

STARR LIBRARY BOARD OF TRUSTEES

68 W. Market Street
Rhinebeck, NY 12572

NOTICE OF MEETING
Thursday, March 26, 2026, 5:30 PM

AGENDA

1. Call to Order and Review of Agenda
2. Public Comment Period
3. Secretary's Report
4. Treasurer's Report
5. Director's Report
6. Friends Report
7. Claims and Warrants
8. Standing Committee Reports and Anticipated Action Items
9. Ad Hoc Committee Reports
10. Correspondence
11. Old Business
 - a. Revised Endowment Spending Policy
 - b. Revised Gift Acceptance Policy
 - c. Fundraising
12. New Business
 - a. Patron Complaint Policy
 - b. Long Range Plan and Mission Messaging
13. Public Comments
14. Executive Session (if needed)
15. Adjournment

Next Meeting Date: April 23, 2026, at 5:30 p.m.

STARR LIBRARY BOARD OF TRUSTEES

68 W. Market Street
Rhinebeck, NY 12572

MEETING MINUTES

Thursday, February 26, 2026, 5:30 P.M.

Trustees Present: Jay Burgess, Erin Humbaugh, Mimi Joh-Carnella, Tom Mendl, Al Ragucci (via Zoom), Jim Ruderman, Laura Selicaro, Andrew Schulkind, and Director Jaclyn Savolainen. Stephen Frost attended the meeting on behalf of The Friends. Not in attendance were Heather Dubuque and Laura Charles.

1. Call to Order and Review of Agenda: Andrew, president of the board, called the meeting to order at 5:30 p.m.
2. Public Comment Period: There were no comments.
3. Secretary's Report: Jay noted that there were no comments on the draft minutes previously distributed to the trustees. A motion was made to approve the minutes. The motion was seconded and unanimously approved.
4. Treasurer's Report: Jim presented the report for January. Financial information for the month was advanced to the trustees. Jim reported that the financial results to date were showing more expenses than income. He noted that soon the library would receive monies from the tax levy and then the finances would be tracking the budget for the year. He updated the trustees on balances in the library's bank and investment accounts.
5. Director's Report: Jaclyn provided the report for January. The report was sent to the trustees prior to the meeting. Numerous upcoming programs were highlighted, including March 21 *Bilingual English & Spanish Storytime* and March 23 *Starr Tech Voyager: Intro to Google Docs*. Special mention was given to a May 5 event that will be hosted by the Dutchess County Library Association. The evening will include a tutorial about library finances intended for trustees.

Jaclyn reviewed statistics for January, noting that the trend lines are showing increases in borrowing of both physical and digital materials. She indicated that Starr is attracting visitors who are members of other area libraries, showing that people appreciate the offerings of our library and its friendly staff.

Jaclyn expressed gratitude for recent grants awarded to the library. The Thomas Thompson Trust has given \$48,000 for improving parking-lot accessibility and some HVAC upgrades. The NYS Legislature had allocated \$20,000 to enhance audio/visual equipment and other technology to serve library patrons. A discussion ensued among

the trustees about the above topics and the director's report. All questions asked were appropriately answered.

6. Friends Report: Stephen reported that the Friends will host a book sale on March 27-28.
7. Claims and Warrants: Jim presented the items to the board. A motion was made to approve the claims and warrants. The motion was seconded and passed unanimously.
8. Standing Committee Reports: Erin stated that the Fundraising Committee met to discuss goals and the feasibility of a capital campaign. Numerous items were identified as necessary initial efforts, most notably continued vigorous information gathering. Consideration is being given to retaining a campaign consultant. Trustees posed questions, which were discussed. Jaclyn will provide trustees with reports from surveys of needs expressed by patrons as well as a condition assessment of the library's infrastructure.

Al updated trustees about a meeting of the Building & Grounds Committee. He reported that even with recent grants, the library is a building showing its age. The committee is working on a five-year forecast of work likely to be needed to ensure the library appropriately serves patrons. The roof and plumbing are two areas of leading concern.

