MLD Trustees Meeting – September 9, 2026

TENTATIVE AGENDA – SUBJECT TO ADDITIONS AND/OR CHANGE

(* - Action Items)

Call to Order/Attendance
Adoption of agenda*

Minutes – August 2026*

- Motion to approve the June meeting minutes

Finance Report -

- Motion to approve abstract of vouchers*

Director's Report –

Committee Reports –

- Strategic Planning- No Report
- Policy/ By-Law- NEED TO SET MEETING
- Building and Grounds- No Report
- Budget/ Finance- No Report

Old Business:

-

New Business:

- RCLS Budget
- Survey Results
- Staff Manual

Policy review/ revisions:

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

Adjournment

September 2026			
Voucher #	**Payee**	**Amt**	**Note**
0926-01	Orange & Rockland	$ 976.85	Autopays 9/26
0926-02	Frontier	$ 594.24	autopays 9/14
0926-03	VISA (CJ)	$ 1,007.08	autopays 9/21
0926-04	OverDrive	$ 308.72	ebooks/audio books
0926-05	Wells Fargo	$ 103.00	autopays 9/21
0926-06	Bookazine	$ 376.01	Books
0926-07	Whiteman, Osterman, Ha	$ 2,500.00	Manual Review
0926-08	SC Democrat	$ 165.17	Election Notices
0926-09	Karen Tolcz	$ 100.00	Election Inspector Fee
0926-10	Linda Lothrup	$ 100.00	Election Inspector Fee
0926-11	Toshiba	$ 237.00	Printer Toner
0926-12	Hoopla	$ 445.09	
0926-13	RCLS	$ 392.73	museum pass & tech
0926-14	DEMCO	$ 127.20	processing supplies
0926-15	Shawangunk Journal	$ 77.00	Subscription Fee
0926-16	Cengage	$ 135.00	LP Books
0926-17	Robert Hrawbowsky	$ 1,070.00	Cleaning
0926-18			
0926-19			
0926-20			
0926-21			
0926-22			
0926-23			
Total:		**$ 8,715.09**	

MLD Trustees Meeting – August 4, 2026

Call to Order/Attendance
Meeting Started: 6:22pm
Present:
Patricia Andersen, Thomas DePaulo, Jennifer Holmes, Pamela Mann, Sam Meyer, Chelsea Roth, Mark Tourtellott & Cheryl Jones
Absent & Excused: none

Adoption of agenda
Motion:Chelsea Roth
Second: Jennifer Holmes
In Favor: all
Motion: passed

Minutes – July 2026
Motion to approve the June meeting minutes
Motion: Pamela Mann
Second: Sam Meyer
In Favor: all
Motion: passed

Finance Report -
Motion to approve abstract of vouchers
Motion:Jennifer Holmes
Second: Thomas DePaulo
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:
Approve 2026 Ballot and Legal Notice
A motion to approve the 2026 Ballot
Motion: Chelsea Roth
Second: Jennifer Holmes
In Favor: all
Motion: passed
A motion to approve the legal notice for the 2026 election/budget
Motion: Jennifer Holmes
Second: Pamela Mann
In Favor: all
Motion: passed

New Business: None
Privilege of the Floor - Public Comment- 3-minute limit per person

Adjournment
Motion: Jennifer Holmes
Second: Pamela Mann
In Favor: all
Motion: passed
Meeting Ended: 6:40pm

Mamakating Library
Budget vs. Actuals: Budget_FY26_P&L - FY26 P&L
January - December 2026

	Total		
	Actual	Budget	% of Budget
Revenue			
A1049 REAL PROPERTY TAXES			
A1001 Real Estate Taxes	425,000	425,000	100.00%
Total A1049 REAL PROPERTY TAXES	**$ 425,000**	**$ 425,000**	**100.00%**
A2499 USE OF MONEY & PROPERTY			
A2401 Interest & Earnings	5,405	12,000	45.04%
Total A2499 USE OF MONEY & PROPERTY	**$ 5,405**	**$ 12,000**	**45.04%**
A2649 FINES & FORFEITURES			
A4050 Fines income	493	400	123.26%
Total A2649 FINES & FORFEITURES	**$ 493**	**$ 400**	**123.26%**
A2799 MISCELLANEOUS LOCAL SOURCES			
A2770 Miscellaneous income	3,439	6,000	57.31%
Total A2799 MISCELLANEOUS LOCAL SOURCES	**$ 3,439**	**$ 6,000**	**57.31%**
A3099 STATE AID			
A3089.2 State Aid- Grant		3,100	0.00%
Total A3099 STATE AID	**$ 0**	**$ 3,100**	**0.00%**
A4999 Assigned Fund Balance		17,800	0.00%
Total Revenue	**$ 434,337**	**$ 464,300**	**93.55%**
Gross Profit	**$ 434,337**	**$ 464,300**	**93.55%**
Expenditures			
A7999 CULTURE & RECREATION			
A7410.1 Library- Personal Services			
7410.11 Clerical	74,896	160,137	46.77%
7410.12 Librarian	42,746	85,963	49.73%
Total A7410.1 Library- Personal Services	**$ 117,642**	**$ 246,100**	**47.80%**
A7410.2 Library- Equipment			
7410.21 Equipment expense	824	2,000	41.20%
Total A7410.2 Library- Equipment	**$ 824**	**$ 2,000**	**41.20%**
A7410.4 Library- Contractual Expenses			
7410.41 Books	10,952	15,000	73.01%
7410.405 Digital Media	7,208	13,000	55.44%
Total 7410.41 Books	**$ 18,160**	**$ 28,000**	**64.86%**
7410.42 Periodicals	317	600	52.90%
7410.43 Audio/Visual	1,482	2,200	67.36%
7410.47 Cleaning Service	4,800	8,200	58.54%
7410.48 Elections		400	0.00%
7410.52 Memberships	1,680	2,800	60.00%
7410.53 Miscellaneous expense	647	600	107.86%
7410.54 Professional Fees			
101 Accounting Fees	2,875	5,000	57.50%
102 Legal Fees		4,500	0.00%
Total 7410.54 Professional Fees	**$ 2,875**	**$ 9,500**	**30.26%**
7410.55 Postage and Delivery	4,807	3,700	129.91%
7410.56 Program	4,309	2,850	151.18%
7410.565 Program Supplies	2,350	700	335.77%
Total 7410.56 Program	**$ 6,659**	**$ 3,550**	**187.58%**

7410.57 DEBT Service Principal & Interest	24,000	24,000	100.00%
7410.58 Building & Grounds R&M			
7410.581 Repairs		4,900	0.00%
7410.582 Maintenance	1,539	3,500	43.97%
7410.583 Landscaping	3,520	4,750	74.11%
Total 7410.58 Building & Grounds R&M	**$ 5,059**	**$ 13,150**	**38.47%**
7410.59 Office expense	2,835	4,000	70.87%
7410.60 Telecom	4,143	5,000	82.87%
7410.61 Utilities	5,028	10,000	50.28%
7410.62 Technology	15,969	22,500	70.97%
7410.85 RCLS Service Fee	1,917	2,000	95.85%
7410.86 Meetings & Conference	1,835	3,850	47.66%
7410.87 Travel & Mileage	85	250	34.03%
Total A7410.4 Library- Contractual Expenses	**$ 102,299**	**$ 144,300**	**70.89%**
Total A7999 CULTURE & RECREATION	**$ 220,765**	**$ 392,400**	**56.26%**
A9199 EMPLOYEE BENEFITS			
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%
Total A9030.8 Insurance	**$ 2,496**	**$ 26,150**	**9.54%**
A9040.0 Pension Expense		20,000	0.00%
Total A9199 EMPLOYEE BENEFITS	**$ 2,496**	**$ 65,650**	**3.80%**
Capital Reserve	6,250	6,250	100.00%
Total Expenditures	**$ 229,511**	**$ 464,300**	**49.43%**
Net Operating Revenue	**$ 204,826**	**$ 0**	
Net Revenue	**$ 204,826**	**$ 0**	

Mamakating Library
Board of Trustees Meeting
September 9, 2026
Director's Report

Building & Grounds:
- We are having more issues with the automatic door buttons. The repair company has been contacted again and will be returning to take another look at them.

Closings/Service Interruptions & Generator Statistics:
- Generator has run for 95.6 hours total as of 9/2 (2 hours in August)

Programming:
- Report attached

Program Totals:
- 24 Adult Programs serving 240 patrons
- 4 Patrons received dedicated Tech Help time
- 10 Youth Programs serving 222 patrons
- 8 Teen Volunteer worked 30 Hours

IT/ILS, Website, & Technical Services:
- Computer Users: 181
- Wi-Fi Users: 2240
- The director and library assistant computers were replaced on schedule this month. The update to SSD has made a huge difference to both of us.

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	2187
July	3150	2640	2682	939	2225	2232	2628	2457	2634	2677
August	2941	2760	2742	948	1870	2195	2822	2307	2666	2650
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	
TOTAL	**28199**	**24871**	**25133**	**13512**	**22435**	**23517**	**23957**	**25150**	**26195**	**17,872**

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	33
July	34	32	32	8	34	41	42	39	42	59
August	28	22	31	12	28	35	48	24	37	32
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	
TOTAL	**305**	**228**	**227**	**98**	**175**	**251**	**303**	**264**	**284**	**232**

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	626
July	296	373	404	552	438	640	602	614
August	284	311	474	578	522	596	577	578
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	
Total	**3142**	**4188**	**4871**	**6018**	**6384**	**7188**	**7123**	**3994**

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	61
July	39	58	62	69
August	38	60	57	71
September	36	68	66	
October	50	67	66	
November	37	53	68	
December	39	62	69	
Total:	**474**	**689**	**762**	**544**

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	163
July	90	149	211	189
August	116	172	202	194
September	118	163	195	
October	169	194	200	
November	111	146	186	
December	115	198	198	
Total:	**1468**	**2028**	**2629**	**1432**

Director's Meetings & Trainings:
- 8/8 FOL Meeging
- 8/7 SLI Office Hours
- 8/12 DA Meeing
- 8/14 SUPLA Meeting
- 8/13 Ask the Lawyer Grants and External Funding
- 8/17 System Services Meeting
- 8/24 ALA Sustainable Libraries RT Meeting

Staff Development:
- All Staff have completed a Customer Service Training of their choice in Niche Academy this month.

Media Report:
- See Attached

Friends of the Library News:
- The Friends will be participating in WBOT Halloweenfest as well as a Halloween event at the Crystal Connection.

Other News:
- August Patron Count: 3922
- Director is working on compiling all of the information in the focus groups and paper/digital surveys for the Strategic Planning Committee to review this month and begin drafting our next plan.
- Despite a low turnout this year, the budget passed 48 to 1, and Jennifer Holmes & Thomas DePaulo were re-elected to their seats on the Board of Trustees. Samuel Meyer was elected to finish out the remainder of the term vacated by Pam Forni.
- We ended summer reading with a total of 190 children participating and 160,200 minutes read! That's 2670 hours of reading completed this summer!
- Guiliana also planned and executed an amazing scavenger hunt for families which was supported by the Crystal Connection who donated prizes!
- Our first three finishers of the 1000 Books Before Kindergarten program have been recognized and

received their t-shirts! We are so proud of them and hope they are on the path to being life-long readers!

Reminders:

UPCOMING RCLS TRUSTEEE EDUCATION SESSSIONS

Finance 102 with Stephen Hoefer (online)	10/27 @ 6:30
Advocacy Workshop with Jen Park (In person at RCLS)	11/19 @10am
RCLS Support for Member Library Advocacy (Online)	12/1 @ 7pm

Respectfully submitted,
Cheryl Jones, Library Director
September 4th, 2026

2026 Program Stats
August

Green=Non-Library Programs — 1-on-1 — ZOOM

Purple = Lib. Service/Non-Lib. Program

Date	Program Title	Intended Audience	Sync. In-person	Sync in person attendance	Sync. Virtual	Sync. Virtual attendance	Async Virt. #	Async Virt. Attendan	Tech Time
8/1/2026	Tech Help w/Kate	Adults							2
8/4/2026	Walking Group	Adults	1	6					
8/4/2026	Meet the Candidates	Adults	1	2					
8/4/2026	BOT Meeting	Adults	1	7					
8/5/2026	Coffee & Playdate	All	1	23					
8/6/2026	Borscht Belt History	Adults	1	25					
8/7/2026	Postcrossing	All	1	3					
8/8/2026	Tech Topics w/ Malcolm	Adults	1	2					
8/8/2026	FOL Meeting	Adults	1	8					
8/11/2026	Walking Group	All	1	5					
8/11/2026	Fearless Foodies	Adults	1	9					
8/11/2026	Books & Tea	Adults	1	10					
8/11/2026	College Opportunities	Adults	1	7					
8/12/2026	Coffee & Playdate	All	1	23					
8/15/2026	Tech Help w/Kate	Adults		2					1
8/18/2026	Walking Group	All	1	7					
8/19/2026	Coffee & Playdate	All	1	13					
8/20/2026	SciFi Movie	All	1	5					
8/22/2026	Tech Help w/Kate	Adults		1					1
8/23/2026	Books & Brews	Adults	1	10					
8/25/2026	Walking Group	Adults	1	6					
8/25/2026	Woodstock Music	Adults	1	35					
8/26/2026	Coffee & Playdate	All	1	12					
8/28/2026	Local Writers Group	Adults	1	3					
8/29/2026	Tech Help w/Kate	Adults		1					
8/4/2026	LSC Paula J. Johnson	Adults			1	4			
8/25/2026	LSC Beronda Montgomery	Adult			1	9			
8/27/2026	LSC Lucy Foley	Adults			1	2			
TOTALS			21	225	3	15	0	0	4

Children's Programs	Program Title	Intended Audience	Sync. In-person	Ages 0-5	Ages 6-11	Adults	TOTAL Sync in person attendance	Sync. Virtual	Sync. Virtual attendance	Async Virt. #	Async Virt. Attendance	Early Literacy Program	Early Lit Program Attendance
8/3/2026	Builders Brigade	Children	1	1	6	4	11						
8/5/2026	Storytime	Preschool	1	17	0	16	33					1	33
8/5/2026	Snakes 101	Families	1	19	10	17	46						
8/7/2026	Dino Picnic	Children	1	3	5	7	15						
8/10/2026	Builders Brigade	Children	1	3	5	6	14						
8/12/2026	Storytime	Preschool	1	14	0	13	27					1	27
8/13/2026	Ms. Patti's Art Class	Children	1	0	9	5	14						
8/14/2026	Lawn Games & Ice Cream	Families	1	5	5	6	16						
8/19/2026	Storytime	Preschool	1	10	0	11	21					1	21
8/26/2026	Storytime	Preschool	1	13	0	12	25					1	25
							0						
							0						
TOTALS	Attended-28	Offered-28	10	85	40	97	222	0	0	0	#REF!	4	106

September 1, 2026

Dear Member Library Board Presidents and Directors:

I’m pleased to share that the RCLS Board of Trustees approved the 2027 Operating Budget on August 18, 2026.

