforms to promote library services and programs.
- Collaborate with member library staff to foster social media best practices.

Outcomes: 2027 Trustees and library staff are aware of the RCLS consulting services.

Note: Repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Trustees and library staff at 50% of libraries reporting indicate that they are aware of social media campaigns and best practices, and 20% of libraries had, on average, five interactions per month with the RCLS consulting services staff.

Note: Repeat in 2028 (60%), 2029 (65%), 2020 (70%), 2031 (75%)

#### 4.17.4 Goal 4 – Consulting Services

##### Sustainability Consulting

Goal Statement: Educate trustees and library staff about the importance of striving for sustainability within the library.

Objectives: Educate trustees and library staff about projects and initiatives that highlight the triple bottom line of sustainability by employing environmentally sound, socially equitable, and economically feasible practices.

Activities: Includes tasks such as:

- Consult with member library staff on the sustainable practices that fit local needs.
- Develop and sponsor continuing education programs on sustainability.
- Maintain an electronic mailing list for library staff to share ideas and projects.
- Mentor member library staff to foster sustainable practices within the library environment.

Outcomes: 2027 Trustees, administrators, and library staff are aware of the importance of sustainability and RCLS sustainability consulting services.

Note: Repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Trustees and library staff at 50% of libraries reporting indicate that they are aware of sustainability initiatives, and 20% of libraries had on average five interactions per month with the RCLS consulting services staff.

Note: Repeat in 2028 (60%), 2029 (65%), 2030 (70%), 2031 (75%)

#### 4.17.5 Goal 4 – Consulting Services

##### Advocacy Consulting

Goal Statement: Educate trustees and library staff about the importance of continuous advocacy and partnership with local, state and federal elected officials.

Objectives: Educate trustees and library staff about projects and initiatives that highlight the importance of building strong relationships with local, state and federal officials.

Activities: Includes tasks such as:

- Promote the benefits of continuous library advocacy.
- Consult with member library staff about the legislative process and libraries' financial requests.
- Develop and sponsor continuing education programs on advocacy.
- Maintain an electronic mailing list for library staff to share ideas and projects that promote library advocacy.

Outcomes: 2027 Trustees and library staff are aware of the importance of library advocacy.

Note: Repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Trustees and library staff at 80% of libraries reporting indicate that they are aware of the advocacy consulting services.

Note: Repeat in 2028 (80%), 2029 (80%), 2030 (85%), 2031 (85%)

#### 4.17.6 Goal 4 – Consulting Services

##### Community Engagement and Partnerships Development

Goal Statement: Educate trustees and library staff about the importance of continuous engagement and partnership with local and state mission-aligned organizations and agencies.

Objectives: Educate trustees and library staff about projects and initiatives that highlight the importance of building strong relationships and participation with local and state mission-aligned organizations and agencies.

Activities: Includes tasks such as:

- Promote the benefits of continuous community engagement practices.

- Develop and sponsor continuing education programs about outreach to the New York State-designated Outreach target population.
- Provide an electronic mailing list for library staff to share ideas and projects that promote localized services.
- Assist member library staff with creating and maintaining local organization relationships.
- If funding is available, create a path forward to offering County social services to member libraries.
- If funding is available, explore other platforms of communication.

Outcomes: 2027 Trustees and library staff are aware of the importance of organization and agencies' partnership and local participation and 15% of libraries had on average ten interactions per month with the RCLS consulting services staff.

Note: Repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Trustees and library staff at 80% of libraries reporting indicate that they are aware of opportunities to partner with local organizations and agencies.

Note: Repeat in 2028 (80%), 2029 (80%), 2030 (85%), 2031 (85%)

#### 4.17.7 Goal 4 – Consulting Services

##### Human Resources

Goal Statement: Assist trustees and library administration with employment concerns and best practices.

Objectives: Educate trustees and library staff about best human resources practices and the importance of following State and federal laws that govern libraries as an employer.

Activities: Includes tasks such as:

- Promote the benefits of continuous engagement in best human resources practices.
- Organize continuing education opportunities.
- Provide an electronic mailing list for library staff to share human resources information.
- Consult with the administration of member libraries on human resources concerns.

Outcomes: 2029 Trustees and library staff are aware of the importance of human resources best practices, and 20% of libraries, on average, have 10 interactions per month with RCLS consulting services staff.

Note: Repeat in 2030 and 2031

Evaluation Method: 2029 Trustees and library staff at 20% of libraries reporting indicate that they are aware of the human resources consulting services and find the service valuable.

Note: Repeat in 2029 (20%), 2030 (25%), 2031 (30%)

#### 4.17.8 Goal 4 – Consulting Services

##### ILS Open-Source Development

Goal Statement: Improve the functionality and features of Open-Source Software for the benefit of member libraries.

Objectives: Address current pain points and develop feature enhancements for Open Source ILS Software.

Activities: Includes tasks such as:

- Work with an established committee to identify and prioritize bugs and most-requested feature enhancements.
- Promote discussion in the Open-Source community regarding identified bugs and enhancements.
- Collaborate with established developers to address bugs and build new features.
- Deliver bug fixes and feature enhancements for member libraries and the wider open-source community.

Outcomes: 2028 Library administration and library staff are aware of the mechanisms to suggest open-source ILS feature enhancements.

Evaluation Method: 2028, 20% of Library staff can name an enhancement championed and developed by RCLS.

Note: Repeat in 2028 (20%), 2029 (30%), 2030 (40%), 2031 (50%)

#### 4.18 Goal 5 – Coordinated Services for Members

##### System-wide Database Access

Goal Statement: Coordinate Central Library and System activities to provide a broad range of services and online resources to support equity of access for all residents.

Objective: Negotiate and fund, in cooperation with the Central Library, a broad range of licensed electronic products, in addition to the State-wide resources available through NOVELNY, to provide access to all library users within the service area with high-quality information resources from libraries for access while at work or home.

Activities: Includes tasks such as:

- Continued funding of system-wide selected electronic resources contingent upon state funding.

Outcomes: 2027 Library staff continue to have access to NOVELNY databases and to

databases that fall outside NOVELNY's coverage.

Note: repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Library staff at libraries reporting indicates that 85% of users are satisfied with the databases available System-wide.

Note: repeat in 2028 (85%), 2029 (90%), 2030 (90%), 2031 (90%)

#### 4.18.1 Goal 5 – Coordinated Services for Members

##### Group Licensing of Electronic Resources

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Objective: Negotiate group licensing of electronic products on behalf of sub-sets of member libraries, upon request, to provide additional resources to their patrons from the libraries.

Activities: Includes tasks such as:

- Technical support for access to selected databases.
- Acquire useful system-wide and local library metrics from database providers.
- Collaborate with member libraries to develop a database pool.

Outcomes: 2027 Library staff will be able to take advantage of group purchasing discounts for electronic databases beyond those licensed on a system-wide basis.

Note: repeat in 2028, 2029, 2030 and 2031

Evaluation Method: 2027 Library staff at libraries reporting indicate that 80% of users are satisfied with the databases available locally.

Note: Repeat in 2028 (80%), 2029 (80%), 2030 (85%), 2031 (85%)

#### 4.18.2 Goal 5 – Coordinated Services for Members

##### Group Purchasing of Goods

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Objective: Negotiate consortium discounts for goods and services to support summer reading and other services, as developed, when it will be a financial benefit to twenty-five or more member libraries.

Activities: Includes tasks such as:

- Coordinate purchase of services, materials, supplies, equipment and programs.

Outcomes: 2027 Library staff are able to purchase selected materials and supplies at discounted prices to support summer reading and other designated programs.

Note: repeat in 2028, 2029, 2030 and 2031

Evaluation Method: 2027 Library staff at 80% of libraries reporting indicate they have saved time and money by taking advantage of cooperative group purchasing.

Note: repeat in 2027 (80%), 2028 (85%), 2029 (90%), 2030 (95%)

#### 4.18.3 Goal 5 – Coordinated Services for Members

##### Centralized Cataloging Services

Goal statement: Offer a clearly defined set of cost-effective centralized cataloging services designed to enhance local library holdings and maximize the value of local funds expended.

Objective: Administer a system-wide shared catalog through a centralized cataloging department that provides easy access to member libraries' materials and unique collections.

Activities: Includes tasks such as:

- Administer the software and resources to support cataloging.
- Catalog material formats using standard cataloging practices.
- Create and maintain system-wide cataloging standards that are compatible with new standards while integrating local practices.
- Upgrade existing records to facilitate access to materials within the System.
- Maintain RDA cataloging standards as ILS development permits.

Outcomes: 2027 Library staff can find and retrieve materials at any library within RCLS.

Note: repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Staff at 80% of libraries reporting indicate that they are satisfied with the shared catalog.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031(90%)

#### 4.18.4 Goal 5 – Coordinated Services for Members

##### Streaming Resources

Goal: Coordinate Central Library and System activities to provide a broad range of services

and web-based resources to support equity of access for residents.

Objective: Offer cost-effective hosting of and/or access to enhanced web-based resources.

Activities: Includes tasks such as:

- Working with the vendors to maintain the interfaces.
- Selecting and administering the content pool.
- Collaborating with vendors to enhance the product.
- System-wide database access support.

Outcomes: 2027 Library staff are able to make electronic databases and streaming library materials available to their users.

Note: repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 The staff at 70% of libraries reporting indicate that they know how to access digital content and can explain this procedure to their users.

Note: repeat in 2028 (80%), 2029 (80%), 2030 (85%), 2031 (85%)

#### 4.19 Goal 6 – Communication and Awareness

##### Awareness

Goal Statement: Encourage and support member libraries in their efforts to increase community awareness about public library programs and services.

Actively work to increase awareness of the value and importance of library services and to strengthen member libraries' advocacy efforts.

Objective: Encourage the participation of RCLS staff and trustees in local, regional, state, and national forums that support the System's mandate and afford the opportunity to advocate on behalf of librarians, libraries, and library services.

Activities: Includes tasks such as:

- Promote activities that support regional, state, and national advocacy efforts.
- Provide member libraries with an orientation to RCLS through headquarters tours and town hall meetings.
- Support library awareness efforts through online tools.
- Cooperate with state advocacy efforts to support library systems and libraries.

Outcomes: 2027 Library trustees, administrators and staff have the necessary information to be effective advocates for their library, RCLS and library services in NYS.

Evaluation Method: 2027 Library trustees, administrators, and staff at 80% of libraries reporting say that they have the skills and information to effectively advocate on behalf of

librarians, libraries, RCLS, and library services.

Note: repeat in 2028 (80%), 2029 (80%), 2030 (85%), 2031 (85%)

#### 4.19.1 Goal 6 – Communication and Awareness

Communications among member libraries

Goal Statement: Maintain and promote effective means of communication with and among member libraries to encourage cooperation.

Objective: Maintain, evaluate, and modify communication tools to facilitate member libraries' engagement.

Activities: Includes tasks such as:

- Facilitate library trustees and staff service groups as a platform for discussion.
- Encourage committees within RCLS to collaborate on activities system-wide.

Outcomes: 2027 Library staff can easily access publications, policy statements, schedules, guidelines, and committee work minutes online.

NOTE: repeat in each year 2028, 2029, 2030 and 2031

Evaluation Method: 2027 Library staff at 80% of libraries reporting satisfaction with access to documents.

Note: repeat in 2028 (80%), 2029 (80%), 2030 (85%), 2031 (85%)

#### 4.19.2 Goal 6 – Communication and Awareness

Communications among member libraries or branch libraries

Goal Statement: Maintain and promote effective means of communication with and among member libraries to encourage and facilitate collaboration.

Objective: Offer, maintain, evaluate, and modify, as required, Web-based and voice interactive communication systems through the use of email, electronic discussion groups, and voice mail to enhance communication with and among member libraries.

Activities: Includes tasks such as:

- Administer email services at RCLS headquarters.
- Maintain and develop email discussion groups.
- Maintain email directories.
- Develop and maintain email account policies as appropriate.

Outcomes: 2027 Library trustees, administrators, and staff who use the service have the information and support they require to communicate using the services.

NOTE: repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Library trustees, administrators, and staff at 80% of libraries that use the services report satisfaction with the communication service available.

Note: repeat in 2028 (90%), 2029 (90%), 2030 (95%), 2031 (95%)

#### 4.20 Goal 7 – Collaborative Efforts with Other Library Systems and Organizations

Cooperative efforts with other library systems

Goal Statement: Maintain an organizational environment that allows RCLS to partner with other library systems and organizations.

Objective: Initiate projects with other systems and organizations to expand access to resources and build partnerships that help sustain high-quality services.

Activities: Includes (but not limited to) tasks such as:

- Active participation in Southeastern ILL system (Southeastern Access to Libraries).
- Co-sponsor continuing education programs.
- Serve on other System and organization advisory boards, councils, and committees.
- Coordinate services with other organizations.
- Partner with other library systems and organizations to host educational events.

Outcomes: 2027 Library trustees, administrators and staff have access to additional resources and services through partnerships with other organizations and systems.

Note: repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Library trustees, administrators, and staff at 80% of libraries reporting say that expanded resources through RCLS partnerships with other organizations have helped to improve local services.

Note: repeat in 2028 (85%), 2029 (85%), 2030 (90%), 2031 (90%)

#### 4.21 Goal 8 - Construction

Goal Statement: Offer a clearly defined set of cost-effective consolidated and coordinated services designed to enhance local library achievement and maximize the value of local funds expended.

Provide opportunities to member libraries' administration and trustees for skills development needed to support construction initiatives and to learn about projects that lead to efficient utilization of the library building, resulting in energy conservation.