Jim said the Finance Committee plans to place some funds that are in low-interest accounts into a short-term CD to gain a better return. Some monies also will be put into a capital improvement fund. Jim said the Finance Committee recommended that the board vote to allow for a tax-cap override for the ballot proposition to increase taxes for 2027. A motion was made to approve the override. The motion was seconded and passed unanimously. See appendix A.

9. Ad Hoc Committee Reports: Mimi cited a report provided earlier to the trustees and summarized that the Roger Phillips Concert Series was a success again in 2025.
10. Correspondence: Jaclyn indicated that the main correspondence was related to recent grants.
11. Old Business:
 - a. The revised 2026 budget was supplied previously to the trustees. A motion was made to approve the budget. The motion was seconded and unanimously approved.
 - b. A discussion of the library's vision statement was postponed.
12. New Business
 - a. Tax cap override recommendation. This item was discussed in the Finance Committee report.

- b. Jaclyn initiated a brief discussion about how board and staff goals could be tied to the in-progress 2026-30 long-range plan for the library. The topic will continue to be given consideration.
 - c. Details were shared about a June visit by trustees of the Mid Hudson Library System as part of their effort to stay connected with association libraries.
13. Public Comments: There were no comments.
14. Executive Session: There was no executive session.
15. Adjournment: There being no other business to conduct, a motion was made to adjourn. The motion was seconded and unanimously approved at 6:55 p.m.

Next Meeting Date: March 26, 2026, at 5:30 p.m.

APPENDIX A

Whereas, the adoption of the 2027 budget for the Starr Library may require a tax levy increase that exceeds the tax cap imposed by state law as outlined in General Municipal Law Section 3-c adopted in 2011; and

Whereas, General Municipal Law Section 3-c expressly permits the library board to override the tax levy limit by a resolution approved by a vote of sixty percent of qualified board members; now therefore let it be:

Resolved, that the Board of Trustees of the Starr Library voted and approved to exceed the tax levy limit for 2027 by at least the sixty percent of the board of trustees as required by state law on February 26, 2026.

Statement of Activity

Starr Library
February 2026

Distribution account	Total
Income	
4001 Local Public Funds	\$464,800.00
4002 MHLS Cash Grants	\$240.00
4005 Restricted Grants	\$139.00
4006 Unrestricted Grants & Donations	\$2,258.96
4007 Programs	\$2,053.50
4008 Library Charges	\$657.69
4009 Interest & Dividends	\$76.63
4500 Transfers In	30,000.00
Total for Income	\$500,225.78
Gross Profit	\$500,225.78
Expenses	
5001 Staff Expenses	\$35,704.10
5002 Collection Expenses	\$3,623.02
5004 Building & Equipment	\$7,399.14
5005 Miscellaneous	\$2,583.19
Total for Expenses	\$49,309.45
Net Operating Income	\$450,916.33
Other Income	
4500.11 NYS Legislature Technology Upgrade Grant	20,000.00
4500.12 Parking Lot Accessibility Grant	10,000.00
Total for Other Income	\$30,000.00
Net Other Income	\$30,000.00
Net Income	\$480,916.33