After five years of holding the RCLS Service Fee flat, the RCLS Board of Trustees is proposing a $12,800, or 10%, increase for the coming year. This adjustment brings the total Service Fee to $140,600, allocated among the 46 member libraries, helps ensure the continued delivery of essential system services to you, our community.

The 2027 increase in ILS Services Support is 24%, or $152,400. This increase is primarily due to two reasons: the addition of one full-time Technical Services Specialist, including associated salary and benefits at a cost of $58,300, and a transfer reduction of $87,400 from the ILS Capital Fund, as per the Directors’ Assocation.

The 2027 RCLS Budget continues to reflect a 10% reduction in State Aid to RCLS that was incorporated into the 2026 budget. Maintaining this conservative assumption helps ensure RCLS remains financially stable and well-positioned to navigate economic challenges that are expected due to cuts in the Federal Budget. This is reflected in the 0% increase RCLS received for 2026 State Aid.

To maintain financial stability, contributions to the following RCLS capital funds continue to be suspended for 2027:

- RCLS Delivery Vehicle Capital Fund: $15,000
- RCLS Building Improvement Capital Fund: $35,000
- ILS Capital Fund: $33,200

The 2025 RCLS Road Trip demonstrated its value by drawing visitors to member libraries, reminding communities of the wide range of services and programs available. There is a 2027 RCLS Road Trip budget.

The RCLS Chief Financial Officer, Stephen Hoefer, and I would like to invite all member library Trustees and Directors to participate in one of the scheduled budget discussions. We hope these discussions will be mutually beneficial and informative to everyone. Please note that registration for attendance at the Budget Discussions is required to ensure that a link to the virtual conversation is provided to you via email at least one day prior to the scheduled date.

The scheduled dates are:

Budget Discussion - Wednesday, September 16, 2026 (6:30PM – 7:30PM)

Budget Discussion - Wednesday, September 30, 2026 (10:00AM – 11:00AM)

Finally, please find the following essential documents included with this letter for your review.

1. 2027 General & ILS Budgets, plus 2027 RCLS Service Fee
2. 2027 Budget Highlights Reference Guide
3. 2027 ILS Services Support Cost (displaying each member's ILS Service Support contribution)
4. 2027 Budget Voting Ballot **(due by Friday, November 20, 2026)**

If you have any questions, please don't hesitate to contact me.

Sincerely,

Grace Riario

Grace Riario
Executive Director

RCLS RAMAPO CATSKILL LIBRARY SYSTEM

Ramapo Catskill Library System
2027 General, IT and ILS Budgets
08/18/26 Approved by RCLS Board of Trustees

Income	2026 BUDGET				2027 BUDGET				$ Change				% Change			
	GENERAL	IT	ILS	TOTAL	GENERAL	IT	ILS	TOTAL	GENERAL	IT	ILS	TOTAL	GENERAL	IT	ILS	TOTAL
NYS Aid Library Systems	$ 1,912,000	$ -	$ -	$ 1,912,000	$ 1,912,000	$ -	$ -	**$ 1,912,000**	$ -	$ -	$ -	$ -	-	-	-	-
NYS Aid Member Libraries	693,600	-	-	693,600	693,600	-	-	**693,600**	-	-	-	-	-	-	-	-
NYS Aid Other Agencies	60,100	-	-	60,100	60,100	-	-	**60,100**	-	-	-	-	-	-	-	-
ILS Services Support	-	-	625,400	625,400	-	-	777,800	**777,800**	-	-	152,400	152,400	-	-	24%	24%
IT Services Support	-	708,000	-	708,000	-	666,500	-	**666,500**	-	(41,500)	-	(41,500)	-	-6%	-	-6%
Goods & Services	299,600	85,100	1,600	386,300	360,800	36,500	1,600	**398,900**	61,200	(48,600)	-	12,600	20%	-57%	-	3%
RCLS Service Fee	127,800	-	-	127,800	140,600	-	-	**140,600**	12,800	-	-	12,800	10%	-	-	10%
NYLA Advocacy & Donations	2,500	-	-	2,500	2,500	-	-	**2,500**	-	-	-	-	-	-	-	-
Interest	127,500	900	1,600	130,000	110,800	2,000	2,300	**115,100**	(16,700)	1,100	700	(14,900)	-13%	122%	44%	-11%
Transfer from General Fund Balance	125,000	-	-	125,000	320,300	-	-	**320,300**	195,300	-	-	195,300	156%	-	-	156%
Transfer from IT Fund Balance	-	130,600	-	130,600	-	167,700	-	**167,700**	-	37,100	-	37,100	-	28%	-	28%
Transfer from ILS Capital Fund	-	-	176,400	176,400	-	-	89,000	**89,000**	-	-	(87,400)	(87,400)	-	-	-50%	-50%
Total Income	**$ 3,348,100**	**$ 924,600**	**$ 805,000**	**$ 5,077,700**	**$ 3,600,700**	**$ 872,700**	**$ 870,700**	**$ 5,344,100**	**$ 252,600**	**$ (51,900)**	**$ 65,700**	**$ 266,400**	**8%**	**-6%**	**8%**	**5%**
Expense																
Payroll Expenses	$ 1,359,600	$ 386,000	$ 368,000	$ 2,113,600	$ 1,439,200	$ 396,100	$ 421,700	**$ 2,257,000**	$ 79,600	$ 10,100	$ 53,700	$ 143,400	6%	3%	15%	7%
Employee Benefits	749,200	193,700	181,900	1,124,800	795,700	201,900	212,100	**1,209,700**	46,500	8,200	30,200	84,900	6%	4%	17%	8%
Equipment, Furniture & Fixtures	-	-	-	-	-	-	-	**-**	-	-	-	-	-	-	-	-
Vehicle Purchases/Lease	3,900	-	-	3,900	8,200	-	-	**8,200**	4,300	-	-	4,300	110%	-	-	110%
Library Materials	311,600	400	100	312,100	311,600	400	100	**312,100**	-	-	-	-	-	-	-	-
Office Supplies	12,700	8,900	1,300	22,900	12,700	5,200	1,100	**19,000**	-	(3,700)	(200)	(3,900)	-	-42%	-15%	-17%
Telecommunications	2,000	54,800	2,100	58,900	700	28,000	2,000	**30,700**	(1,300)	(26,800)	(100)	(28,200)	-65%	-49%	-5%	-48%
Postage	1,400	-	-	1,400	1,000	-	-	**1,000**	(400)	-	-	(400)	-29%	-	-	-29%
Marketing & Promotion	16,100	-	-	16,100	17,100	-	-	**17,100**	1,000	-	-	1,000	6%	-	-	6%
Advocacy Costs	17,200	-	-	17,200	21,200	-	-	**21,200**	4,000	-	-	4,000	23%	-	-	23%
Travel	33,900	3,900	1,800	39,600	22,300	-	-	**22,300**	(11,600)	(3,900)	(1,800)	(17,300)	-34%	-100%	-100%	-44%
Contracts with Libraries	298,100	81,600	-	379,700	359,300	35,000	-	**394,300**	61,200	(46,600)	-	14,600	21%	-57%	-	4%
Professional Fees	42,600	-	1,700	44,300	94,900	27,500	4,300	**126,700**	52,300	27,500	2,600	82,400	123%	100%	153%	186%
Continuing Ed - RCLS Staff	1,500	-	-	1,500	6,500	-	-	**6,500**	5,000	-	-	5,000	333%	-	-	333%
RCLS Programs	29,400	-	-	29,400	39,100	-	-	**39,100**	9,700	-	-	9,700	33%	-	-	33%
Membership Dues	7,200	-	-	7,200	7,400	-	-	**7,400**	200	-	-	200	3%	-	-	3%
Software/Hardware Maint. & Subs	41,600	21,700	210,200	273,500	47,700	21,700	190,100	**259,500**	6,100	-	(20,100)	(14,000)	15%	-	-7%	-5%
Cataloging Tools	-	-	23,000	23,000	-	-	23,500	**23,500**	-	-	500	500	-	-	100%	2%
Building Repairs & Maint	114,400	27,700	14,900	157,000	122,500	26,600	15,800	**164,900**	8,100	(1,100)	900	7,900	7%	-4%	6%	5%
Vehicle Maint. & Operation	44,800	2,400	-	47,200	43,700	-	-	**43,700**	(1,100)	(2,400)	-	(3,500)	-2%	-100%	-	-7%
NYS Aid	260,900	-	-	260,900	249,900	-	-	**249,900**	(11,000)	-	-	(11,000)	-4%	-	-	-4%
Transfers To Other Funds	-	143,500	-	143,500	-	130,300	-	**130,300**	-	(13,200)	-	(13,200)	-	-9%	-	-9%
Total Expense	**$ 3,348,100**	**$ 924,600**	**$ 805,000**	**$ 5,077,700**	**$ 3,600,700**	**$ 872,700**	**$ 870,700**	**$ 5,344,100**	**$ 252,600**	**$ (51,900)**	**$ 65,700**	**$ 266,400**	**8%**	**-6%**	**8%**	**5%**
Net Activity	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**								

Ramapo Catskill Library System

Printed 7/16/2026

2027 RCLS Services Fee - $12,800 Increase in 2027, first increase in five years.

08/18/26 Approved by RCLS Board of Trustees

Library Name	Minimum Fee	Population Annual Report Question 1.24	% of Total Population	Fee Based on Population	2025 Debt Service Annual Report Question 12.31	2025 Expenditures Annual Report Q12.32 less Debt Service Q12.31	% of Total Expenditures	Fee Based on Expenditures	TOTAL 2027 FEE	Service Fee as a % of Total Expenditures	Library	Total 2026 Fee	$ Change From 2026	% Change From 2026
Albert Wisner Public Library	$ 1,250	23,453	3.03%	$ 1,261	$ -	$ 1,886,485	2.64%	$ 1,098	**$ 3,608**	0.19%	WAR	$ 3,139	$ 469	15%
Blauvelt Free Library	1,250	5,548	0.72%	298	-	867,310	1.21%	505	**2,053**	0.24%	BLV	1,906	147	8%
Chester Public Library	1,250	12,646	1.64%	680	-	711,020	1.00%	414	**2,343**	0.33%	CHS	2,159	184	9%
Cornwall Public Library	1,250	17,395	2.25%	935	-	1,367,932	1.92%	796	**2,981**	0.22%	COR	2,630	351	13%
Cragsmoor Free Library	1,250	433	0.06%	23	-	149,363	0.21%	87	**1,360**	0.91%	CRG	1,340	20	1%
Daniel Pierce Library	1,250	6,070	0.79%	326	-	516,281	0.72%	300	**1,877**	0.36%	GRH	1,811	66	4%
Ellenville Public Library and Museum	1,250	12,454	1.61%	669	-	1,153,362	1.62%	671	**2,590**	0.22%	EPL	2,193	397	18%
Ethelbert B. Crawford Public Library	1,250	19,614	2.54%	1,054	356,463	1,309,186	1.83%	762	**3,066**	0.23%	MTC	2,905	161	6%
Fallsburg Library	1,250	12,045	1.56%	647	-	307,098	0.43%	179	**2,076**	0.68%	FBR	1,942	134	7%
Finkelstein Memorial Library	1,250	135,449	17.52%	7,280	-	9,154,959	12.82%	5,327	**13,857**	0.15%	FML	11,657	2,200	19%
Florida Public Library	1,250	5,132	0.66%	276	-	469,380	0.66%	273	**1,799**	0.38%	FPL	1,713	86	5%
Gardiner Library	1,250	5,610	0.73%	302	-	374,585	0.52%	218	**1,769**	0.47%	GAR	1,714	55	3%
Goshen Public Library And Historical Society	1,250	19,260	2.49%	1,035	495,194	2,094,919	2.93%	1,219	**3,504**	0.17%	GOS	3,301	203	6%
Greenwood Lake Public Library	1,250	5,920	0.77%	318	-	1,050,164	1.47%	611	**2,179**	0.21%	GRL	1,910	269	14%
Haverstraw Kings Daughters Public Library	1,250	34,360	4.44%	1,847	614,935	5,903,382	8.27%	3,435	**6,532**	0.11%	HAV	6,040	492	8%
Highland Falls Library	1,250	3,684	0.48%	198	-	312,992	0.44%	182	**1,630**	0.52%	HFL	1,568	62	4%
Josephine-Louise Public Library	1,250	6,818	0.88%	366	-	673,233	0.94%	392	**2,008**	0.30%	WAL	1,872	136	7%
Liberty Public Library	1,250	10,626	1.37%	571	152,900	357,188	0.50%	208	**2,029**	0.57%	LIB	1,967	62	3%
Livingston Manor - Roscoe Library	1,250	5,070	0.66%	273	-	471,124	0.66%	274	**1,797**	0.38%	LIV/ROS	1,669	128	8%
Mamakating Library District	1,250	10,718	1.39%	576	26,096	386,915	0.54%	225	**2,051**	0.53%	MAM	1,917	134	7%
Moffat Library Of Washingtonville	1,250	25,789	3.34%	1,386	598,750	1,566,575	2.19%	911	**3,548**	0.23%	WAS	3,468	80	2%
Monroe Free Library	1,250	21,387	2.77%	1,150	90,553	1,473,627	2.06%	857	**3,257**	0.22%	MFL	2,937	320	11%
Montgomery Free Library	1,250	3,834	0.50%	206	-	102,352	0.14%	60	**1,516**	1.48%	MNG	1,479	37	3%
Nanuet Public Library	1,250	14,199	1.84%	763	-	2,872,453	4.02%	1,671	**3,684**	0.13%	NAN	3,337	347	10%
New City Free Library	1,250	46,916	6.07%	2,522	657,184	4,839,781	6.78%	2,816	**6,588**	0.14%	NWC	5,903	685	12%
Newburgh Free Library	1,250	68,215	8.82%	3,666	-	5,322,563	7.45%	3,097	**8,013**	0.15%	NFL	7,004	1,009	14%
Nyack Library	1,250	14,148	1.83%	760	435,874	2,837,136	3.97%	1,651	**3,661**	0.13%	NYK	3,414	247	7%
Orangeburg Library	1,250	4,565	0.59%	245	-	697,086	0.98%	406	**1,901**	0.27%	ORG	1,793	108	6%
Palisades Free Library	1,250	810	0.10%	44	-	541,785	0.76%	315	**1,609**	0.30%	PAL	1,556	53	3%
Pearl River Public Library	1,250	15,574	2.01%	837	-	3,406,292	4.77%	1,982	**4,069**	0.12%	PRL	3,524	545	15%
Piermont Library District	1,250	2,517	0.33%	135	-	487,726	0.68%	284	**1,669**	0.34%	PMT	1,567	102	7%
Pine Bush Area Public Library District	1,250	14,571	1.88%	783	-	344,053	0.48%	200	**2,233**	0.65%	PBL	2,085	148	7%
Port Jervis Free Library	1,250	17,073	2.21%	918	-	1,284,938	1.80%	748	**2,915**	0.23%	PTJ	2,532	383	15%
Rose Memorial Library Association	1,250	14,813	1.92%	796	-	635,888	0.89%	370	**2,416**	0.38%	STP	2,308	108	5%
Sloatsburg Public Library	1,250	3,036	0.39%	163	-	480,533	0.67%	280	**1,693**	0.35%	SLO	1,624	69	4%
Suffern Free Library	1,250	30,869	3.99%	1,659	388,319	2,657,473	3.72%	1,546	**4,455**	0.17%	SUF	4,156	299	7%
Sunshine Hall Free Library	1,250	2,196	0.28%	118	-	120,861	0.17%	70	**1,438**	1.19%	ELD	1,396	42	3%
Tappan Library	1,250	6,673	0.86%	359	-	982,490	1.38%	572	**2,180**	0.22%	TAP	1,982	198	10%
Thrall Public Library District of Middletown	1,250	59,174	7.65%	3,181	-	4,195,476	5.87%	2,441	**6,872**	0.16%	MID	5,863	1,009	17%
Tomkins Cove Public Library	1,250	1,841	0.24%	99	-	230,553	0.32%	134	**1,483**	0.64%	TCL	1,436	47	3%
Tuxedo Park Library	1,250	3,811	0.49%	205	-	679,516	0.95%	395	**1,850**	0.27%	TUX	1,750	100	6%
Valley Cottage Free Library	1,250	9,038	1.17%	486	-	2,442,425	3.42%	1,421	**3,157**	0.13%	VCL	2,860	297	10%
Wallkill Public Library	1,250	8,036	1.04%	432	-	379,378	0.53%	221	**1,903**	0.50%	WAK	1,779	124	7%
West Nyack Free Library	1,250	9,655	1.25%	519	-	1,441,610	2.02%	839	**2,608**	0.18%	WNY	2,370	238	10%
Western Sullivan Public Library	1,250	9,794	1.27%	526	-	1,038,672	1.45%	604	**2,381**	0.23%	WSPL	2,166	215	10%
Woodbury Public Library	1,250	12,197	1.58%	656	-	836,096	1.17%	486	**2,392**	0.29%	CVL	2,158	234	11%
TOTALS	**$ 57,500**	**773,036**		**$ 41,550**	**$ 3,816,268**	**$ 71,414,216**		**$ 41,550**	**$ 140,600**	**0.20%**		**$ 128,313**	**$ 12,800**	**10%**