Objective: Assist libraries with renovation and new construction projects that will facilitate effective library service, improve operational efficiency and meet minimum New York State Public Library Standards.

Activities: Includes tasks such as:

- Facilitate workshops with library administration and trustees to prepare a plan of service, gather community input, and promote public support.
- Provide consulting services for the integration of technology within the library building.
- Provide consulting services in the preparation of the New York State Construction Grant application.
- Provide consulting services for the optimization of building space and education about facility trends.
- Educate libraries' trustees and administrators about ways to improve building efficiency, energy conservation and green initiatives.

Outcomes: 2027 Library administration and trustees acknowledge RCLS consulting services staff and training were helpful to them during renovation/construction.

Note: repeat in 2028, 2029, 2030, and 2031

Evaluation Method: 2027 Library trustees, administrators, and staff at 80% of libraries reporting indicate they know where to obtain the information, skills, and resources required to complete a building project and improve building efficiency and energy conservation.

NOTE: repeat in 2028 (85%), 2029 (85%), 2030 (85%) and 2031 (85%)

#### 4.23 Assurance

The library system's Plan of Service was developed in accordance with provisions of Education Law and the Regulations of the Commissioner and the requirements of the New York State Library, and it was reviewed and approved by the library system board on (date – mm/dd/yyyy).

#### 4.24 Approval - For NYSL Use Only

The library system's Plan of Service was reviewed and approved by the New York State Education Department on (date – mm/dd/yyyy).

#### 4.25 Revision Assurance

The library system's Plan of Service was revised in accordance with provisions of Education Law and the Regulations of the Commissioner and the requirements of the New York State Library, and it was reviewed and approved by the library system board on (date – mm/dd/yyyy).

#### 4.26 Revision Approval - For NYSL Use Only

The library system's revised Plan of Service was reviewed and approved by the New York State Education Department on (date – mm/dd/yyyy).

WHITEMAN  
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May 17, 2026

**Via Email (.pdf) Only to cjones@rcls.org**

Cheryl Jones, Library Director  
Mamakating Library  
P.O. Box 806  
Wurtsboro, New York 12790

*Re: Additional Engagement of Whiteman Osterman & Hanna LLP  
Handbook Review*

Dear Cheryl:

Whiteman Osterman & Hanna LLP appreciates the opportunity to provide legal services to the Mamakating Library (the "Library") in connection with the review of its Employee Handbook. In accordance with our firm policy, the purpose of this letter is to set forth our understanding as to the terms upon which we have been engaged. This engagement is supplemental to and does not alter the annual retainer relationship that is already in place

### **MUTUAL RESPONSIBILITIES**

We will provide the legal services that, in our professional judgment, are appropriate for this matter and in accordance with applicable legal and ethical standards. The Library agrees that you and the other officers of the Library will be reasonably available to confer with us upon request, will provide us with such documents and information as the Library may possess relating to the matter, will disclose all facts and circumstances of which the Library or its officers are aware that may bear upon our handling of the matter, will promptly pay our fees in accordance with the terms of this letter, and will otherwise assist our efforts as we reasonably request.

It is understood that I will be the partner of this Firm primarily responsible for this engagement. My colleague, Catherine Graziöse, will work with you directly on this project.

### **DETERMINATION OF FEE**

Our fees are determined, in accordance with applicable ethical rules, by considering a number of factors, including the amount of time that our lawyers, legal assistants and staff devote to

Letter to Mamakating Library

*Re: Additional Engagement of Whiteman Osterman & Hanna LLP (Employee Handbook)*

May 17, 2026 – Page 2

the matter, the experience and expertise of the professionals who perform the services, the complexity, novelty and difficulty of the questions involved, the magnitude of the matter, any time limitations or other special demands presented, and the results obtained.

As a courtesy in this matter, based on our existing relationship, we will charge a discounted fixed fee of \$2,500.

### **BILLING FOR COSTS AND EXPENSES**

In addition to our fees, we will bill you for any expenditures which we make or expenses we incur for you or on your behalf. These may include computer-based legal research costs, the costs of reproducing documents, long-distance telephone charges, parking and travel costs, expenses which we incur while we are away from our office on your business, fees which accountants or consultants retained on your behalf charge us, and other similar expenditures. Where such expenditures are significant in amount, we may ask you to make payment directly to the provider of goods or services, or we may require an additional retainer amount to cover such expenses.

### **STATEMENTS**

Upon completion, we will send you a statement for services rendered and for expenditures which we have made for you. The amount set forth in the statement is due within thirty days after the statement is mailed. If you have any questions about any statement, please call me promptly to discuss it.

If your account becomes delinquent, we have established collection procedures which may include stopping all legal services of a non-emergency nature and, where consistent with our ethical obligations, withdrawing from this representation. We also reserve the right to ask you for reasonable security for past due balances and work required in the near future. As a condition of our undertaking this representation, you agree to provide such security to us upon request.

In fairness to the majority of our clients who pay our statements promptly, we have established late payment charges designed to recover the costs of carrying overdue accounts. We reserve the right, to the extent permitted by law, to add a late payment charge at the rate of 9% per annum (0.75% per month) to your past due account. These late charges will accrue from the due date of the bill until the date it is paid.

Under certain circumstances, disputes regarding our fees may be subject to the New York Fee Dispute Resolution Program established under 22 NYCRR Part 137.

### **CONFLICTS OF INTEREST**

As you are aware, Whiteman Osterman & Hanna LLP has a diverse practice that includes representation of many other companies and individuals in many areas. We have performed our

Letter to Mamakating Library

*Re: Additional Engagement of Whiteman Osterman & Hanna LLP (Employee Handbook)*

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standard internal conflicts check and we believe our performance of this engagement will not conflict with any client or matter on which we are engaged as of the date of this letter.

### **RECORDS RETENTION**

The Firm maintains a records retention and destruction policy, which may be amended from time to time. It is the Firm's practice, in accordance with its records retention policy, to review the file at the conclusion of our engagement for purposes of determining information and documents that will be returned, retained in our files, or destroyed. With respect to documents that are retained in our files, under our current records retention policy, the Firm reserves the right to destroy client files seven years after the conclusion of the matter, except as to matters, such as trust and estate matters, which require a longer document retention period. You may also arrange for the return of the file to it, upon payment of shipping costs.

### **DOCUMENT PRESERVATION**

If this matter involves litigation, or the assertion or defense of a potential claim, it is imperative that you immediately take all necessary steps to ensure that there is no disposal, alteration, or destruction of documents (including electronic documents and emails) that might relate in any way to the claim at issue. Under applicable court rules and judicial precedent, you are obligated to preserve all documents and communications that relate in any way to the claim, and you can be subject to judicial sanctions for failing to do so. This may require you to ensure that any systems that automatically archive or destroy electronic documents are turned off. We would be pleased to provide you with additional assistance and advice in this regard if you have questions.

### **TERMINATION**

We anticipate a mutually satisfactory relationship. However, you have the right to terminate our engagement at any time by giving us written notice of termination. We also have the right, subject to our responsibilities under applicable ethical rules, to terminate our engagement by giving you written notice if you fail to cooperate with us or to pay our bills when due or if we determine that continuing to represent you would be unethical, impractical, or improper. If our relationship is terminated by either of us, you will remain obligated to pay us in full for our past services and for costs and expenses in accordance with the terms of this letter.

### **AGREEMENT APPLICABLE UNTIL CHANGED IN WRITING**

This agreement will apply to any additional matters we agree to undertake upon your behalf unless we enter into an express written agreement reflecting an alternate arrangement. Please review this letter carefully, and if it does not accurately reflect the terms of our engagement, let me know as soon as possible.

Letter to Mamakating Library

*Re: Additional Engagement of Whiteman Osterman & Hanna LLP (Employee Handbook)*

May 17, 2026 – Page 4

Otherwise, please ask the Library's Board of Trustees to approve it and authorize you to sign it in the space provided below. Your signature evidences the authority of the Board to enter into this engagement. Once signed, please return a copy of the letter to me via email.

Very truly yours,

*Robert Schofield*

Robert T. Schofield

**APPROVED AND ACCEPTED:**

Mamakating Library

---

Cheryl Jones, Library Director

Dated: May \_\_\_, 2026



# MAMAKATING LIBRARY

## Employee Manual

Mamakating Public Library  
128 Sullivan Street  
Wurtsboro, NY 12790

Approved by the Board of Trustees, XXXXXXXXX

## **Mamakating Public Library**

128 Sullivan Street

Wurtsboro, NY 12790

### **EMPLOYEE HANDBOOK & PERSONNEL POLICIES**

ADOPTED: xxxxxxxx

#### **Welcome to the Mamakating Library Team**

At the Mamakating Library, you're becoming part of something special—a place where community members come to learn, discover, and connect. Every day, we have the privilege of serving our neighbors by providing resources that educate, inform, and inspire. We're here to spark the joy of reading, open doors to new ideas, and empower people with information that can change their lives.

You'll find that our work is guided by our commitment to creating a welcoming, respectful environment for everyone who walks through our doors—patrons and staff alike. We believe in diversity, equity, and inclusion, not just as values we talk about, but as principles we put into action every day. Through partnerships with community organizations and our dedication to serving all members of our community, we're working together to make our corner of the world stronger and more resilient.

Your skills, perspective, and energy are important to this mission. We're excited to see the contributions you'll make and to support you as you grow with us.

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# Section 1: About the Library

## 1.1 The Library's Vision, Mission, & Land Acknowledgement

### Vision Statement

The Mamakating Library aspires to be the learning center of our community and the place to which people turn for the joy of reading, the discovery of ideas and the power of information.

### Mission Statement

The Mamakating Library provides quality materials, services and programs which fulfill educational, informational, cultural and recreational needs of the community we serve in an atmosphere that is welcoming and respectful. The library commits to diversity, equity, and inclusion in our programming and collection and strives to continually strengthen our community capacity for resilience through partnerships with community organizations.

### Land Acknowledgement

We gather at this library, a house of knowledge and community, on the ancestral lands and waters of the Mohican and Munsee Lenape peoples.

Our relationship to this place is one of stewardship; as a library, we are caretakers of stories and a gathering space for learning. We commit to honoring this relationship by creating a lasting acknowledgement that fosters awareness of the Indigenous history of this area. We will take action by continuing to care for the land with sustainable practices and host events that connect our community to the nature and deep history that surrounds us.

We strive to be thoughtful neighbors, learning from the past to help care for this place for future generations.

## 1.2 Our Shared Values

Mamakating Public Library Staff and elected Board members live these values every day to guide our work with the community:

- Patron satisfaction is our number one priority.
- An accessible, comfortable and welcoming environment is essential in the library.
- We hear community concerns, respond quickly, and adapt to meet needs.

- We endeavor to nurture individual and community interests in learning about the world.

### 1.3 Library Ethics

The Board of Trustees has adopted, abides by, and expects employees to abide by the **Ethics Statement of the American Library Association**, included as **Appendix A** at the end of this manual.

### 1.4 Library Organizational Chart and Structure

- a. The **organizational chart**, attached as **Appendix B**, shows the relationship and supervision structure at the Library.
- b. The Library is governed by the Board of Trustees, who set library policy, approve the annual budget & monthly expenditures, and hire the director.
- c. The Board of Trustees (the “Board” or “Trustees”) is elected by the voters of the Mamakating Library District, which is defined as the portion of the Town of Mamakating residing within the Monticello, Pine Bush, or Minisink Valley School Districts.
- d. Employees of the Library are hired and led by the Library Director.

### 1.5 NYS Minimum Standards

As a public library registered with the NY Education Department, the Library Board must ensure that the Library follows the requirements of Education Regulation 90.2, known as the **New York Public and Association Libraries Minimum Standards** which are included as **Appendix C** in this document’s appendices.

### 1.6 Workplace Philosophy

The Mamakating Public Library is a small building, with a small staff, in a small town, but our impact on our community is not small. We are a busy library whose welcoming and community-oriented environment depends largely on the skills and dedication of its employees.

To maximize the range of skills available in our workforce, the Library employs both full time and part time employees, and both types are equally essential to maintaining the standard of excellence set by the Board for the community.

While always hoping to attract new employees who meet the standard of excellence set by the Board, the Library also works to develop and retain long-term employees. Therefore, the Board strives to find a balance of compensation and benefits that:

- Meets or exceeds regionally comparable averages;
- Enables ongoing professional development while meeting routine workplace responsibilities;
- Uses a combination of budgeted paid time off to enable a positive long-term work/life balance;
- Provides an array of supports to enable income continuity during an employee's personal health and family concerns;
- Reflects the Library's values when employees must be out due to public service, military service, or bereavement;
- Routinely evaluates performance and rewards a documented commitment to continuous improvement.

This Workplace Philosophy is a guidepost to the Trustees and Director and is in no way a representation or legal obligation; it is aspirational and developed for planning purposes.

## **1.7 This Handbook**

This Handbook, adopted by the Board, sets out the personnel policies, procedures, and information the Board has adopted to maintain a mission-focused environment for the Library's employees.

This Handbook is not a contract, and at times, the Board and Director may deem it appropriate to change or deviate from policy if that is in the best interests of the Library. However, the Board and Director will strive to provide employees with a respectful, secure, and predictable work environment.

## **Section 2: The Hiring Process**

### **2.1 Job Descriptions**

Job descriptions are developed in collaboration with the Sullivan County Civil Service (see Section 2.6). The Director is responsible for updating job descriptions to ensure employee essential duties, qualifications, and expectations are clear, accurate, and up to date.