2027 RCLS Budget Highlights Reference Guide

07/09/26 To RCLS Personnel & Finance Committee
08/18/26 To RCLS Board of Trustees

The 5 most interesting things about the 2027 RCLS Budget

1. After five years of holding the RCLS Service Fee flat, the RCLS Board of Trustees is proposing a $12,800 or 10% increase for the coming year. This adjustment brings the total Service Fee to $140,600 and helps ensure the continued delivery of essential system services to member libraries.

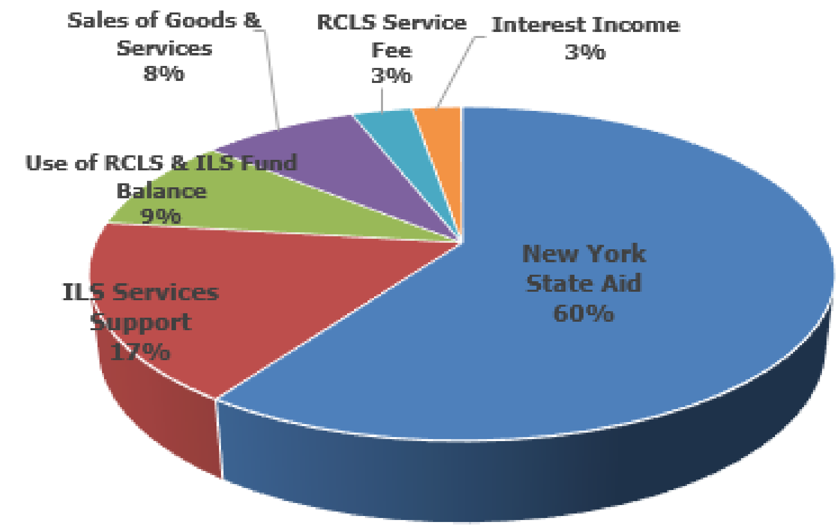
2. The 2027 increase in ILS Services Support of 24% or $152,400 is primarily due to two reasons:
   - ✓ The addition of one full-time Technical Services Specialist, including associated salary and benefits at a cost of $58,300. This investment strengthens the ILS Department's capacity to address the member libraries' needs and concerns shared during the Plan of Service focus groups.
   - ✓ The Directors' Association voted to reduce the Transfer from ILS Capital Fund by $87,400. This action will offset future ILS operating costs and mitigate what would otherwise be a significant fee increase in 2028.

3. The Travel line has decreased substantially. With the continued 0% increase in State Aid, RCLS will not be attending Library Conferences this year. All ILS Travel has been eliminated for 2027.

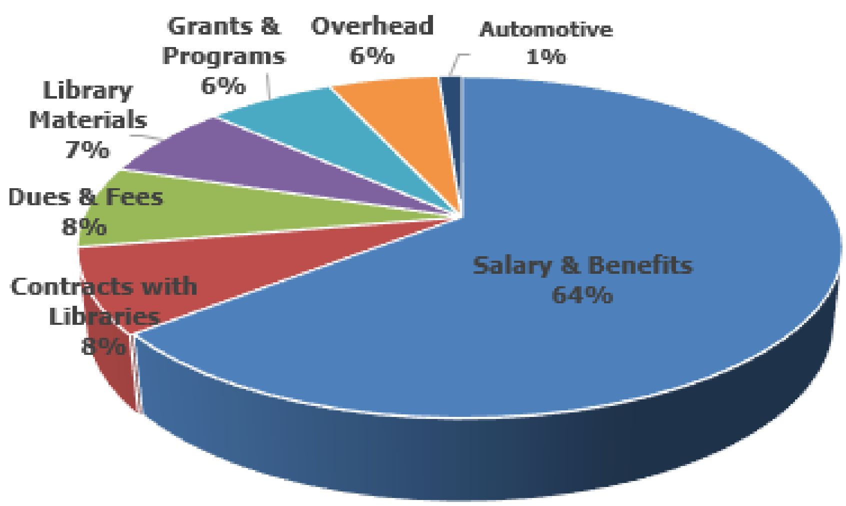
4. Contributions to the RCLS Delivery Vehicle Capital Fund, to the RCLS Building Improvement Capital Fund, and the ILS Capital Fund continue to be suspended for 2027, due to a 0% increase budgeted for State Aid.

5. The 2026 Budget anticipated a 10% reduction in State Aid, representing a decrease of $212,200 in revenue supporting RCLS operations. The 2026 State Budget did not include this reduction and so prudent 2026 budgeting has positioned RCLS to absorb the ongoing inflationary pressures in 2027.

REFERENCE GUIDE: 2027 BUDGET HIGHLIGHTS



State Aid	$	2,665,700
ILS Services Support		777,800
Use of RCLS & ILS Fund Balance		409,300
Sales of Goods & Services		362,400
RCLS Service Fee		140,600
Interest Income		113,100
Other Revenue		2,500
TOTAL REVENUE	**$**	**4,471,400**



Salary & Benefits	$	2,868,700
Contracts with Libraries		359,300
Dues & Fees		344,400
Library Materials		311,700
Grants & Programs		289,000
Overhead		246,400
Automotive		51,900
TOTAL EXPENSES	**$**	**4,471,400**

REFERENCE GUIDE: 2027 BUDGET HIGHLIGHTS

INCOME

NYS STATE AID

The 2027 RCLS Budget continues to reflect a 10% reduction in State Aid to RCLS that was incorporated into the 2026 budget. Maintaining this conservative assumption, because RCLS had a 0% increase in 2026 State Aid, helps ensure RCLS remains financially stable and well-positioned to navigate economic challenges that are expected due to cuts in the Federal Budget.

The 2026 Budget anticipated a 10% reduction in State Aid, representing a decrease of $212,200 in revenue supporting RCLS operations. Prudent 2026 budgeting has positioned RCLS to absorb the ongoing inflationary pressures on the General budget.

This is reflected in the Transfer from General Fund Balance, which has increased from $125,000 to $320,300. By strategically leveraging a portion of these restored funds, RCLS can support ongoing operations while maintaining a prudent and fiscally responsible budgeting approach.

ILS SERVICES SUPPORT

The 2027 ILS Services Support is again offset by a Transfer from ILS Capital Fund of $89,000, which is 50% of the amount available. The Directors' Association voted to reduce the Transfer from ILS Capital Fund from the proposed $178,000 to $87,400. This action will offset future ILS operating costs and mitigate what would otherwise be a significant fee increase in 2027.

This offset happens when both the ILS Operating Fund and ILS Capital Fund meets their "fully funded" status then, additional overages will either offset ILS Support annual costs in the second year following the surplus or be invested in new ILS services as recommended by the Director's Association. No new service recommendations were provided; therefore, $178,000 is budgeted to offset the FY 2027 ILS Operating Budget via transfer from the ILS Capital Fund. A total of 50% will be used in 2027 and 50% in 2028.

The addition of a full-time Technical Services Specialist position to meet the cataloging needs of member libraries is the major factor responsible for the increase in ILS Service Support costs.

ILS Services Support Costs - Schedule B provides detailed information, per library, based on the ILS Support formula. This formula considers a 3-year average of circulation and holdings, and a minimum support amount.

REFERENCE GUIDE: 2027 BUDGET HIGHLIGHTS

INCOME

GOODS & SERVICES

This line consists of estimated revenue for services and pass-through purchases with member libraries. This is where the purchasing power of the consortium provides outstanding savings on public dollars for member libraries. The $61,200 increase is mostly due to two newly coordinated purchases of NYTimes Online All Access and HelpNow.

Goods & Service	Cost
System Wide E-Content Pool	$215,100
Consumer Report	39,500
NYTimes Online All Access - *new*	29,600
HelpNow – *new*	20,000
MS365 Email Services	20,000
Movie Licensing	16,500
Other Coordinated Purchases	25,100
Total Goods & Services	**$365,800**

RCLS SERVICE FEE

After five years of holding the RCLS Service Fee flat, the RCLS Board of Trustees is proposing a $12,800 increase for the coming year. This adjustment would bring the total Service Fee to $140,600 and help ensure the continued delivery of essential system services and support to member libraries.

INTEREST INCOME

RCLS continues to benefit from one of the most competitive investment options available for public funds through NYCLASS. While investment earnings have remained strong, we anticipate interest rates will gradually decline over the next 18 months. In addition, lower projected cash balances are expected to reduce investment income. As a result, interest revenue is budgeted to decrease by approximately $16,700.

TRANSFER FROM FUND BALANCE

RCLS is able to utilize all of the $212,200 in restored 2026 funding to support and balance the 2027 budget. This is reflected in the Transfer from General Fund Balance, which has increased from $125,000 in the current year to $320,300 in 2027.

EXPENSES

PAYROLL EXPENSES

The table below details the Payroll allocation for General and ILS Services. RCLS has a total of 26 Full-Time Equivalents (FTE): 16.6 FTE are General, and 5.6 FTE are ILS Services.

This method of allocation allows ILS Services to utilize highly qualified and trained RCLS employees on a pro-rated basis. For example, it takes a combination of nine specialized employees to equal the 5.6 ILS FTEs.

For 2027, a full-time Technical Services Specialist position has been added to the ILS payroll. This position processes in-house authority records and brings four years of experience working with member libraries records, strengthening the department's capacity to meet library needs.

In addition, staffing allocations have been adjusted to better reflect current operational responsibilities and workload distribution. The allocations for the IT Manager and Network Administrator has been reduced by 10%, while the allocation for the Software Support Specialist has been increased by 10%. These changes ensure that payroll expenses are more accurately aligned with the level of support provided to ILS Services.

Job Title	General	ILS Services
Executive Director	95%	0%
Chief Financial Officer	80%	10%
Asst. Fiscal Officer	30%	25%
Software Analyst and Admin.	5%	95%
Software Support Specialist	0%	80%
IT Manager and Network Admin.	28%	15%
Assistant Network Administrator	3%	30%
Cataloger Consultant	0%	100%
Technical Services Specialist	0%	100%
Technical Services Specialist – *new for ILS*	0%	100%
% of Total Payroll	**64%**	**19%**

EMPLOYEE BENEFITS

Benefits are budgeted to increase 8% or $76,700 overall. Benefits are allocated to General and ILS Services based on the percentage of total Payroll for each.

HOSPITALIZATION - The New York State Health Insurance Plan (NYSHIP) is budgeted to increase by 7% or $37,400; however, retiree health insurance is reduced by ($4,900) for a net increase of 5% at $32,500.

RETIREMENT - The RCLS employer contribution to the NYS Retirement System is budgeted to increase 4% or $16,300.

REFERENCE GUIDE: 2027 BUDGET HIGHLIGHTS

EXPENSES

EQUIPMENT, FURNITURE & FIXTURES

There are no equipment, furniture or fixture purchases planned for this year.

VEHICLE PURCHASE/LEASE

This line includes two lease payments on the electric Chevy Bolt and 25%, or $8,200, of the cost of a replacement vehicle. The remaining 75% of the replacement vehicle cost will be funded through the Outreach budget.

LIBRARY MATERIALS

Central Library Service Aid (CLSA) from NYS is budgeted at $310,100 and supports system-wide library services and the purchase of eligible

OFFICE SUPPLIES

Included in this line are typical office supplies, plus PCs, laptops, and equipment. There is a ($200) reduction in the ILS Budget.

TELECOMMUNICATIONS

The General budget line has decreased by ($1,300) as a result of discontinuing the dedicated hotspot and cell phone previously assigned to the Government Relations Specialist. The ILS budget has also decreased by ($100) due to cost savings achieved through the negotiation of a more favorable VoIP contract.

TRAVEL

The Travel line has decreased by a total of ($13,400). With the reduction of State Aid, RCLS will not be attending Library Conferences this year.

All ILS Travel has been eliminated for a ($1,000) reduction.

EXPENSES

CONTRACTS WITH LIBRARIES

This line offsets estimated 'Goods & Services' revenue line for coordinated RCLS purchases for member libraries. The $61,200 increase is due to the two new coordinated purchases of NYTimes Online All Access and HelpNow.

Contracts With Libraries	Cost
System Wide E-Content Pool	$215,100
Consumer Report	39,500
NYTime Online All Access - *new*	29,600
HelpNow – *new*	20,000
MS365 Email Services	20,000
Movie Licensing	16,500
Other Coordinated Purchases	18,600
Total Goods & Services	**$359,300**

PROFESSIONAL FEES

Included in this line are payroll processing fees, general purpose attorney, PayPal Fees and CPA audit costs. The $52,300 increase on the General side supports a Government Relations consultant and an IT consultant. The $2,600 increase is mostly due to budgeted attorney fees relating to the upcoming ILS Agreement.

CONTINUING ED – RCLS Staff

The $5,000 increase is for executive coaching for RCLS consultants and an online AI training course.

RCLS PROGRAMS

A $9,000 increase is due to the 2027 RCLS Road Trip program.

SOFTWARE/HARDWARE MAINT. & SUBS

This includes maintenance agreements for hardware and software subscriptions. The General budget has increased by $6,100 because RCLS implemented a cloud-based backup service and a cloud-based disaster recovery service.

REFERENCE GUIDE: 2027 BUDGET HIGHLIGHTS

EXPENSES

The $190,100 ILS Budget for Software/Hardware Maint. & Subs. represent a ($19,800) decrease from 2026. EBSCO Discover Services, at a cost of $20,900, has been moved to the Central Library Service Aid (CLSA) Budget. The following chart summarizes the 2027 ILS subscriptions.

Vendor & Service	ILS
Koha & Aspen	$146,000
Message Bee	18,000
Koha Development	10,000
RCLS IT Services Support	5,000
Twilio	3,500
Misc. Software	2,600
Unknown & Buffer	5,000
Total ILS Software/Hardware Maint. & Subs.	**$190,100**

CATALOGING TOOLS

Cataloging Tools in the ILS budget has increased by $500 and includes the following tools:

Vendor & Service	Amount
OCLC – Cat Express	$17,900
OCLS - WorldShare	6,200
Total Cataloging Tools	**$23,000**

BUILDING REPAIRS & MAINT

FUELS AND UTILITIES

RCLS is budgeting for an 8% increase in electricity and gas for a $2,300 increase.

OTHER OPERATION & MAINTENANCE

Includes the following: insurance, trash removal, cleaning the building, groundskeeping, snow plowing and sanding, fire extinguisher maintenance, septic cleaning, fire and burglar alarm protection and other miscellaneous items. There is a $3,500 increase on the General budget.

Insurance costs on the General side show an increase of $4,200, and $200 for ILS.

EXPENSES

REPAIRS TO BUILDING

The Repairs to Building budget remains unchanged at $8,000.

NYS Aid

The ($11,000) decrease represents less Coordinated Outreach Funds and State Correctional Facilities funds due to increased salaries and benefits.

TRANSFER TO OTHER FUNDS

Transfers to the RCLS Vehicle Delivery Fund and the RCLS Building Improvement Fund remain budgeted at $0 as RCLS continues to manage the impact of reduced State Aid funding. This approach allows available resources to be directed toward sustaining core services and operational needs.

The transfer to ILS Capital Fund was reduced from $33,200 to $0 in 2026. No funds are scheduled to be transferred in 2027.

RCLS RAMAPO CATSKILL LIBRARY SYSTEM

2027 ILS Services Support Costs - Schedule B

07/09/26 To RCLS Personnel & Finance Committee
07/16/26 To ILS Committee
07/30/26 To ILS Committee - 4 Options on use of Capital Funds
08/12/26 To Directors' Association
08/18/26 To RCLS Board of Trustees
09/01/26 To Member Library Boards

Option 3: 50% of $178,000 = $89,000 from Capital Fund to Offset ILS Costs = 24% inc.

Total ILS Support Formula (A + (C + D = E) + F) = ILS Support 1

Library Name	Minimum Support Amount	3-Year Average Circulation	3-Year Average Holdings	3-Year Circulation + Holdings Usage	3-Year Usage Support	2027 Total ILS Support	Library	2026 ILS Service Support	$ Increase (Decrease) from 2026	% Increase (Decrease) from 2026
Albert Wisner Public Library	$ 1,750	215,624	105,849	321,473	$ **27,340**	**$ 29,090**	WAR	$ 21,850	$ 7,240	33%
Blauvelt Free Library	1,250	44,691	65,938	110,629	**9,410**	**10,660**	BLV	8,900	1,760	20%
Chester Public Library	1,250	59,759	82,654	142,413	**12,110**	**13,360**	CHS	10,740	2,620	24%
Cornwall Public Library	1,750	162,539	106,751	269,290	**22,900**	**24,650**	COR	18,630	6,020	32%
Cragsmoor Free Library	250	3,405	39,582	42,987	**3,660**	**3,910**	CRG	4,410	(500)	-11%
Daniel Pierce Library	1,250	36,774	70,881	107,655	**9,150**	**10,400**	GRH	8,720	1,680	19%
Ellenville Public Library and Museum	1,250	38,349	90,591	128,940	**10,960**	**12,210**	EPL	10,080	2,130	21%
Ethelbert B. Crawford Public Library	1,250	60,666	69,899	130,565	**11,100**	**12,350**	MTC	9,940	2,410	24%
Fallsburg Library	750	18,367	57,408	75,775	**6,440**	**7,190**	FBR	6,270	920	15%
Finkelstein Memorial Library	4,500	643,504	275,197	918,701	**78,120**	**82,620**	FML	61,210	21,410	35%
Florida Public Library	750	30,664	62,651	93,315	**7,930**	**8,680**	FPL	7,790	890	11%
Gardiner Library	1,250	54,182	51,734	105,916	**9,010**	**10,260**	GAR	8,510	1,750	21%
Goshen Public Library And Historical Society	1,750	132,243	107,417	239,660	**20,380**	**22,130**	GOS	18,240	3,890	21%
Greenwood Lake Public Library	1,250	36,319	90,055	126,373	**10,750**	**12,000**	GRL	9,730	2,270	23%
Haverstraw Kings Daughters Public Library	2,500	222,270	190,353	412,623	**35,090**	**37,590**	HAV	27,200	10,390	38%
Highland Falls Library	750	33,390	64,771	98,161	**8,350**	**9,100**	HFL	8,230	870	11%
Josephine-Louise Public Library	1,250	47,640	70,446	118,086	**10,040**	**11,290**	WAL	9,250	2,040	22%
Liberty Public Library	750	26,936	56,309	83,245	**7,080**	**7,830**	LIB	6,860	970	14%
Livingston Manor-Roscoe Library	1,250	14,462	88,623	103,085	**8,770**	**10,020**	LIV/ROS	9,470	550	6%
Mamakating Library District	750	44,750	50,212	94,962	**8,080**	**8,830**	MAM	6,890	1,940	28%
Moffat Library Of Washingtonville	1,250	110,633	75,662	186,295	**15,840**	**17,090**	WAS	13,170	3,920	30%
Monroe Free Library	1,250	106,981	88,144	195,125	**16,590**	**17,840**	MFL	14,690	3,150	21%
Montgomery Free Library	750	20,440	55,779	76,219	**6,480**	**7,230**	MNG	6,310	920	15%
Nanuet Public Library	1,750	152,956	143,989	296,945	**25,250**	**27,000**	NAN	20,660	6,340	31%
New City Free Library	2,500	280,755	145,382	426,136	**36,240**	**38,740**	NWC	30,230	8,510	28%
Newburgh Free Library	2,500	186,882	186,630	373,512	**31,760**	**34,260**	NFL	27,500	6,760	25%
Nyack Library	1,750	137,632	145,504	283,136	**24,080**	**25,830**	NYK	19,970	5,860	29%
Orangeburg Library	1,250	38,246	79,316	117,562	**10,000**	**11,250**	ORG	9,400	1,850	20%
Palisades Free Library	750	21,795	54,156	75,951	**6,460**	**7,210**	PAL	6,400	810	13%
Pearl River Public Library	1,250	113,420	84,282	197,702	**16,810**	**18,060**	PRL	15,330	2,730	18%
Piermont Library District	750	17,026	44,394	61,420	**5,220**	**5,970**	PMT	5,420	550	10%
Pine Bush Area Public Library District	1,250	47,088	57,273	104,361	**8,870**	**10,120**	PBL	8,440	1,680	20%
Port Jervis Free Library	1,250	54,819	76,874	131,692	**11,200**	**12,450**	PTJ	10,700	1,750	16%
Rose Memorial Library Association	750	37,232	56,897	94,129	**8,000**	**8,750**	STP	8,130	620	8%
Sloatsburg Public Library	1,250	25,850	76,598	102,448	**8,710**	**9,960**	SLO	8,380	1,580	19%
Suffern Free Library	2,500	239,220	144,636	383,856	**32,640**	**35,140**	SUF	27,530	7,610	28%
Sunshine Hall Free Library	750	15,860	53,580	69,441	**5,900**	**6,650**	ELD	5,870	780	13%
Tappan Library	1,250	54,001	62,972	116,973	**9,950**	**11,200**	TAP	9,830	1,370	14%
Thrall Public Library District of Middletown	2,500	145,343	258,271	403,614	**34,320**	**36,820**	MID	27,840	8,980	32%
Tomkins Cove Public Library	750	8,119	69,973	78,092	**6,640**	**7,390**	TCL	7,130	260	4%
Tuxedo Park Library	750	37,961	60,140	98,101	**8,340**	**9,090**	TUX	8,130	960	12%
Valley Cottage Free Library	1,750	127,057	143,497	270,554	**23,010**	**24,760**	VCL	19,430	5,330	27%
Wallkill Public Library	750	45,234	50,355	95,588	**8,130**	**8,880**	WAK	7,920	960	12%
West Nyack Free Library	1,250	83,525	76,412	159,937	**13,600**	**14,850**	WNY	12,060	2,790	23%
Western Sullivan Public Library	1,250	74,511	104,528	179,039	**15,220**	**16,470**	WSPL	13,160	3,310	25%
Woodbury Public Library	1,250	45,048	65,197	110,245	**9,370**	**10,620**	CVL	8,850	1,770	20%
TOTALS	**$ 62,500**	4,154,169	4,257,760	8,411,928	**$ 715,300**	**$ 777,800**		**$ 625,400**	**$ 152,400**	**24%**

Minimum Support Amount based on Column E 3-Year Circulation + Holdings Usage	
25,000 - 49,999	$ 250
50,000 - 99,999	750
100,000 - 199,999	1,250
200,000 - 349,999	1,750
350,000 - 499,999	2,500
500,000 - 649,999	3,250
650,000 - 849,999	4,000
850,000 - 1,049,999	4,500
1,050,000 - 1,299,999	5,000

The total cost of ILS Support has increased by $152,400, representing a 24% overall increase. For libraries whose increase is higher or lower than 24%, the difference is primarily due to changes in their 3-year average circulation and 3-year average holdings, which are key factors in the cost allocation methodology.

RAMAPO CATSKILL LIBRARY SYSTEM

2027 ILS Service Support *3-Year Circulation and Holdings Average Calculation*

07/16/26 ILS Committee

2023, 2024 & 2025 data is from the approved NY State Annual Reports (SAR)

Columns **C** & **D** carry-over to the *Participant's ILS Service Support Costs - Schedule B*

C The 2024 State Annual Report (SAR) introduced several significant revisions that impact this report. Prior to 2024, Q4.16 Total Collection Use (Circulation) included the number of Successful Retrievals of Electronic Information - Q4.13. However, the 2024 SAR discontinued the collection of this metrics. The 2024 Collection Use is now calculated as follows: (Q4.11 Physical Item Circulation + E-Material Circulation: Q5.19 E-Books + Q5.20 E-Serials + Q5.21 E-Audio + Q5.22 E-Videos) = 2024 Collection Use.

D The 2024 SAR introduced modifications to the collection of holdings data as well. Quantities of electronic materials, including books, audio and video, are no longer recorded. Instead, the updated data point now in use is Q2.17: Total Physical Holdings.