## **2.2 Job Openings**

Job openings are managed as required by Civil Service Law and local rules (see Section 2.6, below), but with a focus on a potential employee’s ability to contribute to the Mission of the Library, Strategic Plan, and Ethics.

Consistent with the Americans with Disabilities Act, job postings include information about how candidates can request accommodations to apply.

Consistent with a commitment to equal employment opportunity, all job openings shall confirm that the Library does not discriminate based on race, age, gender, veteran status, military status, sexual orientation, or any other category protected by law.

## **2.3 Hiring**

Aside from the Director (who is hired by the Board), candidates are selected by the Director or their designee. Hiring decisions by the Director are confirmed via a resolution at the next regular meeting of the Board.

Hire letters shall include: the start date, rate of compensation, Civil Service status (if relevant), probationary period (if any), benefits description, requirement to be trained regarding sexual harassment prevention within 30 days, and reference to being provided with this Handbook.

## **2.4 Hiring Records**

Records related to a search shall be retained for six years. The materials submitted by the selected candidate shall be retained in their Personnel File.

## **2.5 Dishonesty in Application**

The discovery of dishonesty in a job application, at any time, may be grounds for a finding of misconduct and/or immediate dismissal.

## **2.6 Sullivan County Civil Service Rules and Collaboration**

- a) Positions are classified by the Sullivan County Department of Personnel as either “Competitive” or “Non-Competitive”.

- b) Candidates for full-time Competitive positions at the Library are hired through the Civil Service Recruitment Procedures; selection of a candidate for a position is made from the appropriate Sullivan County Eligibility List.
- c) In the event that an Eligibility List is not available or candidates from the appropriate list have declined the position, the Library advertises locally and/or nationally for candidates to fill vacant positions. Upon hiring by the Library, the candidate then becomes a Provisional Employee of the Library and Sullivan County Department of Personnel.
- d) The Provisional Employee will be scheduled to take the Civil Service eligibility test as soon as possible. In accordance with Civil Service Regulations, the Library must hire a candidate from the top three candidates listed on the Eligibility List created by this examination.
- e) The Library makes every attempt to ensure that the incumbent candidate is eligible to be hired from this list.
- f) Part-time positions at the Library are either Competitive or Non-Competitive depending upon the classification assigned by the Sullivan County Department of Personnel. Candidates for Part-time Competitive positions must follow the procedures as outlined above for Full-time Competitive positions. Part-time Non-Competitive positions are filled by advertising locally.
- g) Employees in Part-time Non-Competitive positions are encouraged by the Library to seek Competitive positions. The Library encourages its employees to seek promotion and will make every attempt to aid the employee in his effort to secure full-time competitive status should a position become available.
- h) Fraud, misrepresentation, concealment or dishonesty on the part of a candidate in their application or in the course of examination shall disqualify the candidate for employment.
- i) New employees hired in Competitive class positions serve a probationary period as established by Civil Service regulations. New employees hired in Non-Competitive class positions serve a probationary period of at least six months.

## 2.7 Types of Employment

- a) “Full-time” employees are those who normally and regularly work at least 35 hours per week.
- b) “Part-time Employees” are those who normally and regularly work less than 25 hours per week.

## 2.8 Probationary Period

Unless another term is set forth in a hire or promotion letter, the first six (6) months of employment or of a new position are a probationary period.

## **2.9 Periodic Compensation Analysis**

To ensure consistency with the Workplace Philosophy, the Board and Director shall strive to assess pay ranges of positions annually.

## **2.10 Cost-of-Living Adjustment**

To ensure consistency with the Workplace Philosophy, the Board and Director shall periodically consider the “Cost of Living” as defined by the IRS, when considering the Library’s annual budget for compensation, and “COLA” adjustments.

# **Section 3: Onboarding, Supervision, Evaluation, Working**

## **3.1 Information Needed Prior to First Day**

Before the first day of work, new employees shall provide to the Library: proof of ability to work in the United States, information needed to initiate benefits, information needed to effect compensation via direct deposit.

## **3.2 Information Needed First Day**

New Employees will fill out tax/withholding information, benefit forms, and other paperwork needed to address the details of working at the Library. Failure to timely provide or complete such documentation may be grounds for dismissal; employees who have a bona fide reason for not being able to provide the requested information should alert the Director.

## **3.3 Starting Work**

New employees will be provided with a short orientation by their supervisor and are encouraged to ask questions as they adjust to work at the Library, especially during the first six months (the “probationary period”).

During the start of work for the Library, the probationary period is intended to be a time of adjustment and growth. It is a period to match employee capabilities with employer needs and to provide an understanding of job responsibilities. During the probationary period, the employee is given training and guidance. Employee performance is subject to close examination.

### 3.4 Sexual Harassment Training

As required by law, new employees will be trained on the Library's policy for preventing and reporting sexual harassment within 30 days of hire. **The Mamakating Library's Anti-Discrimination & Anti-Harassment Policy** and complaint form is included as **Appendix D** in the appendices to this document.

### 3.5 Supervision

Employees shall be supervised as set out in their job description and as reflected on the **Organizational Chart (Appendix B)**. Such supervision may be subject to change based on need or during an emergency.

### 3.6 Evaluation

Employees shall be evaluated based on their performance of Essential Duties, Additional Duties, and consistency with the Mission of the Library, the Code of Ethics, and library policies.

At the end of the probationary period, the employee will receive a written evaluation from their supervisor. If the employee receives a marginal evaluation at that time, the probation period may be extended for a period of no more than three months, or the employee may be dismissed at the discretion of the Director without right of appeal.

### 3.7 Corrective Action

When an employee's performance is not meeting requirements, their supervisor shall take corrective action either informally or formally.

"Informal Corrective Action" is undocumented and generally given as verbal feedback and direction about performance. Informal Corrective Action is essential in a busy, evolving, and public-facing workplace, and all employees are encouraged to be open and accepting of feedback and direction from supervisors.

“Formal Corrective Action” is documented and generally given as written feedback and direction about performance. Formal Corrective Action is not disciplinary and should be provided whenever an employee’s work performance runs counter to the Library’s Mission, Ethics, or puts the employee at risk of unacceptable performance that might warrant termination or impact opportunities for promotion.

Whenever possible, the Library shall use early and proactive Corrective Action to address performance concerns; however, some performance concerns may be serious enough to warrant immediate termination. This is addressed in the section on “Termination.” When concerns relate to disrespect, insubordination, or willful disregard of policy, Corrective Action may take the form of a simple warning to not repeat the conduct; a response to disrespect, insubordination, or willful disregard of policy may be dismissal or charges of misconduct leading to dismissal.

### **3.8 Employee Records**

Employee Records include but are not limited to application materials, health insurance records, retirement benefit records, employee-related insurance records, payroll records, confidential investigation records, etc.), hire letters, job descriptions, evaluations, promotion or transfer letters, corrective action letters, suspension and termination letters, ADA accommodation letters, proof of professional licensure, training certificates, and notices of retirement or resignation.

Employee Records are maintained by the Director and any designated employees who assist the Director with such responsibility.

Employee Records pertaining to the Director shall be available at all times to officers of the Board.

Employees can review their Employee Records upon a written request made one business day in advance to the Director.

All Employee Records are considered confidential and will only be accessed on a "need to know" basis, except by the employee they pertain to, who may review their Employee Records as set forth above.

Employees are responsible for notifying the Director in writing of any change of name, address and/or telephone number, professional licensure, driver’s license (if driving is part of their duties) as well as any change that may affect payroll or benefits.

Per Federal Law, **Employee Discipline Records** are subject to FOIL requests. See **Appendix L** for the Library's Policy regarding such requests.

### **3.9 Standard Workweek, Regular Day Schedule**

The standard workweek for full-time employees is five (5) days, 35-hour week.

The regular day schedule for full-time salaried employees is 7 hours; it is typically either 10 a.m. to 5:00 p.m. or 12:00 p.m. to 7:00 p.m., with a half hour, paid meal period.

### **3.10 Staff Schedules**

The Library will strive to set and maintain regular and predictable hours for employees. However, to serve the Mission, hours may vary, and some staff may be required to work weekends and/or evenings.

### **3.11 Overtime, Time-shifting, and Compensatory Time**

Library time worked in excess of 40 hours per week is considered "Overtime". When possible the library avoids scheduling employees more than 40 hours and instead uses Time-Shifting and Compensatory Time.

Work in excess of the 35 hours in a week must be approved in advance by the employee's supervisor.

When an employee works more than 35 hours in a standard workweek, the employee may either work fewer hours in the following week in the same pay period ("Time-Shifting") OR may bank the hours and work fewer hours in another pay period ("Compensatory Time" or "Comp Time").

To ensure proper tracking of budgeted time, permission must be obtained to work in excess of 35 hours in a standard work week.

To ensure operational needs are met, advance permission must be obtained to Time-Shift or use Comp Time.

For budgeting purposes, Comp Time should be used within 30 days after it is banked.

When overtime is unavoidable, full-time hourly employees will be reimbursed for hours worked in excess of a 40 hour work week by receiving time and a half pay, as required by New York State's Labor Laws.

### 3.12 Meal Breaks

Meal breaks are a period of rest and restoration required by law.

Meal breaks are paid time at the Mamakating Library. As such, we ask that you stay on library property. If you need to leave library property during your meal break, it will be considered unpaid time and will need prior approval by your supervisor.

An employee who works a shift of more than six hours, which extends over the noonday meal period (between 11AM and 2PM), must take thirty minutes off within that period for the meal period.

Every worker with an open to close shift must take an additional meal break after 4pm in the evening.

Every person working a shift of more than six hours starting between the hours of 1PM and 6AM (This does not often happen at the Library, but we have to follow the law) must take a meal break mid-way through the shift.

Schedules are developed so there is consistent staffing while employees take meal breaks. If you need to move your usual break meal break time, please coordinate that with your supervisor.

### 3.13 Break Periods

Because the library has paid meal breaks and shorter than average (7 hour) work days, regular shorter breaks are NOT a part of our normal work day. If you need a break following a difficult patron interaction, to make a personal phone call, etc., please consult with your supervisor.

The Library provides paid breaks for expression of breast milk by lactating employees as required by New York State law. For further information on lactation breaks, refer to **Appendix E: Lactation & Milk Expression Policy**.

### 3.14 Submitting Worked Hours

Employees must report their hours and time off on their bi-weekly Time Sheet. Time Sheets must be signed (electronically or manually) by the employee prior to being submitted to their supervisor for review, signature, and payroll processing.

Accidental inaccuracies on Time Sheets should be corrected immediately. Repeated inaccuracies may constitute misconduct.

Intentional inaccuracies on Time Sheets will be considered misconduct and will be addressed to the full extent required by law.

### **3.15 Pay**

Pay rates shall be determined by the Board of Trustees. It shall be the goal of the Library to pay employees at pay rates comparable to the rates for positions and duties in comparable area libraries.

Library employees will be paid bi-weekly on alternating Tuesdays.

If the library closes, dismisses early, or opens late due to inclement weather or other causes, hourly staff will be paid for their normally scheduled work hours.

### **3.16 Direct Deposit**

The Mamakating Library uses a direct deposit system. Staff will have their salary electronically transmitted to their bank of choice. Employees will complete a direct deposit form during the on-boarding process. Due to timing and banking requirements, direct deposit may not commence with the first paycheck.

### **3.17 Payroll Deductions**

The Library shall make the following mandatory deductions:

- Federal, State, and FICA Taxes - Automatic deductions are made for Federal, State, and FICA (Social Security) withholding taxes for all employees;
- New York State and Local Retirement System (NYSLRS) - Deductions are only mandatory for full-time employees and for part-time employees who have enrolled in NYSLRS voluntarily.
- Garnished wages – In accordance with a court order;

Upon being given written authorization as required by law, the Library shall make voluntary deductions for other benefits and arranged services. These services include but are not limited to: health insurance (if eligible), AFLAC, and NYS Deferred Compensation.

### **3.18 Lateness or Absence; Abandonment**

Because the Library depends on employees to serve the public, lateness or absence without notice can have a very negative impact on our Mission.

Because of this, employees are required to notify the Library of unanticipated lateness as soon as possible and should plan their commute to arrive on time and ready to begin assisting the public at their designated shift start time. Repeated failures to report to work on time may be regarded as misconduct.

Unexcused failure to report for scheduled hours will be considered job abandonment and a basis for formal termination.

The Library knows that traffic jams and other delays can happen--just keep us posted to the degree possible.

### **3.19 Staff Spaces**

An "Employees Only" break room/kitchen is provided for the employees' use. Employees who use the staff room are responsible for immediately (same break) cleaning up after themselves. Please keep the space clean and respect the communal space to ensure it remains a hygienic and pleasant place for employees to relax and have their breaks.

An "Employees Only" bathroom is provided for the employees' use. Please keep the space clean and alert the director immediately to any concerns.

Non-employees are not allowed in an "Employee Only" area unless the director or supervising librarian determines that the operational needs of the library merit such access (for example, a guest speaker needs to have lunch or a contractor needs a bathroom). Members of the Friends of the Library or Library Board of Trustees who are volunteering at the Library should be given special courtesy and consideration in this regard.

### **3.20 Parking**

Employees are required to park in the back half of the parking lot to reserve space for patrons during the busiest hours, unless they will be returning to their car after dark, in which case a closer spot is sensible.

Employees may park in the lot’s handicapped-designated spaces with proper documentation, or as a disability accommodation confirmed per the **Library’s ADA policy** attached as **Appendix F**.

Employees with safety or operational concerns regarding parking or the parking lot are encouraged to share them with the Director.

## Section 4: Employee Benefits & Leave

### 4.1 Vacation

Annual vacation with pay is earned by full-time employees and will commence at the end of the probationary period. The amount of vacation varies according to the classification of an employee’s position. Vacations must be taken within the vacation year in which they are granted.

For purposes of determining the vacation allowance, the vacation year is computed from the Employment Date of the employee. Eligibility for vacation begins at the end of the probationary period.

Annual vacation leave for full-time personnel:

<b>Beginning</b>	<b>Professional</b>	<b>Paraprofessional</b>	<b>Non-Professional</b>
<b>First Year</b>	15 Days	10 Days	5 Days
<b>Fifth Year</b>	18 Days	12 Days	5Days
<b>Tenth Year</b>	25 Days	15 Days	10 Days
<b>Fifteenth Year</b>	25 Days	20 Days	10 Days

Vacation time may not be taken before it is earned. Unused vacation may be carried forward into the following year only with approval from the Board of Trustees.

The employee's supervisor must approve the scheduling of vacation time. Employees are encouraged to schedule vacation well in advance to enable coordinated scheduling and to ensure no employee loses hours.

Upon separation of employment, employees are paid for accrued, unused vacation time to a maximum of 10 days. To enable the Library to better adjust to the change, if separation is due to an employee resigning or retiring, at least fourteen days' notice must be provided to qualify for vacation payout.

Vacation time must be taken in half-day or full day increments.

## **4.2 Paid Sick Leave**

The Mamakating Library offers Paid Sick Leave, consistent with our Workplace Philosophy.

Paid sick time is available for employees in the event of illness or medical necessity, including routine doctor appointments, for themselves or for family members. Sick leave with pay is provided for all employees, according to the number of hours worked per week.

A "sick leave day" is defined as equivalent to the average number of hours worked per day and must be taken in half or full day increments.

Full-time employees are allowed (6) six working days of paid sick leave with pay per year, based on the anniversary date of hire.

Employees who work twenty (20) hours or more on average, but less than thirty-five (35), are allowed (3) three days of paid sick leave with pay per year, based on the anniversary date of hire.

Employees who work less than twenty (20) hours per week on average are allowed 1 day of sick leave per year, based on the anniversary date of hire.

Eligibility for paid sick leave begins at the end of the probationary period.

Unused sick leave may accumulate up to 30 days for full-time employees and 10 days for part-time employees.

Any remaining sick leave time in excess of the limit at the end of the year (anniversary of date of hire) shall be forfeited.

Upon termination, resignation or retirement an employee will not be paid for sick leave earned that has not been used. An employee who is a member of the New York State Retirement System will have unused sick days reported to the retirement system.

A doctor's note may be requested by the Director or the Board of Trustees during or after an illness.

In the event that an employee suffers an illness of such a nature that their sick leave allowance is not sufficient to cover the necessary recuperation time, additional leave can be granted at the discretion of the Board of Trustees.

### 4.3 Paid Family Medical Leave

The Mamakating Library provides Paid Family Medical Leave ("PFML") to qualifying employees. The Library shall pay the premium; this is provided at no cost to employees.

PFML provides eligible employees with up to 12 weeks of job-protected, paid time off to bond with a new child, care for a family member with a serious health condition, or to assist loved ones when a family member is deployed abroad on active military service.

This time can be taken all at once, or in increments of full days.

PFML covers 67% of an employee's average weekly wage, subject to a cap set annually by New York State. PFML eligibility is based on rules set by New York State. If you are considering applying for PFML, first consult the Director to confirm your eligibility.

#### How to take PFML:

- 1. Notify the Library.** When you want to take Paid Family Leave, you must notify the Director at least 30 days before your leave will start if it's foreseeable. Otherwise, notify the Director as soon as possible.
- 2. Obtain required forms.** Ask the Director for the forms to apply or visit [PaidFamilyLeave.ny.gov](http://PaidFamilyLeave.ny.gov) to obtain the required forms.
- 3. Fill out your section of the forms, make a copy and give the form to the Director to fill out Part B.** The Library is required to return Form PFL-1 to you within three business days. If there is a delay, you do not have to wait to proceed. Send the Form

PFL-1 that you have filled out, along with the rest of your request package, directly to your Library's insurance carrier.

4. **Obtain and attach supporting documentation.** The specific documentation or additional forms required for each type of leave are described on the request for Paid Family Leave and at [PaidFamilyLeave.ny.gov/Apply](https://PaidFamilyLeave.ny.gov/Apply).
5. **Submit your request forms and supporting documentation.** You must submit your completed request package to your employer's insurance carrier within 30 days after the start of your leave to avoid losing benefits. In most cases, the insurance carrier must pay or deny benefits within 18 calendar days of receiving your completed request or your first day of leave, whichever is later.

#### 4.4 Personal Leave

All employees, regardless of type, are awarded 3 days personal leave per employment year, renewing on the anniversary date of hire each year. Personal leave may be used in half-day or full day increments.

There is no prescribed use of personal time; it is personal. However, if not scheduled in advance, it should be for a sudden need.

Personal Leave days do not accrue beyond the end of the employee's year and will not be paid out at the time of separation.

Part-time employees are granted the same amount of Personal Leave as full-time workers because as the Library recognizes a) PT workers also need time off to manage their lives; and 2) PT workers are not granted Vacation Leave.

#### 4.5 Professional Development

From time to time, the Library selects employees to attend professional training and events paid for by the Library (including the cost of travel, lodging, and meals).

Hourly employees attending such events are paid for the hours of travel and the time attending the event. Time spent sleeping, eating, and recreating while away are not compensated.

Salaried employees attending such events are considered to be working during the hours of travel and the time attending the event. Time spent sleeping and eating and recreating during the event are not considered to be working.

Employees who drive their own vehicle are reimbursed at the rate set by the IRS.

#### **4.6 Bereavement**

Each full-time employee may receive a three-day bereavement leave at the time of a death in the immediate family.

“Immediate family” is defined as the spouse, children, parents, siblings, grandparents, in-laws or relatives residing in the employee’s household.

This leave may be extended by the employee’s vacation and personal leave as well as unpaid leave at the discretion of the Director.

#### **4.7 Disability Insurance**

Disability Insurance provides weekly cash benefits to replace, in part, wages lost due to injuries or illnesses that do not arise out of or in the course of employment.

Disability Insurance benefits are cash-only benefits that:

- Are up to 50 percent of your average weekly wage for the last eight weeks worked (subject to a cap that changes from year to year);
- Subject to Social Security and Medicare taxes;
- Paid for a maximum of 26 weeks of disability during any 52 consecutive week period (WCL §205).

You must be under the care of a physician, chiropractor, podiatrist, psychologist, dentist, or certified nurse midwife in order to qualify. There is a seven-day waiting period for which no benefits are paid and then payment can begin on the eighth consecutive day of disability.

If you have been out due to disability for more than seven days, the Library will give you a “Statement of Rights” (Form DB-271S) so you can see your options.

You must file your claim within 30 days after you become disabled. Please request a “Notice and Proof of Claim for Disability Benefits (Form DB-450)” as soon as possible to get things going.

### **Disability Insurance and Pregnancy**

If you are pregnant, even without any further medical condition, you are eligible for Disability Insurance benefits for four weeks before your due date and six weeks after giving birth (eight weeks if you delivered by Caesarian section). You may be entitled to further disability benefits up to the maximum 26 weeks with documentation from your medical care provider.

No matter the duration of your need, you will need to submit a medical report completed by a doctor or certified nurse midwife stating your disability is due to or related to pregnancy or recovery from delivery. Physical and mental health conditions due to or related to your pregnancy or post-partum recovery may be eligible for disability benefits.

### **Differences between Disability Benefits and Paid Family Leave**

Only the person who gave birth is eligible for Disability Insurance benefits for the period immediately after the birth of a child.

Paid Family Leave is available to new parents and begins after birth. A parent may take Paid Family Leave during the first 12 months following the birth, adoption, or fostering of a child.

Generally, an employee cannot collect disability benefits and Paid Family Leave benefits at the same time.

Your combined total disability leave and Paid Family Leave in any 52 week period may not exceed 26 weeks.

### **4.8 Workers’ Compensation**

Workers Compensation Insurance is maintained by the library as required by law to provide salary continuation, cover medical costs, and when warranted, to compensate employees for certain injuries. For more information, see section 5.5.

### **4.9 Jury Duty**

The Library encourages jury duty, which is an important civic service.

Because jury duty is relatively rare (generally not impacting more than two workers per year, and often not even that) the Library considers the ability to pay for a temporary worker during an employee's period of absence due to jury duty as part of personnel budget.

Each employee who is called for Jury Duty shall receive their normal rate of pay while on Jury Duty during their regularly scheduled hours. A "work day" will be determined by the number of hours normally scheduled on the given day of jury duty.

To ensure proper use of Library resources, an employee who is called for Jury Duty but not required to actually attend Jury Duty at the courthouse that day, or is dismissed early, shall resume their normal working hours at the Library.

Any pay that is received as a juror from the Court, State or County shall be signed over to the Library.

Consistent with the law in NY, the Library will require "proof of service" to ensure continuity of pay during Jury Duty.

#### **4.10 Military Leave**

A full-time salaried employee who is required to make annual training tours of duty in connection with military reserve activities is entitled to serve this duty as leave without pay for a period not to exceed 14 calendar days per calendar year and shall be entitled to the same or similar position upon returning from duty.

In the event an employee is called to Active Duty from Reserve Status, they will be entitled to take a Leave of Absence from the Library to fulfill their obligation to the United States.

#### **4.11 Health Insurance & AFLAC**

Health Insurance: Full-time employees are eligible to participate in the library's health insurance plan. Terms of said coverage for the Director shall be determined as part of pre-employment negotiations. Health insurance premium will be shared by the library and the full-time hourly employee who elects to participate based on the current employer minimum required by NYSHIP.

Eligible employees who do not wish to participate in the library's health insurance plan are required to sign a statement of declination of insurance.

If at any time such employees find it necessary to reconsider and make use of the library's health insurance provision, health insurance coverage will begin as soon as possible following notification of such need to the Director.

Eligible employees who wish to increase the coverage to include Spouse or Family Plan will do so at their own expense. In this event, the Library will continue to pay the current minimum required by NYSHIP of the cost of single coverage; the remainder of the cost will be the responsibility of the employee.

Eligible employees not enrolled in the Library's health insurance programs may enroll only during the library's open enrollment period, unless that employee experiences a "qualifying event" as defined by NYS Insurance law.

## **AFLAC**

The Library also offers the option to participate in AFLAC. AFLAC offers supplemental financial protections for yourself and, if you choose, your family through a variety of plans.

Participation in AFLAC is voluntary and available to all employees. For more information on the currently offered plans and your individual rates, speak to the Library Director.

## **4.12 New York State Retirement**

Participation in the New York State and Local Retirement System (NYSLRS) is mandatory for full-time employees according to the provisions of the Retirement Fund Guidelines.

Part-time employees are eligible to participate in the NYSLRS and shall be notified in writing of their right to do so.

All employees must respond to this notification in writing and the signed notices will be kept in their Personnel Files.

Employees contribute approximately 3%-4.5% of their salary each pay period to the NYSLRS. (The percentage is set by NYSLRS and is re-evaluated periodically.) Such contributions are made for employees automatically by the Library's bookkeeper.

When employees join NYSLRS, they are assigned to a tier based on their date of membership. NYSLRS members who join on or after April 1, 2012 are in Tier 6.

For more information regarding retirement benefits, contributions, and beneficiaries, please visit the New York State Comptroller website <https://www.osc.ny.gov/retirement>

#### 4.13 NYS Deferred Compensation Plan

All employees are eligible to participate in the Library's Deferred Compensation Plan also known as a 457 Plan. This is a retirement savings plan which allows employees to have pre-tax or post-tax money deducted from their pay and deposited into their 457 account. Employees may choose to have their designated amount (deducted from each paycheck) as pre-tax (as with a traditional retirement account) post-tax (as with a Roth account), or a combination of the two.

All investment and beneficiary decisions, as well as the decision to participate, are the sole responsibility of the employee. The Library provides no matching of funds, nor investment or tax advice, and is in no way responsible for managing the funds in the accounts. No loans are available from these accounts. Any tax questions concerning contributions or withdrawals should be directed to the individual employee's tax advisor.

#### 4.14 Paid Holidays

The Mamakating Public Library observes the following holidays:

New Year's Day	Independence Day	Thanksgiving
Martin Luther King Jr. Day	Labor Day	The day after Thanksgiving
President's Day	Indigenous Peoples' Day	Christmas Eve
Memorial Day	Veterans' Day	Christmas Day
Juneteenth	Day before Thanksgiving (1/2 day)	New Years' Eve (1/2 Day)

This list is subject to change at any time, and employees should verify that a particular date is still considered a holiday before making plans to be away from work.

The Library closes early on the day before Thanksgiving and on New Year's Eve. To incentivize working on the day before the holiday, employees who work their regular shift that day will be paid for their regularly scheduled hours, despite the early closure.

All full-time employees are granted time off with pay for holidays. If a part-time employee's regularly scheduled shift falls on a holiday, the part-time employee will receive holiday pay equal to the scheduled shift. If a holiday occurs during an employee's scheduled vacation time on a day they would normally be scheduled to work, the holiday is not charged to vacation time. This list of holidays is posted annually.

Time required for observance of religious holidays which are not legal holidays must be requested as personal leave or vacation.