			C	C					D	D			2		3
NYS Annual Report Question #s / Library Name	2023 Q4.16 Circulation	2024 Q4.11 + (5.19 thru 5.22) = Collection Use	2025 Q4.11 + (5.19 thru 5.22) = Collection Use	3-Year Average Circulation	2023 (Q2.25 Holdings	- Q2.19) = Electronic	Holdings	2024 Q2.17 Physical Holdings	2025 Q2.17 Physical Holdings	3-Year Average Holdings	Library	2026 Circ. Avg. Increase (Decrease)	2026 % Increase (Decrease)	2026 Avg. Holding Increase (Decrease)	2026 % Increase (Decrease)
Albert Wisner Public Library	209,342	225,172	212,358	**215,624**	412,331	238,106	174,225	69,140	74,183	**105,849**	WAR	5,689	3%	(17,326)	-16%
Blauvelt Free Library	44,067	43,772	46,233	**44,691**	369,079	238,106	130,973	34,317	32,524	**65,938**	BLV	1,408	3%	(17,624)	-27%
Chester Public Library	58,192	59,681	61,404	**59,759**	382,575	238,106	144,469	52,497	50,995	**82,654**	CHS	1,644	3%	(16,475)	-20%
Cornwall Public Library	171,659	143,217	172,742	**162,539**	409,398	238,163	171,235	73,095	75,922	**106,751**	COR	6,347	4%	(16,879)	-16%
Cragsmoor Free Library	3,507	3,456	3,252	**3,405**	343,794	238,106	105,688	6,303	6,755	**39,582**	CRG	(44)	-1%	(17,683)	-45%
Daniel Pierce Library	36,236	38,672	35,414	**36,774**	372,630	238,106	134,524	39,526	38,594	**70,881**	GRH	823	2%	(16,999)	-24%
Ellenville Public Library and Museum	39,414	38,042	37,591	**38,349**	393,464	238,106	155,358	61,095	55,319	**90,591**	EPL	(2)	0%	(17,503)	-19%
Ethelbert B. Crawford Public Library	58,973	60,228	62,797	**60,666**	371,296	238,106	133,190	39,091	37,416	**69,899**	MTC	3,647	6%	(17,182)	-25%
Fallsburg Library	18,236	17,869	18,997	**18,367**	403,538	283,106	120,432	24,934	26,857	**57,408**	FBR	346	2%	(16,008)	-28%
Finkelstein Memorial Library	665,542	652,556	612,415	**643,504**	592,664	238,106	354,558	242,613	228,420	**275,197**	FML	(2,368)	0%	(27,156)	-10%
Florida Public Library	29,302	31,123	31,568	**30,664**	364,504	238,106	126,398	29,993	31,561	**62,651**	FPL	1,115	4%	(16,142)	-26%
Gardiner Library	52,219	55,397	54,930	**54,182**	353,915	238,106	115,809	20,384	19,010	**51,734**	GAR	2,339	4%	(16,844)	-33%
Goshen Public Library And Historical Society	132,012	130,643	134,073	**132,243**	447,546	238,411	209,135	54,808	58,308	**107,417**	GOS	1,134	1%	(34,825)	-32%
Greenwood Lake Public Library	35,361	36,027	37,568	**36,319**	391,211	238,106	153,105	56,313	60,746	**90,055**	GRL	1,776	5%	(15,886)	-18%
Haverstraw Kings Daughters Public Library	209,617	224,584	232,610	**222,270**	500,296	238,106	262,190	149,361	159,507	**190,353**	HAV	18,882	8%	(15,756)	-8%
Highland Falls Library	35,015	33,870	31,284	**33,390**	365,953	238,106	127,847	33,632	32,834	**64,771**	HFL	(764)	-2%	(16,759)	-26%
Josephine-Louise Public Library	43,989	49,791	49,139	**47,640**	372,011	238,106	133,905	38,214	39,219	**70,446**	WAL	1,789	4%	(16,335)	-23%
Liberty Public Library	28,189	28,309	24,310	**26,936**	358,165	238,106	120,059	23,793	25,074	**56,309**	LIB	(1,305)	-5%	(16,765)	-30%
Livingston Manor-Roscoe Library	13,403	14,363	15,621	**14,462**	692,335	476,212	216,123	25,299	24,447	**88,623**	LIV/ROS	941	7%	(20,482)	-23%
Mamakating Library District	38,724	34,603	60,924	**44,750**	352,597	238,106	114,491	18,799	17,346	**50,212**	MAM	10,944	24%	(17,701)	-35%
Moffat Library Of Washingtonville	105,949	111,745	114,204	**110,633**	376,401	238,106	138,295	42,644	46,047	**75,662**	WAS	4,452	4%	(15,668)	-21%
Monroe Free Library	110,150	107,316	103,477	**106,981**	391,270	238,106	153,164	56,437	54,831	**88,144**	MFL	(569)	-1%	(18,831)	-21%
Montgomery Free Library	19,820	20,688	20,813	**20,440**	357,231	238,106	119,125	24,660	23,552	**55,779**	MNG	749	4%	(16,772)	-30%
Nanuet Public Library	154,149	154,563	150,157	**152,956**	453,488	238,106	215,382	108,545	108,039	**143,989**	NAN	5,309	3%	(21,864)	-15%
New City Free Library	238,354	273,817	330,093	**280,755**	431,452	238,106	193,346	121,632	121,167	**145,382**	NWC	574	0%	(21,718)	-15%
Newburgh Free Library	218,924	164,834	176,887	**186,882**	505,384	238,106	267,278	146,849	145,763	**186,630**	NFL	(12,515)	-7%	(28,375)	-15%
Nyack Library	132,288	135,019	145,589	**137,632**	448,181	238,106	210,075	111,774	114,662	**145,504**	NYK	(1,833)	-1%	(17,096)	-12%
Orangeburg Library	38,169	37,620	38,950	**38,246**	380,612	238,106	142,506	48,682	46,760	**79,316**	ORG	(391)	-1%	(17,192)	-22%
Palisades Free Library	22,294	20,677	22,415	**21,795**	356,018	238,106	117,912	22,945	21,611	**54,156**	PAL	(408)	-2%	(17,216)	-32%
Pearl River Public Library	120,034	123,611	96,615	**113,420**	396,694	238,106	158,588	48,193	46,066	**84,282**	PRL	(4,654)	-4%	(22,781)	-27%
Piermont Library District	17,716	16,105	17,258	**17,026**	345,618	238,106	107,512	12,476	13,194	**44,394**	PMT	337	2%	(16,379)	-37%
Pine Bush Area Public Library District	45,459	46,874	48,931	**47,088**	359,823	238,106	121,717	25,282	24,821	**57,273**	PBL	2,276	5%	(17,120)	-30%
Port Jervis Free Library	68,866	49,072	46,518	**54,819**	376,570	238,106	138,464	46,434	45,723	**76,874**	PTJ	(7,866)	-14%	(17,096)	-22%
Rose Memorial Library Association	37,299	38,115	36,281	**37,232**	360,471	238,106	122,365	24,983	23,344	**56,897**	STP	(178)	0%	(19,795)	-35%
Sloatsburg Public Library	25,959	26,008	25,584	**25,850**	382,864	243,489	139,375	45,763	44,656	**76,598**	SLO	432	2%	(16,225)	-21%
Suffern Free Library	247,131	236,003	234,525	**239,220**	461,014	238,106	222,908	112,161	98,840	**144,636**	SUF	(1,900)	-1%	(29,148)	-20%
Sunshine Hall Free Library	14,021	15,550	18,010	**15,860**	400,058	283,106	116,952	22,280	21,509	**53,580**	ELD	1,461	9%	(16,907)	-32%
Tappan Library	73,752	44,450	43,800	**54,001**	365,925	238,106	127,819	31,026	30,072	**62,972**	TAP	(7,071)	-13%	(17,852)	-28%
Thrall Public Library District of Middletown	163,079	140,669	132,281	**145,343**	559,080	238,106	320,974	213,957	239,883	**258,271**	MID	(4,701)	-3%	(11,680)	-5%
Tomkins Cove Public Library	10,098	7,149	7,110	**8,119**	373,020	238,106	134,914	36,691	38,313	**69,973**	TCL	(2,281)	-28%	(17,049)	-24%
Tuxedo Park Library	38,596	38,068	37,219	**37,961**	362,012	238,106	123,906	28,615	27,898	**60,140**	TUX	874	2%	(16,846)	-28%
Valley Cottage Free Library	136,000	123,406	121,766	**127,057**	452,311	238,106	214,205	110,139	106,146	**143,497**	VCL	(1,432)	-1%	(21,116)	-15%
Wallkill Public Library	47,477	40,929	47,295	**45,234**	350,610	238,106	112,504	19,379	19,181	**50,355**	WAK	1,790	4%	(16,718)	-33%
West Nyack Free Library	89,063	78,617	82,896	**83,525**	380,127	238,106	142,021	45,448	41,766	**76,412**	WNY	698	1%	(19,878)	-26%
Western Sullivan Public Library	88,510	67,373	67,649	**74,511**	407,977	238,106	169,871	70,630	73,083	**104,528**	WSPL	(674)	-1%	(17,635)	-17%
Woodbury Public Library	45,745	44,699	44,700	**45,048**	369,467	238,106	131,361	33,630	30,600	**65,197**	CVL	2,433	5%	(18,219)	-28%
TOTALS	**4,231,901**	**4,084,352**	**4,146,253**	**4,154,169**	18,652,980	11,286,727	**7,366,253**	**2,704,462**	**2,702,564**	**4,257,760**		**29,252**	**1%**	**(855,502)**	**-20%**

2027 Budget Ballot

The Board of Trustees of the ______________________________

Library on this day _____ of ________________ 2026 approved a resolution to

☐ accept

☐ not to accept

the Ramapo Catskill Library System 2027 RCLS Budget.

____

Board President *(signature)*

____

Board President *(Print)*

Please return by 4 p.m.

Friday, November 20, 2026

to

Stephen Hoefer, Chief Financial Officer

Ramapo Catskill Library System

MAMAKATING LIBRARY

Community Input Findings

What our patrons, our neighbors, and our staff told us

Prepared for	Board of Trustees
Prepared by	Cheryl Joens, Library Director
Date	September 8, 2026
Purpose	Findings only. This document reports what the community input says. Recommendations will be presented separately to the Long Range Plan Committee.
Data sources	Community Survey 2026 (127 usable responses); Library Patron Technology Needs Survey (83 responses); three independently facilitated focus group sessions (April 2026)

How to read this report

Section 1 covers how the three input sources were gathered and the limits of each, including two data-quality issues the Board should be aware of. Section 2 presents thirteen findings. Section 3 shows where the sources agree, where they diverge, and what that divergence means. Section 4 lists the sentiments repeated by multiple independent participants — the Board asked for special attention to these, and they are the clearest signal in the data. Full response tables, every written survey comment, and the complete focus group notes appear in the appendices.

Percentages are calculated on the number of people who answered that specific question, not on the full sample. Because participation in each question varied, the base (n) is shown wherever a percentage is given.

1. About the Data

Three sources

The Community Survey 2026 collected 145 responses between March 26 and September 5, 2026, covering service priorities, programming interests, facility attributes, customer service, collections, and long-range priorities.

The Technology Needs Survey collected 83 responses between February 12 and April 27, 2025, covering device ownership, home internet, technology skills, training preferences, and barriers.

Three focus group sessions were held in April 2026 with library staff, members of the Board of Trustees, and patrons from the community, facilitated by an outside consultant so that input could be gathered without library staff shaping the discussion. Participants were asked six questions: what challenges the community faces; how the library could help; an impactful experience with an organization; what local businesses need to grow; how the library space could be adapted; and how to spread the word about the library.

The three sources answer different questions and should be read together rather than averaged. The surveys measure how widely a view is held; they are counts. The focus groups explain why, and they surfaced needs the surveys never asked about — most importantly economic hardship and transportation. Several findings in this report exist only because the focus groups were held.

One handling note: the focus group material is the facilitator’s written notes, not a transcript. Passages quoted from it in this report are the consultant’s summary of what participants said, not verbatim speech. Survey comments, by contrast, are reproduced exactly as respondents wrote them.

Data quality issue 1: fraudulent survey submissions

Eighteen of the 145 community survey responses are not from community members. They were submitted between 2:56 a.m. and 3:47 a.m. on August 18, 2026, in bursts roughly 20 seconds apart, each carrying a randomly generated email address from one of two throwaway domains, and each containing generic single-sentence comments that do not reference Mamakating, Wurtsboro, or any actual library service. This is a recognizable pattern of automated form spam.

These 18 responses have been removed from every figure in this report. The usable community sample is 127. Removing them did not reverse any finding, but it did sharpen several: for example, "offer more programs and events" rises from 56.5% to 60.2% of respondents once the spam is excluded. Their comments are also excluded from the appendix.

The practical consequence for the Board is that the survey form as configured accepted automated submissions — 12% of the raw file. Any future survey used to justify budget or capital decisions should be protected against this.

Data quality issue 2: who each source represents

None of the three sources is a representative sample of the Town, and each is skewed in a different direction. Taken together they cover more ground than any one of them, but the Board should know which voice it is hearing in each finding.

Source	Skewed toward	Reliable for	Weak on
Community Survey (127)	Existing, satisfied users; self-selected	How widely a preference is held among current patrons	Why non-users stay away — only 54 answered that question, several of whom do use the library
Technology Survey (83)	Older patrons — 63% aged 55+, 42% aged 65+	Senior digital needs and training preferences	Teen and young-adult technology needs; also now roughly 18 months old
Focus groups (3 sessions)	Highly engaged participants, including staff and trustees	Depth, causes, operational and building detail, unmet needs no one thought to ask about	Prevalence — nothing here can be counted or projected to the community

Two consequences follow. First, the near-universal praise for staff in the survey is real but comes from a friendly audience; it should not be read as a community-wide satisfaction score. Second, the hardest material in this report — food insecurity, mental health access, homelessness, transportation — comes entirely from the focus groups and cannot be sized. That it cannot be counted is a limitation of how we gathered input, not evidence that the need is small.

The focus group notes also do not record how many people attended each session or how participants were recruited. The Board may want that detail from the consultant before the plan is finalized.

Finally, a small number of survey respondents did not follow the ranking instructions on the 1–8 and 1–4 questions and selected two values for one item. Those individual cells (1 to 5 per question) were excluded; the rest of each affected response was kept.

2. Principal Findings

Findings 1 through 4 are supported by more than one source. Findings 5 and 6 come primarily from the focus groups and represent needs the surveys did not ask about. The remainder combine survey measurement with focus group detail.

Finding 1: Borrowing physical materials remains the core of what people want from us

Asked to rank eight library services from most to least important, respondents put borrowing physical materials first by a decisive margin. It was ranked most important by 61% of respondents — nearly double the next service — and placed in the top three by 77%.

Assistance from library staff ranked second. Notably, staff assistance out-ranked every collection format except physical materials, including e-books and audiobooks. People are telling us that the help they get here is itself a primary service, not a support function.

Service	Avg. rank	Ranked #1	Top 3
Borrowing physical books, DVDs, kits	2.44	60.7%	77.0%
Assistance from library staff	2.80	37.3%	72.9%
Free programming for adults	3.18	32.8%	61.2%
Borrowing e-books / audiobooks	3.52	31.6%	58.8%
Free programming for youth	3.56	34.2%	55.0%
Public computer use	3.93	24.8%	50.4%
Meeting spaces	4.05	23.1%	47.9%
Newspapers and magazines	4.13	19.3%	43.0%

Base: 111–122 respondents per item. Lower average rank = more important. 1 = most important, 8 = least.

Programming for adults and for youth both sit in the middle of the ranking, but they are unusual in the spread of their scores: youth programming was ranked most important by 34% of respondents and least important by many others. That is the signature of a service that matters intensely to one segment of the community and not at all to another — which is consistent with the age skew in our sample, not evidence that youth programming is low value.

Finding 2: Staff and customer service are the library's strongest asset

This is the most consistent result across all three sources. Of the 122 survey respondents who described their last service interaction, 87% said staff were welcoming and pleasant, 77% said staff were knowledgeable and helpful, and 71% said staff communicated clearly. Forty-one people wrote unprompted comments about customer service, and the overwhelming majority were unqualified praise.

> *“Your responsiveness to community needs is excellent and appreciated. The staff is the library’s biggest asset.”*
>
> *“They often remember our names from previous visits. They create such a nice atmosphere and place that I recommend our library to other people.”*

The focus groups reached the same conclusion by an entirely different route. Asked to describe an organization that had been impactful to them — a question that never mentions the library — participants described exactly the qualities the survey says we already have: places that are welcoming, where everyone belongs regardless of age, where staff show warmth and care, and where people are friendly but not, in their words, in your face. The YMCA in Middletown was cited for being positive and inclusive, with staff and volunteers who care about the community.

The strategic reading is that the library’s service culture is not just a strength to protect. It is the specific quality participants say makes an organization worth belonging to, and it is the asset on which everything else in the plan will be built.

For completeness, the small amount of negative feedback should also be on the record: five survey respondents (4.1%) selected "staff was discourteous or uncooperative" and three (2.5%) selected "staff was too busy to help." One written comment described staff as unwelcoming and specifically mentioned children asking questions being poorly received. Two other comments identified physical or logistical obstacles rather than attitude — difficulty hearing through the plastic screen at the desk, and phone response times. Separately, the focus groups noted inattentive parents supervising children in the library, which is a floor-level pressure on staff rather than a service failing.

Finding 3: Hours and program timing are the single most repeated complaint

No other criticism appears as often, or from as many independent directions, as the mismatch between library hours and the schedules of working people, commuters, and school families.

- Among the 54 people who answered the non-user question, inconvenient hours was the most-cited structural reason (10 respondents, 18.5%) — second only to "I use another library."
- Eight separate written comments across both surveys describe the same problem in their own words.
- In the technology survey, weekday evenings (39%) and Saturday afternoons (41%) were named as convenient by large shares of respondents, second only to weekday afternoons (50%).
- The focus groups added the reason from the other side: latchkey children in the community need after-school programs, and participants asked for more after-school activities and computers for children.

> *“The one thing that I would like to see isn’t necessarily adding more hours, but changing them so that programs don’t have to end at 7:00 PM on late days during the week. This usually means that programs start no later than 5, which is not convenient for people who work.”*
>
> *“Your programs look fun but are held during business hours.”*

> *"I do wish the kids clubs would meet at 3:30 instead of 3pm, so if something works for us then we can actually make it after school."*

One nuance matters for planning. When asked to pick their top three improvements for the next five years, only 16% of respondents chose "add more hours" — near the bottom of the list. Read together with the comments, the community is not primarily asking for more open hours. It is asking for the hours we already have to fall at times working people and school families can use.

Finding 4: A large share of the community does not know what we already offer

Asked which services they were unaware of, survey respondents identified established offerings at strikingly high rates. This is not a service gap; it is a communications gap.

Service respondents did not know we offer	Unaware
Free language learning app	49.1%
Museum passes for free access to local attractions	45.4%
Seed library	41.7%
Meeting space with Zoom capability	35.2%
Used book store	27.8%
Digital downloads and streaming (hoopla, Libby)	27.8%
Seasonal activity kits for kids	26.9%
Two monthly book clubs	25.9%
Outreach to local schools, daycares, and community events	25.9%
Online catalog searchable from anywhere	22.2%
Access to items from 46 other system libraries	21.3%
Adult programs on a wide range of topics	20.4%
Movies and TV series on DVD	19.4%
Summer reading program for kids and teens	14.8%
Weekly story times	13.9%

Base: 108 respondents.

The technology survey points the same way from a different angle: the most-cited barrier to using library technology services was simply being unaware they existed (37% of the 46 people who reported a barrier), tied with limited personal skills. Ten percent of technology respondents said outright that they had not known the library's digital resources existed, and 34% had used none of them in the past year.

The focus groups spent more time on this question than on any other, generating close to thirty distinct suggestions. Two points from that discussion carry particular weight for the Board. First, participants named a specific staffing solution: dedicated responsibility for communications, which they noted could be an existing employee with adjusted duties rather than a new full-time position. Second, they identified the real obstacle as apathy rather than ignorance — the challenge of breaking through to people who are not already interested — which argues for targeted, personal invitations over broader broadcasting.

Their suggestions ranged widely: a temporary library card campaign, tourism guides and the Sullivan County Visitors Center, a blue highway sign and billboards off the exit, multiple physical mailings, a Founders Day block party, publishing statistics about library use as a PR tool, individual invitations to target groups, stronger ties with schools and camps, better use of local newspapers, meeting with business owners as a former director did, encouraging shares on social platforms, a recognition wall, and reviving a teen group.

On how people currently learn about events, no single channel reaches even 53% of survey respondents, which means any one announcement misses at least half the audience. The e-newsletter leads (52.8%), followed by the website (46.4%), social media (45.6%), and flyers inside the building (44.8%). Word of mouth reaches 28%. In the technology survey, email newsletter was the preferred channel for learning about new services by a wide margin (67.5%).

Finding 5: Transportation is a genuine barrier to using the library

This finding comes almost entirely from the focus groups, and it is one of the clearest things they surfaced. Participants named limited public transportation as one of the community's defining challenges, affecting all ages including seniors, with a schedule they described as not robust enough, and they stated plainly that people have a hard time getting to the library.

The surveys corroborate this only faintly, because they never asked: one respondent gave "I do not have transportation" as their reason for not using the library, and one technology respondent named lack of transportation as their barrier to using technology services. Two mentions on a form that offered no transportation option is not a weak signal — it is two people writing in an answer that was not there.

What makes this finding actionable rather than merely regrettable is that participants proposed specific remedies: adding the library to the bus schedule, becoming a bus stop, working with the Office for the Aging to bring their bus to the library, running a transportation survey in the community, Board-level communication with the County Legislature, and circulating petitions. Local business participants independently named transportation options as something they need in order to grow.

The Board should note that this is the one finding in this report the library cannot solve on its own, and the one where the Board's own advocacy — rather than staff work — is the primary lever.

Finding 6: Economic hardship and unmet social needs are the backdrop to everything else

The focus groups' first question asked what challenges the community faces, and the answers had nothing to do with library services. Participants described families struggling to save amid inflation, unaffordable housing and rent, food insecurity, a small but real homeless population, difficulty affording a broadband subscription, and significant unmet mental health needs with difficult access to care. They described a divide between people who vacation here and people who live here year-round. They noted that people do not know whether help is available or how to reach social services.

None of this appears in either survey, because neither survey asked. This is the largest gap between what the surveys measured and what the community is experiencing, and it is the strongest argument for having run the focus groups at all.

Participants were equally specific about the library's potential role, which they framed as connector rather than provider: bringing local service providers into the building to meet patrons on a regular schedule, hosting mental and physical health services a couple of times a month, gathering and distributing materials from social service organizations, creating a visiting services booth or area, and serving as a drop-off point for food donations. They noted that the library has done food collection before, that the Food Pantry is directly down the street with fresh produce available through the Hudson Valley Food Bank partnership, and that the scouts already run a food drive — so the relationships largely exist.

There is a quiet connection to the survey data here. Of the survey respondents who answered the collection expansion question, 41% wanted more caregiver materials for elderly, disabled, and chronically ill family members and 42% wanted more small business resources. Those are the same community pressures surfacing in a different form.

Finding 7: The building is at capacity, and the constraint is shaping service

The focus groups produced the most detailed and operationally specific material of any source, and the picture is of a building that has been outgrown. This matters because the surveys on their own would not have told the Board this: respondents ranked facility attributes but were never asked whether the building works.

- There is only one community room, and the staff break room is connected to it — so any meeting occupies both.
- The children's room is too close to the adult areas and is noisy, which makes it hard for adults to avoid the children's space; participants said a separate children's space would be optimal.
- Collections have grown and there is no storage, including for donated craft items and books.
- There is no space for people to meet one-on-one — which participants distinguished explicitly from a study room.
- The public laptops sit close to the circulation desk, which makes it awkward for staff to talk with patrons and compromises the privacy of people using the computers.
- A larger meeting room is needed, and seating is needed in more areas for accessibility.
- Participants summarized the trade-off directly: the more people who use the library, the less space there is for everyone's needs, and people who use the library have to accommodate everyone else's needs because of the space.

The survey agrees at every point where the two overlap. Designated quiet areas were ranked most important by 39.7% of respondents, and four respondents wrote unprompted about noise and unusable study conditions — one identifying it as their reason for not using the library. Two more asked for study rooms and for more comfortable indoor seating.

> *"It is mostly too noisy — trying to use but unable to study."*
>
> *"Work areas — loud keyboard typing, loud talking — just not conducive to studying and headache inducing."*

Focus group participants proposed physical remedies including expansion, extending the front of the building to within five feet of the sidewalk, and a connection from the library to the park, subject to discussion with the Village. A draft rendering titled "Dream Library Expansion" by Jen Holmes was referenced as an attachment to the notes; it was not included in the material provided for this analysis, and the Board should obtain it before discussing expansion options. Section 3 addresses an important tension: the focus groups make a considerably stronger case for building work than the survey does.

Finding 8: Outdoor space is the community's clearest capital priority

An outdoor pavilion or stage area was chosen as a top-three five-year priority by 46% of survey respondents, second only to more programming. Three separate survey results point the same direction: comfortable outdoor seating and workspace was rated highly important by 71%, performing arts is the most popular programming category, and a respondent wrote in asking specifically for an outdoor performance space.

> *"Great for kids and adults to perform outside on a stage on library grounds."*

The focus groups converged on the same idea and sharpened it in a way that materially affects design. Participants asked for outside space closed to the weather so it can actually be used for programming, for natural materials and landscaping used to create places to sit, for a connection between the library and the park, and for an outdoor exercise area large enough to support the fitness programs already being offered. They also observed that having the park down the street is a plus, but that a permanent outdoor space belonging to the library is what would help.

The distinction between an open pavilion and a weather-protected structure is the difference between a space usable for a handful of fair-weather events and one usable across the program calendar. That is a design requirement the Board should carry into any feasibility work, and it will affect cost.

Finding 9: The community wants more programming, weighted toward performing and artistic events

More programs and events was the single most-selected five-year priority at 60.2%. Across five programming categories, performing arts and artistic events were clearly the strongest draws.

Programming category	Avg. rank	Ranked #1	Top 2
Performing arts (music, dance, comedy, theater)	2.48	37.1%	54.0%

Programming category	Avg. rank	Ranked #1	Top 2
Artistic events (art classes, author visits, poetry, exhibitions)	2.65	30.9%	53.7%
Social engagement (trivia nights, escape rooms, interactive)	2.83	23.3%	43.3%
Cultural awareness (heritage months, cooking, language)	2.87	20.7%	38.0%
Life skills (money management, self-care, career)	2.94	19.7%	37.7%

Base: 120–124 respondents. 1 = most important, 5 = least.

Written survey suggestions clustered around hands-on and social formats for adults: craft and art classes, cookie decorating and card making, paint nights, more book clubs, a tea-and-conversation club, expanded in-person puzzle swaps, gardening and ecology, and writers' workshops. One respondent submitted an extensive list of hands-on classes for children including cooking, gardening, woodworking, STEM and robotics, financial literacy, and creative writing. Two respondents asked for programming on artificial intelligence.

The focus groups asked for trivia nights and more adult programming specifically, and cited documentary films as an example of programming that made another organization memorable. They also observed that community events in general feel less frequent than in past years, which frames library programming as filling a gap in community life rather than competing for attention.

Full five-year priority results from the survey:

Priority for the next 5 years	Selected
Offer more programs and events	60.2%
Build an outdoor function area (pavilion / stage)	46.0%
Add more books and physical materials	33.6%
Expand digital services (download / streaming)	31.9%
Add a children's librarian and more children's programming	24.8%
Add on to the building	23.0%
Add more hours	15.9%
Replace or upgrade furniture, technology, equipment	15.9%
Renovate the building	5.3%

Base: 113 respondents, each choosing up to three.

Finding 10: Facility priorities center on current technology, outdoor space, and quiet

Survey respondents rated four facility attributes from 1 (most important) to 4 (least). Up-to-date technology led, with more than half ranking it first.

Facility attribute	Avg. rank	Ranked #1	Top 2
Up-to-date technology	1.82	51.6%	77.0%
Comfortable seating & workspace areas outdoors	2.03	37.2%	71.1%
Designated quiet areas	2.20	39.7%	59.5%
Available meeting spaces	2.39	26.8%	56.9%

Base: 121–123 respondents. 1 = most important, 4 = least.

Meeting spaces rank last of the four in the survey but were raised repeatedly in the focus groups, where participants described the single community room, its entanglement with the staff break room, and the absence of anywhere to hold a one-on-one meeting. This is a good illustration of the difference between the sources: general respondents rank meeting space as a moderate priority, while the people who actually try to use the building for meetings describe it as a live constraint.

Finding 11: Collections rate well overall, with three identifiable soft spots

No collection was rated poorly across the board. Fiction, children's books, and the library website drew the strongest ratings, with roughly half of experienced users calling them excellent. The weaknesses are concentrated in specific formats.

Collection	Rated excellent	Rated okay or unacceptable
Children's books	57.8%	6.2%
Fiction books	54.3%	10.9%
Online databases	54.3%	15.7%
Library website	53.8%	12.1%
Young adult books	48.1%	11.1%
Non-fiction books	46.0%	9.2%
Local history	44.8%	17.9%
E-books	42.9%	14.3%
Audiobooks	41.4%	15.7%
Streaming media	40.0%	23.6%
Magazines	39.3%	23.2%
Newspapers	38.6%	24.6%
Large print	35.9%	26.6%
DVDs	27.6%	19.0%

Base: 54–92 respondents per collection, rated only by those with experience of that collection.

- Large print is the weakest-rated collection in the survey, three separate respondents wrote in asking for more of it, and the focus groups independently called for the large print section to be increased. Three sources, one small ask.
- DVDs drew the lowest "excellent" rating of any collection, and a respondent specifically asked for more up-to-date titles.
- Wait times on popular digital titles were raised by three respondents, including one non-user who cited hold lists as a reason for going elsewhere.

Asked about areas for expansion, the 71 survey respondents who answered favored diversity, equity, inclusion and belonging materials including diverse authors (50.7%), small business resources (42.3%), caregiver materials for elderly, disabled, and chronically ill family members (40.8%), dedicated homeschooling materials (32.4%), and video games (28.2%). Written requests included bilingual books and bilingual story time in Spanish, genealogy databases, parenting materials, pet care, civil service exam preparation, and materials on teaching. The focus groups add a further category: materials gathered from local social service organizations for distribution to community members.