#### **4.15 Volunteer Emergency Responder Leave**

N.Y. Labor Law § 202-1 allows for eligible employees to take unpaid leave time to perform services as an enrolled member of a volunteer fire company or ambulance corps in the event that a state of emergency is declared.

Employer is not required to grant such leave if the employee's absence would impose an undue hardship on the conduct of the employer's business. This leave is granted at the discretion of the Director.

An employee must provide the employer with written notice from the head of the employee's volunteer fire department or volunteer ambulance service notifying the employer of the employee's status as a volunteer firefighter or member of a volunteer ambulance service.

An employer may, upon the employee's return to work, request a notarized statement from the head of the employee's volunteer fire department or volunteer ambulance service certifying the period of time that the employee responded to an emergency.

Employees may elect to apply any paid leave to which they are entitled to their time away from work serving as an emergency responder.

In addition to the leave provided by NY Labor Law § 202-1, the Mamakating Library provides volunteer firefighters or EMS enrolled with Town of Mamakating agencies up to 5 paid hours quarterly that may be used to respond to emergencies. These hours should apply only when there is a call for additional manpower and when the employee's leave would not cause undue hardship on the library or its remaining staff. This time is available at the discretion of the Library Director.

The Director may request verification from the head of the employee's volunteer fire department or volunteer ambulance service certifying the period of time that the employee responded to an emergency.

## Section 5: Safety, Civil Rights, Emergencies, Injuries

### 5.1 Physical Safety

The Library must provide a safe physical environment for employees and visitors. In order to center safety of our staff and the public, the library has set a minimum staffing level of two staff members. There must be a minimum of two staff members present at any time when the library is open to the public.

Employees should report any safety concerns immediately to their supervisor or the Library Director, and such reports should be documented.

Employees and visitors to the library whose actions jeopardize the physical safety of others in the Library shall be subject to immediate removal and subsequent loss of privileges; for employees, this may include suspension and/or termination of employment.

### 5.2 Disability Accommodations

The Library must follow **the Americans with Disabilities Act and the New York Human Rights Law**, both of which bar discrimination in employment on the basis of disability. To encourage effective and early communication regarding accommodations, the Library has a policy, attached as **Appendix G**.

### 5.3 Workplace Violence

The Library is committed to providing a work environment that is free from violence or threats of violence.

Workplace Violence" is defined as:

- "Any physical assault or act of aggressive behavior occurring where an employee performs any work-related duty in the course of his or her employment, including but not limited to an attempt or threat, whether verbal or physical, to inflict physical

injury upon an employee, any intentional display of force that would give an employee reason to fear or expect bodily harm, intentional and wrongful physical contact with a person without his or her consent that entails some injury, or stalking an employee with the intent of causing fear of material harm to the physical safety and health of such employee when such stalking has arisen through and in the course of employment.”

- “Workplace Violence” also includes the intentional destruction or attempted destruction of company or personal property while on library premises or while engaged in library business.
- This definition expressly includes domestic violence when such behavior extends to the workplace.

The Mamakating Library also prohibits employees and others covered by this policy from possessing firearms or other dangerous weapons on the premises, regardless of whether the person is licensed or permitted to carry a weapon.

“Prohibited threats” are those that a reasonable person would perceive as real threats of violence against a person or library property and that have the effect of unreasonably interfering with the work of the library or any of its employees.

All employees and others covered under this policy are responsible for establishing and maintaining a work environment which promotes professionalism and is free of threats and violence. This responsibility includes being alert to situations in which workplace violence is occurring or may potentially occur.

Threats, acts of violence or behaviors that raise a safety or security threat should be reported to the Director. For any immediate danger, call 911 and follow the library’s Emergency & Disaster Policy.

The Library staff in charge will initiate appropriate action based on the circumstances, including notifying law enforcement. The Mamakating Library will take all reasonable steps to investigate and address the safety concerns of those who have reported or believe they may have been subject to workplace violence or are otherwise concerned about their safety or security.

Any employee determined to have violated this policy will be subject to corrective action, up to and including termination of employment, at the discretion of the Director.

#### **5.4 Medication, Drug and Alcohol Policy**

Employees are required to arrive at work in a manner that enables optimal performance. In the event an employee's ability to perform, including the ability to interact with co-workers and the public, is impaired by any substance, whether illegal or legal, the performance issue will be addressed through either corrective action, or regarded as misconduct.

Employees are not allowed to bring alcohol into the Library.

Employees are not allowed to bring any "Controlled Substance" as defined by federal law into the Library, including medications, unless it is per a current prescription from a medical provider.

All medications used by employees, including over-the-counter medications, should be stored in secure locations where co-workers or members of the public cannot access them. If you need access to a locking cabinet, please see the Director.

Because the consequences of misidentified medications can be dire, the Library does not casually stock nor supply to workers even typical medications (aspirin, allergy pills, ibuprofen), and discourages employees from sharing them with co-workers or the public. Employees who disclose and request accommodations in connection with an addiction will be granted the accommodations and protections they are assured of by law.

**Employees facing addictions are encouraged to arrange the treatment they need from a medical provider and to obtain the supports to which they are entitled, which may include disability leave and/or accommodations.**

## **5.5 Workplace Injury/Workers' Compensation**

If you are injured while working for the Library, you must report it as soon as possible, so the Library can assist with any coverage that may apply. Workers' Compensation can cover lost wages for time out due to injury, medical expenses, and other costs related to a workplace injury.

Worker's Compensation Insurance covers employees who are injured on the job. It is the employee's responsibility to immediately notify their immediate supervisor, or in the absence of the supervisor, the Director, of any injuries they sustain while on the job. An accident report must be filed with the Director.

The Mamakating Library encourages injured employees to seek immediate medical attention. Workers' Compensation insurance pays all medical expenses related to treating

an injury sustained on the job directly to the medical providers. After a five-day (5) waiting period, during which the Mamakating Library will pay the employee at their regular rate of compensation to the degree that accrued sick leave, personal leave, and vacation allow, an employee is eligible for remuneration for time lost based on a calculation process determined by the insurance administrator, as well as medical expenses.

Sprague & Killeen Insurance, which is notified simultaneously by the Director and the Workers' Compensation Board, currently administers the Workers' Compensation plan is through the Utica National Insurance Carrier.

The Director will promptly, upon notification of injury, provide the employee with the policy number and administrator's name and address.

Proof of Workers' Compensation is posted in the staff break room.

## **5.6 Confidentiality**

As part of our work, the Library houses individual users' library records, which are confidential by law. Library user records may not be disclosed to any third party without a waiver, court order, or subpoena.

## **Information about fellow Library employees**

Confidential personal information related to specific employees (for example, time off for medical needs) should only be discussed with employees with legitimate business reasons for discussing that information (including the need for an employee to report or serve as a witness in the context of a sexual harassment, discrimination, whistleblower, or other concern related to working conditions).

## **5.7 Emergency Closing Due to Natural or Environmental Causes**

If the Director and/or the Board of Trustees close the Library due to inclement weather or environmental causes before the normal hours of opening, full-time staff will not be required to make up the time nor to take leave. Part-time staff will be paid for their scheduled hours.

Part-time staff will be paid for the remainder of their normally scheduled work hours.

Time missed by a full-time employee absent from work due to weather when the Library remains open will be deducted from the employee's Vacation or Personal Leave. If the library opens late due to weather or other conditions, employees who are unable to get to work will be charged the same number of hours that their coworkers were able to work.

Emergency closings are determined by the Library Director and/or the Library Board.

Employees will be notified of changes in hours of operation due to environmental causes by their supervisor or the Library Director.

## Section 6: Other Policies & Postings

### 6.1 Mandatory Notice Regarding Electronic Monitoring

While not a part of routine operations, New York State law requires The Mamakating Library to notify employees that communications using library resources (any and all telephone conversations or transmissions, electronic mail or transmissions, or internet access or usage by an employee by any electronic device or system, including but not limited to the use of a computer, telephone, wire, radio or electromagnetic, photoelectric or photo-optical systems) may be subject to monitoring at any and all times by any lawful means.

### 6.2 Equal Employment Opportunity Statement

The Mamakating Library provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, gender, sexual orientation, national origin, age, disability, marital status, amnesty, or status as a disabled veteran in accordance with applicable federal, state and local laws as guaranteed by the Civil Right Act of 1964 and the New York Human Rights Law.

### 6.3 Breast-feeding

The Mamakating Library provides paid breaks for expression of breast milk by lactating employees as required by New York State law. For details, see **Appendix F: Lactation & Breast Milk Expression Policy**.

## 6.4 No Smoking

Smoking, vaping (e-cigarettes) and the use of alcohol or illegal drugs is prohibited in the building and on the Library premises.

## 6.5 Motor Vehicle Use

The Mamakating Library does not *require* employees to use their own vehicles for work-related travel. If an employee chooses to use their own vehicle for work-related travel, the employee's insurance is primary in the event of an accident.

# Section 7: Termination

## 7.1 Resignation

A written letter of resignation, addressed to the Director, is required of all employees intending to resign. Letters of resignation are filed in the employee's personnel file. To ensure a smooth transition, we ask that as much notice as possible be provided, preferably no less than 2 weeks. For positions at the managerial level and higher, 4 weeks' notice is desirable.

## 7.2 Retirement

Notification of retirement should be made in the same manner as a resignation (see above). For NYSLRS reporting purposes, it is best to provide 30-60 days notice of intent to retire.

For employees contemplating retirement, the New York State Employees Retirement System requires you to notify them prior to the intended retirement date. Information concerning State requirements for making application for retirement benefits may be obtained from the Director or online from the New York State Employees Retirement System (<https://www.osc.state.ny.us/retirement>).

## 7.3 Termination by Library

Violations of Library policies, rules and regulations, abandonment, or poor job performance may result in charges of misconduct leading to suspension and/or removal from employment.

Termination for misconduct will result in forfeiture of termination benefits except those required by law.

Procedures for disciplinary and termination actions are in accordance with Sullivan County Civil Service Rules & Regulations.

## **7.4 Termination Procedures**

Whether an employee leaves employment by the Library due to resignation, termination by the Library, abandonment, or retirement, these procedures will be followed:

- a. Payment of final salary owed to resigning or terminated employees will be made available on the next regular payday or sooner, consistent with applicable law.
- b. Upon termination of employment for any reason, the Library will provide a letter confirming the last date, and a "Record of Employment" form as required by the New York State Department of Labor (Form "I.A. 12.3").
- c. Upon termination of employment, if health insurance was provided, the former employee will be sent a notice that they have the right to COBRA coverage.
- d. Employees are responsible for ensuring that all paper and electronic files are accessible to their supervisor prior to the last day of employment.
- e. Employees must return all library property (aside from materials checked out on their RCLS library card) by their last workday. This includes their key to the Library building.

## **Section 8: Distribution**

The Employee Handbook will be provided to each employee via their Library-issued e-mail account and posted in the Staff Portal. A printed copy will be provided upon request and will be maintained behind the circulation desk for general access.

## **Section 9: Handbook Updates & Reviews**

This Handbook, adopted by the Board, sets out the personnel policies, procedures, and information the Board has adopted to maintain a mission-focused environment for the Library's employees.

This Handbook is not a contract, and at times, the Board and Director may deem it appropriate to change or deviate from policy if that is in the best interests of the Library. Staff will be notified of changes accordingly.

The Board and Director will always strive to provide employees with a respectful, secure, and predictable work environment.

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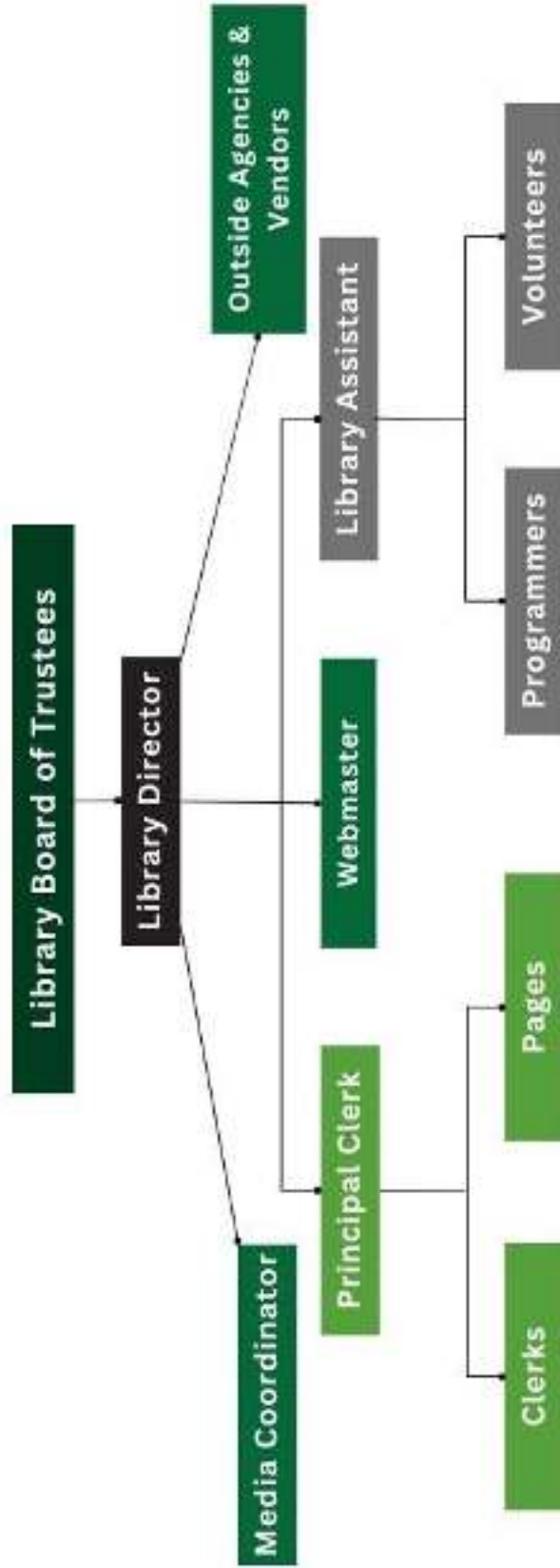
## Appendix A: American Library Association Code of Ethics


1. We provide the highest level of service to all library users through appropriate and usefully organized resources; equitable service policies; equitable access; and accurate, unbiased, and courteous responses to all requests.
2. We uphold the principles of intellectual freedom and resist all efforts to censor library resources.
3. We protect each library user's right to privacy and confidentiality with respect to information sought or received and resources consulted, borrowed, acquired or transmitted.
4. We respect intellectual property rights and advocate balance between the interests of information users and rights holders.
5. We treat co-workers and other colleagues with respect, fairness, and good faith, and advocate conditions of employment that safeguard the rights and welfare of all employees of our institutions.
6. We do not advance private interests at the expense of library users, colleagues, or our employing institutions.
7. We distinguish between our personal convictions and professional duties and do not allow our personal beliefs to interfere with fair representation of the aims of our institutions or the provision of access to their information resources.
8. We strive for excellence in the profession by maintaining and enhancing our own knowledge and skills, by encouraging the professional development of co-workers, and by fostering the aspirations of potential members of the profession.
9. We affirm the inherent dignity and rights of every person. We work to recognize and dismantle systemic and individual biases; to confront inequity and oppression; to enhance diversity and inclusion; and to advance racial and social justice in our libraries, communities, profession, and associations through awareness, advocacy, education, collaboration, services, and allocation of resources and spaces.