Finding 12: Youth services are valued, and the gaps are tweens, teens, and after-school hours

Children’s books are the highest-rated collection in the survey (57.8% excellent, only 6.2% rating them okay or lower), and children’s services was chosen as a future focus area by 40% of respondents. A quarter of respondents named adding a children’s librarian and more children’s programming as a top-three five-year priority — including one who named a current staff member as the right person for the role.

Where respondents identified a gap, it was consistently at the older end of youth services and at the timing of youth programs.

> *“This library is amazing! I would just love to see my child be able to age with the library as she becomes a tween/young teen.”*

The focus groups reinforced both points and added operational specifics. They identified latchkey children as a community challenge and after-school programming as a need; asked for more after-school computers and activities for children; noted that children currently share a single iPad and asked for a dedicated children’s computer; proposed reviving a teen group; and recommended strengthening ties with schools and camps. They also observed that fewer children are attending than in past years, and that the children’s room’s proximity to the adult area creates noise problems for both.

Two survey respondents identified an access barrier that programming alone does not solve: attending with young children is difficult, and one named child care specifically as what would enable them to use library services. Two respondents in different surveys asked for indoor story time to be restarted.

Finding 13: There is a real digital divide, and it has an affordability dimension

The technology survey's older skew makes it an unusually clear picture of senior technology needs, and the picture is one of significant unmet need.

- Among respondents aged 65 and over, 76% rated their own comfort with technology at 3 or below on a 5-point scale. Among respondents aged 25 to 54, that figure was between 11% and 14%.
- Nearly a quarter of all technology respondents (23%) do not have reliable home internet: 18% describe their service as slow or unreliable and 5% have none at all. Eight of those households are aged 55 or over.
- Smartphone ownership is near-universal at 92%, but only 20% own an e-reader and 33% own a desktop computer. The device people need help with is overwhelmingly the phone.

The focus groups add the dimension the survey could not: participants named affording a broadband subscription as a community challenge, alongside internet access generally. For those households, in-building wifi, public computers, and printing are not conveniences but their only access — worth holding in mind given that public computer use ranked sixth of eight in the survey's service importance ranking. The people who most depend on it are the least likely to have filled out an online survey.

Preferences for how help should be delivered are specific and consistent. Small group classes lead (62%), followed by online tutorials (41%), one-on-one assistance (34%), written guides (25%), and drop-in sessions (25%). Among respondents 65 and over, small group classes and one-on-one assistance were the top two, and online tutorials fell to last — the format least suited to the people who need the most help.

Timing preferences split by age in a way that matters for scheduling. Respondents 65 and over strongly preferred weekday afternoons; respondents aged 55 to 64 preferred Saturday afternoons and weekday evenings. There is no single time that serves both retired and working patrons.

On skills, the most requested topics were digital photography and video editing (50%), internet safety and privacy (34%), Microsoft Office (33%), and coding (29%). Fraud and scam protection was raised in writing as well. Interest in new technology services was led by 3D printing (59%), with a video and audio recording studio (35%), virtual reality (31%), and in-house game consoles (31%) following. Two respondents asked specifically for craft-cutting and laser machines such as Cricut and Glowforge, and one volunteered to teach others how to use them.

It should be noted that this survey was fielded in early 2025. Technology preferences move quickly, and any significant equipment purchase should be validated against current demand.

3. Where the Sources Agree — and Where They Don't

Agreement

Where independent sources reach the same conclusion by different methods, the Board can plan with confidence. Six themes meet that standard.

Theme	Survey evidence	Focus group evidence
Staff warmth is the core asset	87% welcoming; 25+ unprompted comments	Named the qualities of impactful organizations: welcoming, inclusive, caring staff
People don't know what we offer	Up to 49% unaware of individual services; unawareness the top tech barrier	Longest discussion of any question; ~30 promotion ideas; named apathy as the real obstacle
Programming should expand	60.2% top five-year priority; performing arts leads	Trivia nights, more adult programming, documentary films; community events feel scarcer than before
Permanent outdoor space is needed	46% top-three priority; 71% value outdoor seating	Weather-protected outdoor programming space, park connection, outdoor exercise area
Noise and space pressure are real	Quiet ranked #1 by 39.7%; four unprompted noise complaints	Children's room too close to adult areas; one community room; no one-on-one space; no storage
Large print needs strengthening	Weakest-rated collection (26.6% okay or worse); three written requests	Increase the large print section

Divergence 1: how much building work the community wants

This is the most consequential disagreement in the material. Focus group participants described a building that has been outgrown and proposed expansion, including extending the front of the building nearly to the sidewalk, and referenced a "Dream Library Expansion" rendering. Survey respondents were markedly cooler: 23% supported an addition and only 5% supported renovating the building, both near the bottom of the priority list, while 46% wanted the outdoor function area.

Both readings are defensible, and they are not really in conflict. Focus group participants included staff and trustees who experience the building's constraints daily and know what a meeting, a program, or a delivery of donated books actually requires. General survey respondents visit, borrow, and leave; the constraints are less visible to them, and they were never shown a design or told what any option would cost.

The practical implication is that major expansion currently has strong support from the people closest to the library and only modest support from the wider public that would fund it. If the Board intends to pursue expansion, that gap has to be closed through public engagement before any vote, not assumed away. The outdoor function area, by contrast, has support from both directions and is the safer first capital move.

Divergence 2: what kind of small meeting space is wanted

Survey respondents asked for study rooms. Focus group participants asked for places to meet one-on-one and explicitly said "not a study room." These are adjacent needs with different design implications — quiet individual work versus semi-private conversation — and any space program should account for both rather than assuming one solves the other.

A caution the focus groups raised on their own

Participants observed that community involvement is declining: the same people do all the work, volunteer numbers are down across the board, and fewer children are attending. This matters because several promising ideas across all three sources — a Friends group, volunteer-taught craft classes, a revived teen group, a recognition wall — assume volunteer capacity that participants say is shrinking. Any plan resting on volunteers needs a plan to recruit them. Participants pointed to a model: the Basha Kill Area Association recently ran a successful volunteer recruitment event.

4. Sentiments Repeated by Multiple Participants

The Board asked for particular attention to views expressed independently by more than one person. The table below combines structured survey answers, written survey comments, and focus group notes. Where a theme appears in a survey checkbox question, the count is the number of respondents who selected it; focus group material is marked as present rather than counted, because attendance figures were not recorded.

Repeated sentiment	Survey	Focus groups	Where it appears
Staff and service are excellent	30+	Yes	Service ratings; 25+ written comments; focus group discussion of impactful organizations
I didn't know the library offered that	17+	Yes	Unawareness question; non-user question; tech barriers; ~30 focus group promotion ideas
Hours and program times don't fit working or school schedules	18	Yes	Non-user question (10); eight written comments; focus group after-school discussion
Want more programs and events	68	Yes	Five-year priorities; trivia and adult programming in focus groups
Want a permanent outdoor space	52	Yes	Five-year priorities (52); facility ratings; focus group weather-protected space
Building is short of usable space	5	Yes — extensively	Noise and study room comments; entire focus group space discussion
Transportation is a barrier to getting here	2	Yes — major theme	Two survey write-ins; a defining community challenge with six proposed remedies
Economic hardship, food, housing, mental health	—	Yes — major theme	Focus groups only; the surveys did not ask
Children's librarian and more youth programming	28	Yes	Five-year priorities (28); future focus (44); after-school and teen group
Tween and teen offerings are thin	3	Yes	Two survey questions; focus group teen group proposal
More large print	3	Yes	Written comments; lowest-rated collection; focus group request
Need help with personal devices — phone, Kindle, tablet	6	—	Technology training format; five written comments

Repeated sentiment	Survey	Focus groups	Where it appears
Noise; want quiet and separate spaces	5	Yes	Quiet ranked #1 by 39.7%; four comments; children's room adjacency
Local history and genealogy should be a focus	46	—	Future focus (46); four written comments including a request for an archives role
Interest in maker technology (3D printing, Cricut, laser)	36	—	Technology services interest (34); two comments, one offering to teach
Want dedicated communications capacity	—	Yes	Proposed as an existing employee with adjusted duties
Bring the library out to where people are	—	Yes	Parks, laundromat, senior living, farm markets, trails, churches, mobile home community
Partner with local organizations and businesses	—	Yes	Board of Trade, schools, Food Pantry, Office for the Aging, Visitors Center
Volunteer and community involvement is declining	—	Yes	Focus group challenges discussion
Digital hold and wait times are too long	3	—	Non-user question; two written comments
Bring back indoor story time	2	—	Technology survey written comments
Bilingual / Spanish materials and story time	2	—	Collections and five-year priority write-ins
Programs for seniors on aging, Medicare, staying at home	3	Yes	Survey write-ins; focus group Office for the Aging discussion
Child care would enable attendance	2	Yes	Technology survey comments; latchkey children in focus groups
Interest in learning about AI	2	—	Future focus write-in; general feedback comment
More funding is needed to do more	2	Yes	Technology survey comments; focus group fundraising discussion

Counts combine structured selections and written comments. Themes raised by only one participant are excluded from this table but appear in full in the appendices.

What the repetition points to

Six themes are repeated often enough, and from enough independent directions, that they should be treated as findings in their own right rather than as anecdotes: the strength of staff service, the awareness gap around services we already provide, the mismatch between our hours and working and school schedules, the demand for permanent outdoor space, the pressure on the building's usable space, and transportation as a barrier to reaching us at all. Each was raised through more than one method and, in most cases, by people who volunteered it without being asked.

Appendix A: All Written Survey Comments

Every written comment from both surveys is reproduced below, grouped by the question that prompted it. Comments are unedited apart from removal of line breaks. Names and email addresses have been withheld. Comments from the 18 fraudulent submissions described in Section 1 are excluded.

Community Survey — “If you do not currently use the library, why not?” (written-in responses) (19)

- the programs offered are earlier in the day and not convenient for a commuter, like myself
- I use audio books on Libby. I would come to the library if there were more research data bases available.
- I use e books but am interested in programs.
- I use the library for books and programs
- I do use the library :)
- I just don't get out during business hours
- Love the library and come often
- I was not aware of this library but I look forward to visiting.
- We do use the Library. We Love our Library!
- I currently live out of town. The plan on moving to the area in about two years. And I do plan on using the resources at the library.
- It’s too hard to find what I need/want
- I use a kindle to read, but I do like to come to your craft classes when its of interest and for adults
- I am rarely in Wurtsboro, since i live in Bloomingburg so i dont usually go in that direction. However, i do wish the kids clubs would meet at 330 instead of 3pm, so if something works for us then we can actually make it after school.
- Not enough kids programs
- It is mostly too noisy - trying to use but unable to study
- I'm on wait list for books, often.
- I do not have transportation
- I read kindle books
- I use this library regularly.

Community Survey — “How do you learn about library events?” (written-in responses) (7)

- Online library website
- Annual library newsletterin the mail
- This mailer is the first I heard of it.
- And between the bookings, annual library newsletter, and report to the community
- Picked up a copy of “Between the Bookends “ at the Founders Day event

- Picked up a copy of "Between the Bookends"
- I have to go to the website to look what the monthly schedule is

Community Survey — Additional thoughts about customer service (41)

- We have the best staff anywhere!
- Keep up the good work!
- All staff at the library are amazing!
- The library staff are always informative, friendly and willing to help answer questions.
- Everyone is always very friendly, helpful and knowledgeable. Thank you everyone!
- Your responsiveness to community needs is excellent and appreciated. The staff is the library's biggest asset. We have a large senior population and perhaps an exploration with them of information programs that would help them stay in their homes or recognize and follow through on how to choose when and where to go when that doesn't work anymore. I'm thinking maybe as presentation on Office of the Aging programs/ services and how to access them.
- Our library is a warm and welcoming space created by the dedicated staff.
- All of you do a wonderful job 👏
- The library is pivotal to the town of Wurtsboro, thank you for All you do!!!
- Anytime I need assistance either in person or by phone, the staff is always so helpful and friendly.
- Comfortable and comfy seating would be great indoors
- Staff always very polite and helpful
- Everyone is so nice and helpful
- Staff is very friendly and helpful
- I utilize the library quite frequently for books, children's art classes, adult fitness and museum passes
- Staff at the Mamakating Library all deserve the highest marks for their stellar customer service! They go above and beyond to help patrons.
- I don't use all the services enough
- Staff always warm and friendly on each visit, especially towards my grand children.
- Everyone is wonderfully!! Always helpful and pleasant!
- N/a
- Love my library!! I would definitely be interested in face to face jigsaw puzzle swap dates (I already frequently utilize the puzzle swap and LOVE it). I would love to have it expanded!
- love the library even if i primarily use one closer to home
- Very good
- I like that the staff remembers me
- All the staff has always been wonderful

- The library staff are always courteous, pleasant, helpful, knowledgeable, friendly, kind, smiling, patient, informed, willing to go "the extra mile" to assist patrons. The staff are all wonderful! They make the library a welcoming space and resource for everyone!
- Excellent even when busy
- IT will be a little late but
- None
- I understand that this is the library but the ladies that work there dont share a smile. They are not welcoming And usually they dont like my kids asking questions.
- Everyone is fantastic.
- We love our library! The staff is always friendly & helpful. So many wonderful programs, wish we had the time to attend them all!
- More adult craft or art classes, cookie decorating classes, card making, etc.
- Everyone has always been welcoming, kind and helpful, even the interns!
- Hard to hear behind plastic screen
- The staff are always kind and helpful people. They often remember our names from previous visits. They create such a nice atmosphere and place that I recommend our library to other people.
- Amazing Staff!!!
- None for now
- I was unaware of the programs offered to the youth in the community
- wonderful & friendly staff
- You have a very knowledgeable, friendly, kind and helpful staff!

Community Survey — Additional thoughts on collections (20)

- I would be very interested to learn more about local history.
- Your access to WorldCat ILL is helpful
- Collections are well organized
- More activities for adukts
- I would love more genealogy databases.
- More large print books
- more large print books please
- Parenting
- Bilingual books and bilingual story time
- I love the books
- Pet care materials,Pet first aid, civil service exams
- I'm good bro I just
- No thanks

- I'd appreciate and could use more materials about the art of teaching since I am a new educator.
- None for now
- Possibly working with Public Health and have flyers available
- Possibly reaching out to public health and having them put in some flyers
- I think you do a great job Thanks
- Great
- With the website and inter - library loan system, the collection is vast and nicely stocked.