*Adopted at the 1939 Midwinter Meeting by the ALA Council; amended June 30, 1981; June 28, 1995; January 22, 2008; and June 29, 2021.*

## Appendix B: Organizational Chart

### Organization Chart



 **MAMAKATING**  
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## Appendix C: NYS Minimum Standards as of Jan. 1, 2021

A public, free association or Indian library seeking to register with the department on or after January 1, 2021 shall be registered with the department if it meets the registration standards set forth in Commissioners Regulation 90.2. Any public, free association or Indian library that was registered by the department on or before December 31, 2020, shall meet the following registration requirements by January 1, 2021 to continue to be registered by the department:

1. is governed by written bylaws which define the structure and governing functions of the library board of trustees, and which shall be reviewed and re-approved by the board of trustees at least once every five years or earlier if required by law;
2. has a community-based, board-approved, written long-range plan of service developed by the library board of trustees and staff;
3. provides a board-approved written annual report to the community on the library's progress in meeting its mission, goals and objectives, as outlined in the library's long-range plan of service;
4. has board-approved written policies for the operation of the library, which shall be reviewed and updated at least once every five years or earlier if required by law;
5. annually prepares and publishes a board-approved, written budget, which enables the library to address the community's needs, as outlined in the library's long-range plan of service;
6. periodically evaluates the effectiveness of the library's programs, services and collections to address community needs, as outlined in the library's long-range plan of service;
7. is open the following scheduled hours:

<b>Population</b>	<b>Minimum Weekly Hours Open</b>
Up to 500	12
500 - 2,499	20
2,500 - 4,999	25
5,000 - 14,999	35
15,000 - 24,999	40
25,000 - 99,999	55
100,000 and above	60

8. maintains a facility that addresses community needs, as outlined in the library's long-range plan of service, including adequate space, lighting, shelving, seating, power and data infrastructure, and a public restroom;

9. provides programming to address community needs, as outlined in the library's long-range plan of service;
10. provides a circulation system that facilitates access to the local library collection and other library catalogs; and provides equipment, technology, and internet connectivity to address community needs and facilitate access to information;
11. provides access to current library information in print and online, facilitating the understanding of library services, operations and governance; information provided online shall include the standards referenced in paragraphs (1) through (5) of this subdivision;
12. employs a paid director in accordance with the provisions of section 90.8 of the Regulations of the Commissioner of Education;

<b>Population</b>	<b>Member of a Public Library System</b>	<b>Not a Member of a Public Library System</b>
<b>Below 2,500</b>	No requirement.	No requirement.
<b>2,500 to 4,999</b>	2 academic years of study at an approved college or university.	A bachelor's degree from an approved college or university.
<b>5,000 to 7,499</b>	A bachelor's degree from an approved college or university.	A public librarian's professional certificate.
<b>7,500 or more</b>	A public librarian's professional certificate.	A public librarian's professional certificate.

13. provides library staff with annual technology training, appropriate to their position, to address community needs, as outlined in the library's long-range plan of service; and
14. establishes and maintains partnerships with other educational, cultural or community organizations which enable the library to address the community's needs, as outlined in the library's long-range plan of service.

## Appendix D: Non-Discrimination Policy



### **Mamakating Library Non-Discrimination Policy**

The Board of Trustees of Mamakating Library is committed to nondiscrimination in all of its decisions, programs and activities, including within its hiring policies.

The Board of Trustees, its officers, employees and agents shall not discriminate against any person on the basis of any protected classification, including: race, color, gender, national origin, ethnicity, military or veteran status, mental or physical disability, marital status, sexual orientation, genetic information/predisposition or carrier status, age, religion, creed, domestic violence victim status, and any other classification protected by federal, state, and local law.

Adopted 3/5/08 Mamakating Library Board of Trustees  
Revision adopted 3/8/2022



## ANTI-DISCRIMINATION AND ANTI-HARASSMENT POLICY

### Introduction

The Mamakating Library (the “Library”) is committed to maintaining a workplace free from illegal discrimination or harassment. This policy is one component of the Library’s commitment to a discrimination-free work environment. All employees have a legal right to a workplace free from unlawful discrimination and harassment, and employees are urged to report unlawful discrimination and harassment by filing a complaint internally with the Library. Employees can also file a complaint with a government agency or in court under federal, state or local antidiscrimination laws.

This policy applies to all employees, applicants for employment, interns (whether paid or unpaid), and certain other non-employee personnel conducting business, regardless of immigration status, with the Library, and all must follow and uphold this policy. This policy will be provided to employees upon hiring and will be posted prominently in the workplace.

### Unlawful Discrimination and Harassment Prohibited

**The Library prohibits all forms of unlawful discrimination by anyone in the workplace (including supervisors, coworkers, consultants, vendors, patrons, and other non-employees) based on any protected classification, including: race, color, sex, national origin, ethnicity, military or veteran status, mental or physical disability, marital status, sexual orientation, genetic information/predisposition or carrier status, age, religion, creed, domestic violence victim status, and any other classification protected by federal, state, and local law. Any employee or individual covered by this policy who engages in unlawful discrimination, harassment (including sexual harassment), or retaliation will be subject to remedial and/or disciplinary action (e.g., counseling, suspension, termination).**

### What Is Harassment Generally?

Unlawful harassment is a form of unlawful discrimination. Unlawful harassment includes, but is not limited to, unwelcome or inappropriate verbal, physical, or other communication or conduct that denigrates or shows hostility or aversion to an individual and/or group and:

- Has the purpose or effect of creating an intimidating, hostile, or offensive work environment; or
- Has the purpose or effect of unreasonably interfering with the individual's work performance.

Unlawful harassment may include, but is not limited to: jokes, epithets, slurs, negative stereotyping; threatening, intimidating, or hostile acts; or written or graphic material including email that denigrates or shows hostility or aversion toward an individual or group on the basis of a protected characteristic.

### What Is "Sexual Harassment"?

Sexual harassment is a form of sex discrimination and is unlawful under federal, state and (where applicable) local law. Sexual harassment includes harassment on the basis of sex, sexual orientation, self-identified or perceived sex, gender expression, gender identity, and the status of being transgender.

Sexual harassment is offensive, a violation of the Library's policies, and unlawful; it may subject the Library to liability for harm to targets of sexual harassment. Harassers may also be individually subject to liability. Employees of every level who engage in sexual harassment, including managers and supervisors who engage in sexual harassment or who allow such behavior to continue, will be penalized for such misconduct.

Sexual harassment includes unwelcome conduct that is either of a sexual nature or directed at an individual because of that individual's sex when:

- The conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment, even if the reporting individual is not the intended target of the sexual harassment;
- The conduct is made either explicitly or implicitly a term or condition of employment; or
- Submission to or rejection of such conduct is used as the basis for employment decisions affecting an individual's employment.

A sexually harassing hostile work environment includes, but is not limited to, words, signs, jokes, pranks, intimidation or physical violence which are of a sexual nature, or which are directed at an individual because of that individual's sex. Sexual harassment also consists of any unwanted verbal or physical advances, sexually explicit derogatory statements, or sexually discriminatory remarks made by someone which are offensive or objectionable to the

recipient, which cause the recipient discomfort or humiliation, which interfere with the recipient's job performance.

Sexual harassment also occurs when a person in authority tries to trade job benefits for sexual favors. This can include hiring, promotion, continued employment, or any other terms, conditions, or privileges of employment. This is also called "quid pro quo" harassment.

Any employee, applicant for employment, intern, or non-employee working in the workplace who feels harassed should report the concern so that any violation of this Policy can be corrected promptly. Any harassing conduct, even a single incident, can be addressed under this policy.

### *Examples of Sexual Harassment*

The following describes some of the types of acts that may be unlawful sexual harassment and that are strictly prohibited:

- Physical acts of a sexual nature, such as:
  - Touching, pinching, patting, kissing, hugging, grabbing, brushing against another individual's body or poking another individual's body;
  - Rape, sexual battery, molestation, or attempts to commit these assaults.
- Unwanted sexual advances or propositions, such as:
  - Requests for sexual favors accompanied by implied or overt threats concerning the target's job performance evaluation, a promotion, or other job benefits or detriments;
  - Subtle or obvious pressure for unwelcome sexual activities.
- Sexually oriented gestures, noises, remarks, or jokes, or comments about a person's sexuality or sexual experience, which create a hostile work environment.
- Sex stereotyping occurs when conduct or personality traits are considered inappropriate simply because they may not conform to other people's ideas or perceptions about how individuals of a particular sex should act or look
- Sexual or discriminatory displays or publications anywhere in the workplace, such as:
  - Displaying pictures, posters, calendars, graffiti, objects, promotional material, reading materials or other materials that are sexually demeaning or pornographic. This includes such sexual displays on workplace computers or cell phones and sharing such displays while in the workplace.
- Hostile actions taken against an individual because of that individual's sex, sexual orientation, self-identified or perceived sex, gender expression, gender identity, and the status of being transgender, such as:

- Interfering with, destroying, or damaging a person’s workstation, tools or equipment, or otherwise interfering with the individual’s ability to perform the job;
- Sabotaging an individual’s work;
- Bullying, yelling, name calling.

### *Who Can Be a Target of Sexual Harassment?*

Sexual harassment can occur between individuals regardless of their sex or gender. New York law prohibiting sexual harassment protects all employees, applicants for employment, interns (whether paid or unpaid), contractors, and other non-employee personnel<sup>1</sup> conducting business, regardless of immigration status, with the Library. Harassers can be a superior, a subordinate, a coworker, or anyone in the workplace including an independent contractor, contract worker, vendor, patron, trustee, or visitor.

### *Where Can Sexual Harassment Occur?*

Unlawful sexual harassment is not limited to the physical workplace itself. It can occur while employees are traveling for business or at employer sponsored events or parties. Calls, texts, emails, and social media usage by employees can constitute unlawful workplace harassment, even if they occur away from the workplace premises, on personal devices, or during non-work hours.

### **Retaliation Prohibited**

**No person covered by this policy shall be subject to adverse action because they report an incident of discrimination or harassment, provides information, or otherwise assists in any investigation or a discrimination or harassment complaint. The Library will not tolerate such retaliation against anyone who, in good faith, reports or provides information about suspected discrimination or harassment. Any employee of the Library who retaliates against anyone involved in a discrimination or harassment investigation will be subjected to disciplinary action, up to and including termination. All employees or others who are covered by this policy who believe they have been subjected to such retaliation should inform the Library director or Personnel Committee, and may also seek relief in other forums, as explained below.**

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<sup>1</sup> A non-employee is someone who is (or is employed by) a contractor, vendor, consultant, or anyone providing services in the workplace. Protected non-employees include persons commonly referred to as independent contractors, “gig” workers and temporary workers. Also included are persons providing equipment repair, cleaning services or any other services provided pursuant to a contract with the employer.

Under New York State law, an individual is protected from retaliation if that individual engages in “protected activity.” Protected activity occurs when a person has:

- Made a report of discrimination or harassment, either internally or with any anti-discrimination agency;
- Testified or assisted in a proceeding involving discrimination or harassment under the Human Rights Law or other anti-discrimination law;
- Opposed discrimination or harassment by making a verbal or informal complaint to management, or by simply informing a supervisor or manager of harassment;
- Reported that another employee has been the target of discrimination or harassment;
- Encouraged a fellow employee to report discrimination or harassment.

Unlawful retaliation can be any action that could discourage a worker from coming forward to make or support a claim of unlawful discrimination or harassment. Adverse action need not be job-related or occur in the workplace to constitute unlawful harassment (e.g., threats of physical violence outside of work hours).