Community Survey — “In the future I would like to see the library focus on” (written-in responses) (9)

- This library is amazing! I Would just love to see my child be able to age with the library as she becomes a tween/young teen.
- events, performances, lectures, discussions
- Hands on activities, paint night,
- More local history for Wurtsboro , Mamakating
- Gardening and ecology
- AI Basics & Intermediate
- I think you're doing a great job with lots of variety.
- Adult activities-arts, crafts etc
- Help seniors with Medicare and Medicaid enrollments

Community Survey — “Top priority to improve in the next 5 years” (written-in responses) (8)

- Typo - our priority
- The materials for young children are great, but having more options for tweens and teens at hours that work in the early evening and on weekends are key.
- Keep up the good and necessary work!
- More bilingual books and bilingual storytime & music time, preferably in Spanish as well as English
- Open to hear what the staff thinks is necessary
- elder librarian, archives
- Work areas - loud keyboard typing, loud talking - just not conducive to studying and headache inducing
- Miss Giuliana would be great for Children's librarian

Community Survey — General additional feedback (23)

- We love the library just as it is! We mostly used the children's section.
- The library is an excellent facility, staffed by good and caring people. The one thing that I would like to see isn't necessarily adding more hours, but changing them so that programs don't have to

end at 7:00 PM on late days during the week. This usually means that programs start no later than 5, which is not convenient for people who work.

- Thank you for the great outreach and service you give.
- Our library is an integral community space for clubs, movies, events and social interactions. They do an excellent job of providing a variety of events - something for everyone!
- Great for kids and adults to perform outside on a stage on library grounds.
- Need later hours a couple days a week
- Your programs look fun but are held during business hours.
- I just discovered the library recently, so I am very new to it and have only been there two times so far, so I am still exploring all the amenities! I am happy with what I see so far!
- more large print books please
- Wonderful library, staff and programs
- More book clubs
- For the size of our community and for my age and the size of a relatively new structure I think the library is doing a great job. Therefore it was difficult for me to answer many of the questions. I'm aware that you're open to suggestions and always looking to improve service so I didn't need this survey. I hope it gives you what you need to know from younger respondents.
- Would like to understand AI and its uses and pros and cons. How to use it for good purposes or personal development
- IT was a good time to go to
- Thanks so much
- We love your library. I enjoy creating and doing programs for the kids during the summer. My family enjoys coming to hang out at the library and even do play dates here so the kids can read and play. Thank you for being so awesome.
- A Tea, Books & Conversation for adults club would be awesome. I'd also love to see the library expand its community programming by offering more hands-on classes for children. Some ideas include fly tying and fishing, cooking and baking, gardening, woodworking, arts and crafts, STEM and robotics, entrepreneurship, financial literacy, CPR/first aid, Reading clubs by age group, Creative writing and comic book creation, Photography for kids, Beginner sign language, Emergency preparedness classes, Mental wellness and stress management. These types of classes would help bring the community together while teaching practical skills and encouraging lifelong learning for kids.
- Thanks so much
- We love you all. You're wonderful.
- We would like study rooms. We love how clean and well-maintained the library is!
- I love this library - they have always been helpful, knowledgeable and a pleasant place to visit. Thank you!

- Better up to date dvds
- Great

Technology Survey — "Which digital resources would you like the library to add?" (12)

- I have LD so anything that would help
- audiobooks - especially in the book sale room
- a catalog or book finder
- Investment Lessons
- More books on Libby
- DVD Player station w/ person, headphones Bluetooth
- Additional computers would be good- but they would need an expansion and more funding!!!
- Wifi printing, more printers
- Music
- kindle versions of popular books (reduce the long wait times)
- Audio books on CD's.
- Not digital but please bring back indoor story time.

Technology Survey — "Anything else about your technology needs or how we can better serve you?" (36)

- No thank you
- I would love to see the use of a laser cutter. There would be a learning curve for me but perhaps someone already knows how to use it. If the library was to get Cricut machines, I could help with teaching people how to use it. The library can purchase supplies and charge people for use of the machines snd supplies or people can bring their own.
- I would like know more about my phone and Kindle, particularly to be able to borrow from NYC Public Library on my Kindle, voice commands for my phone, etc.
- The barriers that prevent me from using tech services is lack of transportation getting to n from library,
- What are, and how to use, the different servers.
- one on one most helpful, screen sharing most effective, schedule by appointment, remote assistance training format
- no
- I need text to speech for excessive written word
- scam/fraud protection
- Not enough technology services at the library
- Improve my skills with Facebook, in person notifications, training format to be in-person with written guides

- Improve Cleaning up space on devices, prefer to learn about new tech services/programs at training at library class, Learning basic skill, more tech classes more often
- I like the library very much. If ever I need help the staff is very accommodating & helpful. It's a wonderful community center for the community.
- You guys are doing great. No better service needed
- I would like to improve on things my smartphone can do I'm not familiar with
- No
- no other technologies interest me, n/a barriers
- Barrier question/ I usually have 3 children under 4 with me so it’s not easy for me to utilize many services the library offers
- Other: Child Care
- Love you guys!
- Nothing
- We love our library and the people!
- Children Computer
- Other: DVD Player Learning; You guys are awesome, Thank you!
- not at the moment/ thanks for survey and for asking
- The library is an amazing resource full of great people- more funding would help them assist even more individuals and groups, by providing the library with the means to expand and purchase more technological goods!!!
- Late evening hours
- I would like to see our library get crafting machines such as glowforge and cricut. I would like to get a class on designing and using the 3d printers
- No
- I hate O Drive
- This is a GREAT library. So happy you are here! Super helpful, great resources!
- I would like to know how to access : Academic databases (JSTOR, EBSCO, etc.) JobNow, Vet Now, Tutor.com
- Just be sure it stays nice and quiet- no loud talking. Thank you
- I am very slow when it comes to learning new technological things
- The library needs to restart indoor story time.
- Tonies lending program. We have a box but would love to borrow Tonies from the library!

Technology Survey — Technology services currently used (written-in responses) (1)

- Saturday assistance with a problem

Technology Survey — Assistive technology needs (written-in responses) (1)

- Voice recognition software

Appendix B: Focus Group Session Notes

The complete notes from the three April 2026 focus group sessions, as provided by the outside facilitator, are reproduced below and grouped by the question that prompted them. These are the facilitator's notes rather than a transcript, so the wording is a summary of what participants said. Only formatting has been adjusted; the substance is unchanged.

What challenges are people in our community facing today? (15)

- Families are struggling to save money amid inflation. There is a divide between people who vacation here and those who live in Town. Economics.
- Housing and rent are not affordable. Public transportation is minimal. People have a hard time getting to the library.
- Resources to help people with economic situations and access assistance. Access to the internet, broadband subscription.
- People do not know if help is available or if social services are easily accessible.
- Mental health is a need. Access to mental health care is difficult.
- Food insecurity.
- Money for shopping.
- Transportation — public transport very limited for all ages, including seniors, and the schedule is not robust enough.
- Hard to find travel means needed to access services of any kind.
- Homelessness — small number, but people are struggling all over.
- Latchkey children — need for after school programs.
- Inattentive parents with their children while in the library.
- Boredom.
- Community involvement lacking — same people do all the work all the time; decrease across the board in number of volunteers; fewer children in attendance.
- More community events would be welcome; there don't seem to be as many as in former times.

How can the library help with those challenges? (18)

- Provide resources so people can come to the library to receive a specific social service at a particular time of year.
- Mental and physical health help can be brought to the library on a more permanent basis, a couple of times a month.
- Transportation Department — add the library to the bus schedule.
- Office of the Aging — bring the bus to bring the people to the library.

- Bring the library to remote parts of the district: parks, laundromat, senior living facilities, and farm markets.
- The lake clubhouse (neighborhood) — library hours.
- Bring Free Libraries to different places far away from the library, or Amazon lockers.
- Whispering Pines (neighborhood) — mobile home community that has a community room.
- Trails, parks, and churches — bring the library to these places.
- More after-school computers and activities for children.
- Dedicated computer for use by children (currently the library has an iPad for their use).
- Find ways to communicate more broadly.
- Trivia night and more adult programming.
- Bring a resource in to meet with patrons from local service providers. Gather materials from those kinds of organizations that can be shared effectively with community members.
- Library as drop-off point for food donations. (Collection and distribution has been done in the past; a Crock Pot donation event was held; the Food Pantry is right down the street from the library and fresh produce is available there, in partnership with the Hudson Valley Food Bank; the scouts do a food drive.)
- Run a transportation survey within the community. Library Board communications with County Legislature. Circulate petitions.
- Become a bus stop.
- Bring services in to the library for patrons — a visiting services booth or area.

Describe an experience with an organization that was impactful to you. (12)

- YMCA in Middletown — everyone is welcome, all ages, positive and inclusive. Strong staff and volunteers who care about the community.
- Wurtsboro Board of Trade — shared common interest.
- Schools — inspiring teachers who challenge, fellow students, and close groups. Schools had different ways to join the community and share topics and ideas.
- Basha Kill Area Association (BKAA) — recently held a very successful volunteer recruitment event. The Association puts out alerts to their membership about Town meetings so interested parties can attend. The Association is memorable because of their mission guarding natural resources.
- Being a friend of someone in the organization — having that personal connection.
- Desire to give back.
- Warmth of staff interacting with individuals (example given was a visit to the State Trooper barracks where kindness and caring were truly exhibited).
- Nostalgia and lifelong involvement.
- Places that are welcoming.
- Places where people are friendly, but not “in your face.”

- Enjoyable programs offered (documentary films).
- Places with unexpected or unique qualities.

What services does your business need to grow? (14)

- Increase in customers.
- Advertising.
- Variety of service offerings.
- A way to keep costs low; partner with other local businesses.
- Working together with the community and other local businesses.
- Going to other places to tell people about your services.
- Quality and care about customer service.
- Transportation options.
- Community outreach.
- Materials.
- Restaurants.
- Marketing for people who are not tech savvy.
- Question posed: do new business operators coming in know that they need to go to the Town or Village to meet regulations?
- Note: the Business Council is already working on signage highlighting all the businesses on main streets.

How can the library space be adapted to attract more people? (20)

- Space is small. It would be great to have more room for people to use besides the one community room. More places where people can meet one-on-one — not a study room.
- The break room is connected to the community room.
- The collections have grown; there is no storage. The children’s room is too close to the adult areas; it is noisy.
- People who use the library have to accommodate everyone’s needs due to the space.
- The more people who use the library, the less space there is for everyone’s needs.
- It makes it hard for adults not to use the children’s room.
- A connection to the park from the library. Talk to the Village about the parameters.
- Outside space that is closed to the weather, so we can use it for programming. Use nature to make places to sit.
- Proximity of the public laptops to the circulation desk is inconvenient for circulation staff to talk to patrons, and it is not good for patron privacy when they use computers.
- Need a larger room for meetings.

- Accessibility — need seating in more areas.
- Expansion.
- Better staff room area.
- Storage needed for donated craft items and books.
- Having the park down the street is a plus, but a permanent outdoor space for library programs would be helpful.
- Children having a space separate from the adult section is optimal.
- Add an exercise area outside. There are some programs offered, but a larger area is needed for those.
- Blow out the front of the building to within five feet of the sidewalk.
- Increase large print section.
- A draft rendering, “Dream Library Expansion” by Jen Holmes, was referenced as an attachment to these notes.

The library is a great resource. How can we spread the word? (29)

- Social media.
- Multiple formats to communicate the programs.
- Coordinate with the Town.
- PR campaign about the great stuff in the library.
- Statistics about the use of the library.
- Outreach to camps and schools.
- Temporary library card campaign.
- Tourism guides.
- Dinner menu tie-in — get a temporary card and download a book.
- Antique business — what can the library bring?
- Block party — Founders Day.
- Cardinals.
- Billboards coming off the exit, with all the businesses.
- Blue highway sign for the library in the Town.
- Meet with business owners (this was done by the former library director when the last Plan of Service was being created).
- Dedicated staff for the purpose of communications. This could be an existing employee with adjustment to duties; it does not have to be a full-time headcount increase.
- Gimmicks to attract people.
- Breaking through the “not already interested” apathy.
- Individual invitations to target groups for particular events.

- PR increase — Facebook and others, encouraged via shares on the platforms.
- Continue synchronous programs with the Wurtsboro Board of Trade.
- Strengthen ties with schools.
- Word of mouth.
- Encourage more youth involvement (resurrect Teen Group?).
- Use print outlets — newspapers, the Democrat and others — to better effect.
- More involvement with the Sullivan County Visitors Center in Liberty (tourism office) for promotion of the library.
- Do multiple physical mailings to the community.
- Boost awareness and solicit for a “Recognition Wall” display.
- Fundraising events (Friends Group?).

Appendix C: Response Counts by Question

Community Survey 2026

Question	Responded	Base
Reason for not using the library	54	Non-users and some users who commented
Ranked importance of 8 services	111–122	Varies by item
How you learn about library events	125	All respondents
Services you were unaware of	108	All respondents
Programming category rankings	120–124	Varies by item
Facility attribute rankings	121–123	Varies by item
Customer service experience	122	All respondents
Customer service written comments	41	Optional
Physical collection ratings	54–92	Only those with experience
Digital resource ratings	55–91	Only those with experience
Collection expansion interest	71	Optional
Collections written comments	20	Optional
Future focus areas	110	All respondents
Top 3 five-year priorities	113	All respondents
General written feedback	23	Optional

Technology Needs Survey

Question	Responded
Visit frequency	83
Devices owned	83
Home internet reliability	82
Technology services used at the library	83
Digital resources used in past year	80
Comfort with technology (1–5)	83
Skills you'd like to learn	70

Question	Responded
Assistive technology needs	78
Preferred way to hear about tech services	77
Preferred training format	76
Interest in potential technology services	58
Convenient times for tech programs	74
Barriers to using technology services	46
Digital resources to add (written)	12
Age group	79
Primary language at home	78
General written comments	36

Focus groups

Three sessions were held in April 2026 with library staff, trustees, and community patrons, facilitated by an outside consultant. The notes do not record the number of participants per session or how they were recruited, so no counts can be given. Six questions were asked; all six are reproduced in full in Appendix B.

Note on primary language: all 78 survey respondents who answered reported English as the primary language spoken at home. This does not necessarily reflect the community as a whole, since the survey was offered only in English, and two respondents independently requested bilingual Spanish materials and programming.