Even if the alleged discrimination or harassment does not turn out to rise to the level of a violation of law, the individual is protected from retaliation if the person had a good faith belief that the practices were unlawful. However, the retaliation provision is not intended to protect persons making intentionally false charges of discrimination, including harassment. Individuals who knowingly bring false charges of discrimination, including any form of harassment, against another Library employee or other individual in the workplace shall be subjected to disciplinary action, up to and including termination.

### **Reporting Discrimination and Harassment**

Preventing discrimination, including harassment, is everyone’s responsibility. The Library cannot prevent or remedy discrimination or harassment unless it is aware of it. Any employee or other individual covered by this policy who has been subjected to behavior that may constitute discrimination or harassment is encouraged to report such behavior to the Library Director or Personnel Committee (as described below). Anyone who witnesses or becomes aware of potential instances of discrimination or harassment has a responsibility to promptly report such behavior to the Library Director or Personnel Committee.

Reports made under this Policy may be made formally or informally and can be made orally or in writing. Employees are not required to report within their chain of command. Individuals are *encouraged* to report incidents of discrimination and harassment, including sexual harassment, using the Complaint Form provided at the end of this policy.

All employees, including supervisors and managers, who receive a complaint or information about suspected discrimination or harassment, observe what may be discriminatory or harassing behavior, or for any reason suspect that discrimination or harassment is occurring, **are required** to immediately report all formal and informal complaints to the Library Director or Personnel Committee.

In addition to being subject to discipline if they engage in discriminatory or harassing behavior, the Library Director will be subject to discipline for knowingly allowing discrimination or harassment to continue as well as for engaging in any retaliation.

### **Investigation Procedure**

**All** reports or information about discrimination or harassment will be investigated, whether that information was reported in oral or written form.

The investigation of any report, information, or knowledge of any discrimination or harassment will be prompt and thorough, commenced immediately and completed as soon as possible. The investigation will be kept confidential to the extent possible. All persons involved, including those making a report, witnesses, and alleged harassers, will be accorded due process, as outlined below, to protect their rights to a fair and impartial investigation.

All employees, including managers and supervisors, are required to cooperate with any internal investigation of discrimination and/or harassment. The Library will not tolerate retaliation against employees or others who file complaints, support another's complaint, or participate in an investigation regarding a violation of this policy.

While the process may vary from case to case, investigations of discrimination and harassment will generally be conducted by the Library in accordance with the following steps:

- Upon receipt of the report, the Library Director (or Personnel Committee if the allegation involves the Director) will conduct an immediate review of the allegations and take any interim actions (e.g., instructing the respondent to refrain from communications with the complainant), as appropriate. If the report is oral, an individual may be asked to complete the Complaint Form in writing. If they refuse, a Complaint Form will be prepared based on the oral report.
- If documents, emails, or phone records are relevant to the investigation, steps to obtain and preserve them will be taken.
- All relevant documents, including all electronic communications, will be requested and reviewed.
- All parties involved, including any relevant witnesses, will be interviewed.

- A written documentation of the investigation will be created and may contain the following:
  - A list of all documents reviewed, along with a detailed summary of relevant documents;
  - A list of names of those interviewed, along with a detailed summary of their statements;
  - A timeline of events;
  - A summary of prior relevant incidents, reported or unreported; and
  - The basis for the decision and final resolution of the report, together with any corrective action.
- The written documentation and associated documents will be kept in a secure and confidential location.
- The individual who reported and the individual(s) against whom the report was made will be notified of the final determination, and any corrective actions identified in the written document will be implemented.
- The individual who reported will be informed of the right to file a complaint or charge externally as outlined below.

Any individual determined to have engaged in unlawful discrimination, harassment (including sexual harassment), or retaliation will be subject to discipline, up to and including termination.

### **Legal Protections and External Remedies**

Discrimination and harassment is not only prohibited by the Library, but is also prohibited by federal, state, and where applicable, local law.

Aside from the internal process at the Library, individuals may also choose to pursue legal remedies with the following governmental entities. While a private attorney is not required to file a complaint with a governmental agency, you may seek the advice of an attorney.

#### *New York State Human Rights Law*

The Human Rights Law (HRL), codified as N.Y. Executive Law, art. 15, § 290 et seq., applies to all employers in New York State with regard to sexual harassment, and protects employees, paid or unpaid interns, and certain non-employees, regardless of immigration status. The HRL's prohibitions against discrimination and harassment based on other protected classes apply to employers in New York with four or more employees. A complaint alleging violation

of the Human Rights Law may be filed either with the Sullivan County Human Rights Commission (SCHRC) or in New York State Supreme Court.

Complaints with SCHRC may be filed any time **within one year** of the alleged discrimination or harassment. If an individual did not file at SCHRC, they can sue directly in state court under the HRL, **within three years** of the alleged discrimination or harassment. An individual may not file with SCHRC if they have already filed a HRL complaint in state court.

Complaining internally to the Library does not extend your time to file with SCHRC or in court. The one year or three years is counted from the date of the most recent incident of discrimination or harassment. You do not need an attorney to file a complaint with SCHRC, and there is no cost to file.

SCHRC will investigate your complaint and determine whether there is probable cause to believe that discrimination or harassment, including sexual harassment, has occurred. Probable cause cases are forwarded to NYS Division of Human Rights (DHR), resulting in a public hearing before an administrative law judge. If discrimination or harassment, including sexual harassment, is found after a hearing, DHR has the power to award relief, which varies but may include requiring your employer to take action to stop the harassment, or redress the damage caused, including paying of monetary damages, attorney's fees and civil fines.

Contact the SCHRC at the Sullivan County Government Center, 100 North Street, PO Box 5012, Monticello, NY 12701. You may call (845) 807-0189 or visit: <http://sullivanny.us/Departments/Humanrights>. The website has a complaint form that can be downloaded, completed, and returned to the SCHRC.

### ***Contact the Local Police Department***

If the harassment involves unwanted physical touching, coerced physical confinement, or coerced sex acts, the conduct may constitute a crime. Contact the local police department.

# Mamakating Library Harassment Report Form

If you believe that you have been subjected to discrimination or harassment, including but not limited to sexual harassment, you are encouraged to complete this form and submit it to the Library Director in person or by email. If the described actions involve the Library Director, submit the completed form to the Personnel Committee. You will not be retaliated against for filing a complaint. (If the described actions involve a Trustee, submit the completed form to the President of the Board of Trustees.)

If you are more comfortable reporting verbally or in another manner, the Library Director will complete this form, provide you with a copy, and follow the Library's Anti-Discrimination/Anti-Harassment Policy by investigating the claims as outlined at the end of this form.

**For additional resources, visit: [ny.gov/programs/combating-sexual-harassment-workplace](http://ny.gov/programs/combating-sexual-harassment-workplace)**

## COMPLAINANT INFORMATION

Name:

Job Title:

Email:

Select Preferred Communication Method:     Email     Phone     In person

## COMPLAINT INFORMATION

1. Your complaint of Discrimination and/or Harassment is made about:

Name:

Title:

2. Please describe what happened and how it is affecting you and your work. Please use additional sheets of paper if necessary and attach any relevant documents or evidence.

3. Date(s) discrimination or harassment occurred:

Is the discrimination or harassment continuing?  Yes  No

4. Please list the name and contact information of any witnesses or individuals who may have information related to your complaint:

*The last question is optional but may help the investigation.*

5. Have you previously complained or provided information (verbal or written) about related incidents? If yes, when and to whom did you complain or provide information?

If you have retained legal counsel and would like us to work with them, please provide their contact information.

*I request that the Mamakating Library investigate this complaint of discrimination and/or harassment in a timely and confidential manner as outlined above and advise me of the results of the investigation.*

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Appendix F: Lactation & Milk Expression Policy



### Lactation & Milk Expression Policy

1. The Mamakating Public Library is committed to care and respect for its employees. As such, the Library has created this policy to set forth the terms of employee breaks for expression of breast milk.
2. New York State Labor Law Section 206-c requires employers to provide lactating employees with 30 minutes of paid break time when they need to pump breast milk at work.
3. These lactation breaks are in addition to any meal time or regular paid breaks employees are entitled to have. If employees need more than 30 minutes for breast milk expression, they may use existing meal time or paid break time for this purpose.
4. The number of paid breaks is not limited; employees may take a lactation break whenever they reasonably need to. Employees may take advantage of lactation breaks for up to three years after the birth of their children.
5. AWPL will provide a clean, well-lit, private location having a chair, table, nearby access to clean running water and an electrical outlet, where an employee can express breast milk; this location shall not be in the restroom. The location will have a functional lock, or if a lock is impractical, there will be a sign warning the location is in use and not accessible to others.
6. The lactating employee is responsible for storage of expressed breast milk.
7. To take advantage of the lactation breaks, employees must notify their supervisors in writing in advance, preferably before they return to work from maternity leave. Employees' notice must include in their written notification: anticipated return date, details regarding how many breaks they anticipate needing during the work day, and potential preferred times to express breast milk. Upon receiving a request, the Library Director will respond in writing within five (5) days to the employee.

8. No employee who chooses to express breast milk in the workplace will be discriminated against. Any employee who feels they have been discriminated against on this basis should contact the Library Director or President of the Board of Trustees.
9. For more information on this topic, please see the New York State Department of Labor's policy at [on.ny.gov/breastmilkexpression](https://on.ny.gov/breastmilkexpression) and the New York State Department of Health's Breast Feeding Bill of Rights at [health.ny.gov/publications/2028/](https://health.ny.gov/publications/2028/).

Adopted by the Board of Trustees 02/11/2026

## Appendix G: Employee Disability Accommodation Policy



### Employee Disability Accommodation Policy

#### 1. Policy

The Americans with Disabilities Act ("ADA") and New York Human Rights Law ("HRL") require that people with disabilities not be denied the right to work when accommodations would not impose an undue hardship on the employer.

In furtherance of its mission and to provide an inclusive work environment, the Mamakating Library uses the ADA and the HRL to guide policy and procedure regarding disability accommodations and employment.

To ensure AWPL's actions reflect this commitment, employees shall follow the below procedures:

#### 2. Procedures

**Job Notices:** All job notices shall include notice as to how an applicant may request ADA accommodations to apply and/or interview for a job at the Mamakating Library.

**Applicants:** no pre-employment inquiries (e.g., on an employee application or in an employment interview) will be made into an applicant's disability, into the nature or severity of an applicant's disability, or into prior workers' compensation claims that an applicant may have filed.

Consistent with current law, regulations, and guidance, applicants may be asked about their ability to perform job-related functions and/or to describe or demonstrate how, with or without reasonable accommodation, the applicant will be able to perform job-related functions.

#### 3. Procurement of workplace equipment

Within established budgets, all procurement efforts shall include consideration of accessibility and universal design.

#### 4. Requesting accommodations

Reasonable accommodation is available to an employee with a disability when the disability affects the performance of job functions.

Employees may initiate a request for disability accommodations by contacting their supervisor or the Director and filling out the form attached to this policy. The Library will attempt to reasonably accommodate qualified individuals with a temporary or long-term disability so that they can perform the essential functions of the job, unless doing so would create an undue hardship for the operations of the Mamakating Library.

Accommodations will be confirmed or denied in a letter. A denial of accommodations may be appealed per number 6, below.

The Library refers to resources such as askjan.org to be proactive about access to particular resources and to develop responses to reasonable accommodation requests.

## **5. Coordination with other policies**

System employees are able to coordinate use of sick leave, family medical leave, disability leave, and other types of leave with disability accommodations, but such types of leave are additive and shall not be a substitute for ongoing disability accommodations if such reasonable accommodations are granted.

## **6. Reporting Concerns**

Any individual who believes that they have been denied an accommodation in error or discriminated against on the basis of having, or being perceived to have, a disability, or believes they have witnessed such discrimination by the Library, is encouraged to report their concerns to their supervisor, the Director, or a member of the President of the Board of Trustees, who shall create a record of such report, ensure it is investigated to the degree warranted, and that any necessary remedial actions are taken.

## **7. Forms**

- Accommodation Request Form: <https://askjan.org/Forms/upload/raform.doc>
- Medical Inquiry Request Form: <https://askjan.org/Forms/upload/medical.doc>
- Accommodation Approval Form:  
<https://askjan.org/Forms/upload/accommodationapprovalform.doc>
- Onboarding Form: <https://askjan.org/Forms/upload/onboardingform.doc>
- Temporary or Trial Accommodation Approval Form:  
<https://askjan.org/Forms/upload/temporaryaccommodationform.doc>

- Monitoring Form: <https://askjan.org/Forms/upload/MonitoringRASampleForm.doc>
- Denial Form: <https://askjan.org/Forms/upload/accommodationdenialform.doc>
- Appeals Form: <https://askjan.org/topics/upload/raappeal.doc>
- Plan of Action Form: [https://askjan.org/Forms/upload/Sample-Plan-of-Action\\_2018.doc](https://askjan.org/Forms/upload/Sample-Plan-of-Action_2018.doc)

Adopted by the Board of Trustees 02/11/26



## Whistleblower Policy

This Whistleblower Policy of the Mamakating Library: (1) encourages staff and volunteers to come forward with credible information on illegal practices or serious violations of adopted policies of the Library; (2) specifies that the Library will protect the person from retaliation; and (3) identifies where such information can be reported.

- 1. Encouragement of reporting.** The Library encourages complaints, reports or inquiries about illegal practices or serious violations of the Library's policies, including illegal or improper conduct by the Library itself, by its leadership, or by others on its behalf. Appropriate subjects to raise under this policy would include financial improprieties, accounting or audit matters, ethical violations, or other similar illegal or improper practices or policies. Other subjects on which the Library has existing complaint mechanisms should be addressed under those mechanisms, such as raising matters of alleged discrimination or harassment via the Library's human resources channels, unless those channels are themselves implicated in the wrongdoing. This policy is not intended to provide a means of appeal from outcomes in those other mechanisms.
- 2. Protection from retaliation.** The Library prohibits retaliation by or on behalf of the Library against staff or volunteers for making good faith complaints, reports or inquiries under this policy or for participating in a review or investigation under this policy. This protection extends to those whose allegations are made in good faith but prove to be mistaken. The Library reserves the right to discipline persons who make bad faith, knowingly false, or vexatious complaints, reports or inquiries or who otherwise abuse this policy.
- 3. Where to report.** Complaints, reports or inquiries may be made under this policy on a confidential or anonymous basis. They should describe in detail the specific facts demonstrating the bases for the complaints, reports or inquiries. They should be directed to the Library Director or President of the Board of Trustees; if both of those persons are implicated in the complaint, report or inquiry, it should be directed to any current Trustee. The Library will conduct a prompt, discreet, and objective review or investigation. Staff or volunteers must recognize that the Library may be unable to fully evaluate a vague or general complaint, report or inquiry that is made anonymously.

Approved by the Board of Trustees February 1, 2017  
Reviewed March 2025



## Mamakating Library Remote Work Policy

### POLICY

“Remote Work” is work performed in furtherance of routine duties at places other than the Mamakating Library's business address (excluding business travel and presentations).

Mamakating Library uses three types of Remote Work:

1. When determined per ADA regulations to be a reasonable accommodation
2. Remote Work during a System Emergency
3. Remote Work as part of a routine “Remote Work Program”

Remote Work as a reasonable accommodation is governed by American with Disabilities Act (ADA) and New York State Laws.

Section I of this policy covers Remote Work during a System Emergency.

Section II of this policy sets forth the Guidelines of the library’s Remote Work Program.

### SECTION I: REMOTE WORK DURING AN EMERGENCY

Remote Work during an emergency is a temporary way to continue essential Mamakating Library operations. During an emergency, Mamakating Library may require employees to work remotely.

To the greatest extent possible during the emergency, Mamakating Library will use the guidelines in Section II to arrange Remote Work accommodations with employees. However, it will be understood that many employees may not have the time nor ability to meet the requirements regarding a professional work environment in their home, and that factor will not be considered for performance evaluation purposes when the employee is required to work from home during an emergency. Further, typical eligibility requirements may be waived.

If a technical concern prohibits productive access to working remotely during scheduled worktime during an emergency, notify the Director by telephone as soon as possible.

If you have been ordered to work remotely, do not report to the Library site, even if there are technical concerns, unless directed to do so.

For purposes of this Policy, an “emergency” is determined solely by Mamakating Library.

## **SECTION II: REMOTE WORK PROGRAM**

Working remotely can be beneficial for employees for a number of reasons. It can help employees balance their work/home life if they have long commutes, pre- or post-work activities, and can also enable employees to work from home when it is of benefit to the Library. This program will be most successful for those employees who are self-disciplined and have a home work environment free from distractions.

All remote work schedule/hours must be pre-approved by the Library Director.

Working remotely is not a replacement for appropriate child or dependent care or for otherwise attending to personal needs or obligations. The focus of the arrangement must remain on job performance, meeting business demands or dates set by the Director. Errands, home maintenance, and all other non-work-related activities are prohibited during the employee’s work hours unless approved by a supervisor, and accounted for appropriately on the employee’s timesheet.

### **Eligibility**

Employees must have a minimum of 6 months in their current role with a satisfactory performance as determined by the Director. If all goals are not met and corrective action is required, suspension of remote work eligibility may be required. Each employee’s schedule must be coordinated through and approved by the Director to ensure that there is continuity and coverage. Some positions will not be able to participate based on business needs and other criteria.

### **Connecting Remotely**

If the employee is unable to log into computer system or otherwise connect to required software within one hour during the schedule work time, the employee must inform the Director and return to the Library, except in the case of an Emergency as described in Section I of this document. Failure to do so will result in an absence.

### **Requirements**

Employee will establish an appropriate work environment within his or her home for work purposes that is free from distractions. Employee shall maintain this workspace in a safe condition, free from hazards and other dangers to the employee and equipment. Mamakating Library will not be responsible for costs associated with the setup of employee's home office.

Consistent with the Library's expectations of information security for employees working on-site, employees working from home will be expected to ensure the protection of patron privacy and vendor information accessible from their home office. Steps include use of locked file cabinets and desks, regular password maintenance, and any other steps appropriate for the environment.

Employee are expected to work their entire schedule and are required to record all hours worked and major tasks accomplished on a daily basis on the Library's timesheet.

### **Program Provisions**

The Mamakating Library reserves full discretion to amend, terminate, or suspend any and all provisions of the Remote Work Program.

### **Performance Expectations & Evaluations**

Employees participating in Remote Work Program are to complete all assigned work according to procedures and expectations mutually agreed upon by the employee and the Director, and according to the job expectation and description.

A decline in performance may be grounds for removal from the Remote Work Program participation, and/or disciplinary action up to and including termination.

### **Liability and Worker's Compensation**

The employee's home workspace will be considered an extension of the Library's workspace. Therefore, Mamakating Library will continue to be liable for job-related accidents in the employee's home workspace during the employee's working hours.

During work hours and while performing work functions in the designated work area of the home, employees are covered by worker's compensation insurance. Mamakating Library assumes no liability for injuries occurring in the employee's home workspace outside the agreed-upon work hours.

Mamakating Library is not liable for loss, destruction, or injury that may occur in or to the employee's home. This includes family members, visitors, or others that may become injured within or around the employee's home.

In the event a job-related injury occurs during working hours at the employees' home, employee shall notify the Library Director as soon as possible, and no later than 48 hours after the event occurred.

### **Income Tax**

It will be the employee's responsibility to determine any tax implications of maintaining a home office area for a not-for-profit employer. Mamakating Library will not provide tax guidance nor assume any additional tax liabilities. Employees are encouraged to consult with qualified tax professional to discuss tax implications.

Approved by the Mamakating Library Board of Trustees, April 1, 2020

Reviewed April 2025

## Appendix J: Grievance Procedure



### **GRIEVANCE PROCEDURES**

The Board of Trustees recognizes that an effective means of resolving difficulties which may arise reduces potential areas of serious grievance, and maintenance of open channels of communication requires a reasonable and effective Grievance Procedure.

### **GRIEVANCE PROCEDURE:**

Step 1: The aggrieved party shall present their grievance verbally to the Director within thirty (30) days of the alleged infraction; concurrently, a written summary of the nature of the grievance(s) shall be signed, dated and submitted to the Director. For grievances concerning the Director, the same policy shall be followed, unless the complaint is in reference to harassment (see Section H) or has not been resolved after already following procedures outlined here, in which case the aggrieved party shall report the complaint to the Personnel Committee of the Board of Trustees.

Step 2: The Director shall meet with the aggrieved party within five (5) working days of the receipt of the grievance. The Director shall have ten (10) working days following the meeting to render a written determination of their findings to the aggrieved party. If the grievance is not satisfactorily resolved at this step, the aggrieved party may within five (5) working days following receipt of the Director's determination, request that the Grievance be submitted to the Personnel Committee of the Board of Trustees.

Step 3: The Director will, within five (5) working days of the receipt of any such request submit to the Personnel Committee a report setting forth the Grievance, the nature of the alleged violation and the decision they have rendered. The Personnel Committee will review the case within two (2) calendar weeks of the receipt of the appeal. The aggrieved party may be invited to attend the Committee meeting; however, they may make written comment regarding the Director's report. The decision of the Personnel Committee will be rendered to the aggrieved party in writing within ten (10) working days of the meeting.

Step 4: In the event that the aggrieved party is not satisfied with the determination of the Personnel Committee, they may within five (5) working days after the receipt of the Personnel Committee's determination, request that the Grievance be presented to the Board of Trustees as a whole. The Chairperson of the Personnel Committee will within five (5) working days of the receipt of such request, submit a report to the President of the Board of Trustees setting forth the Grievance, the nature of the alleged violation, and the decision that was rendered. The Board of Trustees will investigate the Grievance at an Executive Session of a Special Board Meeting within thirty (30) days of the receipt of said report. The decision of the Board of Trustees will be rendered in writing to the aggrieved party within ten (10) working days of the meeting. The decision made by the Board of Trustees is final and not subject to appeal.

## Appendix K: Social Media Policy



### **Social Media Policy**

The Mamakating Library uses social media applications to assist the library in fulfilling its mission by creating and disseminating content to promote library news, programs, events, services, and materials. The Library Director and designated staff contribute to the library's social media pages.

The library's social media pages are meant for positive interactions. Comments and posts are welcome; however, the library reserves the right, but is not obligated, to review, edit, or remove posts that are deemed inappropriate, are in violation of the law or library policies, include copyrighted, trademarked or plagiarized material, or involve spam, solicitations, or advertisements. The Mamakating Library is not responsible for or liable for any content posted by any participant in a Library social media forum who is not a member of the Library's staff.

Users should have no expectation of privacy in postings on Library sponsored social media sites. By using such sites, you consent to the Library's right to access, monitor, and read any postings on those sites. Users must understand that social media is permanent, retrievable, and public. Messages can potentially be read by anyone once posted, regardless of status on Friends, Followers, or Subscribers lists. The Library recommends that users do not post their personal information or contact information on social media sites.

Posts containing any of the following may be removed:

- Obscene comments
- Threatening or harassing language, insults, or personal attacks
- Private or personal information, including phone numbers and addresses, or requests for personal information
- Potentially libelous statements
- Falsification of identity
- Copyrighted, trademarked, or plagiarized material
- Material in violation of laws or library policies
- Comments, links, or information unrelated to the purpose of the forum
- Duplication of another post by the same user

- Spam or other commercial, political, or proselytizing messages or activity
- Solicitation of funds
- Photos or other images unrelated to the library, its mission, its discussion topics, or its activities

Repeated violations of this policy will culminate in commenters being blocked. Any threatening comments or messages may be forwarded to local authorities.

In addition, users are expected to abide by the terms and conditions set by third party social media platforms as well as follow appropriate Federal and State Law.

The Library asks that individual user complaints be addressed directly to the Library Administration so they can be addressed quickly and specifically. Social Media is not the mechanism used by the Library to document or address Library user problems and concerns, or influence Library policy, procedures, or programs. All concerns should be emailed to [mam@rcls.org](mailto:mam@rcls.org) and will be forwarded accordingly.

Adopted 11/12/2024

## Appendix L: Employee Notification of Disciplinary Record Request



### Employee Notification of Disciplinary Record Request Policy

#### 1. Purpose

Pursuant to §87(6) of the Public Officers Law, all agencies must develop a policy to notify public employees if their disciplinary records may be released in response to a FOIL request. This policy provides for the proper notification to an employee, the contents of the notification, delivery of the notification, and the opportunity for the employee to respond or object to the release of the disciplinary records.

#### 2. Notification Requirement

The Mamakating Public Library will provide notice to current and former public employees if their disciplinary records are subject to a FOIL request. Within five (5) business days of receiving a FOIL request for an employee's disciplinary records, the Records Access Officer or designee will notify the employee in writing (by email or mail) of the FOIL request and include a copy of the FOIL request. If the contact information of a former employee is not readily available, reasonable notification efforts will be made and those efforts documented. Such notification efforts shall be the responsibility of the Library Director.

#### 3. Employee Response to Notification

An employee shall be given five (5) business days from the date of notification to submit a written objection or other response in writing (by email) to the Records Access Officer to the release of the disciplinary records, specifying the grounds for an objection based on FOIL exemptions and provide any other information that the employee believes may be relevant to the decision-making process regarding release of the records.

#### 4. Review of Objections and Decision

The Records Access Officer or designee will review any objection or other response (jointly, "objection") submitted by the employee within the required time frame. If the employee's objection is not received in the required five (5) business days' time period, the Records

Access Officer shall have no obligation or responsibility to review the employee's objection. After reviewing any employee objection, the Records Access Officer will make a final determination whether all or a portion of the disciplinary records, with or without redactions, will be released in accordance with law. The Records Access Officer will provide to the employee a copy of the Records Access Officer's response and released records at the same time or soon after the response and records are released to the FOIL requestor.

## **5. Application of FOIL to FOIL Requests and Objections**

FOIL requests for disciplinary records and objections to such requests are subject to disclosure under FOIL. If a FOIL request is made for the release of such requests or objections, that FOIL request will be reviewed and such records released in accordance with FOIL without notice or opportunity for objection by any person.

## **6. Definition of Disciplinary Records**

The Library will utilize the definition of "law enforcement disciplinary records" as provided in Public Officers Law §86(6), applying that definition to disciplinary records of non-law enforcement employees.

Adopted by the Board of Trustees ??/??/2026

**Appendix M: Acknowledgment of Receipt and Understanding of Handbook**



**PERSONNEL MANUAL & POLICY CONFIRMATION**

- I confirm that I have read and understand the Personnel Manual and appended Policies and Procedures
  
- I agree to support the mission of the library and to abide by all of the policies set forth by the Board of Trustees of the Mamakating Library.

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Employee Signature

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Date

This Appendix is to be signed and dated by the employee. The employee may keep a copy and the original is to be placed in their Personnel File.