Starr Library

Budget vs. Actuals: Collapsed

January - February, 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Revenue				
4001 Local Public Funds	464,800.00	546,800.00	-82,000.00	85.00 %
4002 MHLS Cash Grants	240.00	2,100.00	-1,860.00	11.43 %
4005 Restricted Grants	10,139.00	35,000.00	-24,861.00	28.97 %
4006 Unrestricted Grants & Donations	13,407.91	83,000.00	-69,592.09	16.15 %
4007 Programs	2,547.50	5,000.00	-2,452.50	50.95 %
4008 Library Charges	868.34	2,000.00	-1,131.66	43.42 %
4009 Interest & Dividends	188.80	3,000.00	-2,811.20	6.29 %
4010 Distributions from Endowment		45,000.00	-45,000.00	
4500 Transfers In	30,000.00		30,000.00	
Total Revenue	\$522,191.55	\$721,900.00	\$ -199,708.45	72.34 %
GROSS PROFIT	\$522,191.55	\$721,900.00	\$ -199,708.45	72.34 %
Expenditures				
5001 Staff Expenses	78,420.02	490,469.00	-412,048.98	15.99 %
5002 Collection Expenses	8,320.09	67,000.00	-58,679.91	12.42 %
5004 Building & Equipment	20,795.64	99,530.00	-78,734.36	20.89 %
5005 Miscellaneous				
5005.01 Program Expenses	1,407.05	12,000.00	-10,592.95	11.73 %
5005.02 Professional Fees	103.74	10,000.00	-9,896.26	1.04 %
5005.03 Fundraising Expenses	27.94	7,250.00	-7,222.06	0.39 %
5005.04 Mid-Hudson Library System	4,276.35	13,320.00	-9,043.65	32.10 %
5005.07 Reimbursable Fees & Expenses	45.00		45.00	
5005.09 Office Supplies	429.48	3,200.00	-2,770.52	13.42 %
5005.11 Equipment/Technology	85.94	3,000.00	-2,914.06	2.86 %
5005.13 Bank Service Charges	1.24	1,800.00	-1,798.76	0.07 %
5005.14 Advertising & Marketing	717.32	2,500.00	-1,782.68	28.69 %
5005.17 Dues & Subscriptions	470.00	1,000.00	-530.00	47.00 %
Total 5005 Miscellaneous	7,564.06	54,070.00	-46,505.94	13.99 %
Total Expenditures	\$115,099.81	\$711,069.00	\$ -595,969.19	16.19 %
NET OPERATING REVENUE	\$407,091.74	\$10,831.00	\$396,260.74	3,758.58 %
Other Revenue				
4500.11 NYS Legislature Technology Upgrade Grant	20,000.00		20,000.00	
4500.12 Parking Lot Accessibility Grant	10,000.00		10,000.00	
Total Other Revenue	\$30,000.00	\$0.00	\$30,000.00	0.00%
Other Expenditures	\$0.00	\$0.00	\$0.00	0.00%
NET OTHER REVENUE	\$30,000.00	\$0.00	\$30,000.00	0.00%
NET REVENUE	\$437,091.74	\$10,831.00	\$426,260.74	4,035.56 %

DIRECTOR'S REPORT

March 2026

UPCOMING CALENDAR HIGHLIGHTS

- **Friday-Saturday, March 27th-28th** - Friends of Starr Library Book Sale
- **Thursday, April 16th, 6:30-8pm** - Artist's Talk: Chad Kleitsch on Remnants of Impermanence
- **Friday, April 17th, 12-2pm** - Spring Plant Swap
- **Saturday, April 25th, 4:30pm** - Roger Phillips Concert Series Kickoff with Cellist Raman Ramakrishnan
- **Sunday, April 26th, 2-3:30pm** - Dropping Your Body Without Dropping the Ball: Putting Your Advance Directives and Affairs in Order with Ruven Liebhaber
- **Thursday, April 30th, 6:30pm** - Modern Psychedelics: A Handbook for Mindful Exploration with Journalist Joe Dolce

PROGRAMS

- **Special Past Events**
 - **Spotlight: 2/28** Holi Festival with 5 activities, 60 attendees
 - **3/7:** Opening Reception for *Remnants of Impermanence* by Chad Kleitsch; **3/9:** Starr Tech Voyager: Intro to Canva; **3/19:** Celebrating the Seasons of Life: Junk Journaling with Katerina Jeng; **3/21:** Bilingual Spanish & English Storytime; **3/23:** Starr Tech Voyager: Intro to Google Docs
- **Civic Engagement:**
 - **3/12** - AM Shrestha's Mobile Office Hours; **3/22:** Rhinebeck Democrats Club: Meet Town Supervisor Candidate Debbie Hecht; **3/24:** Housing: Know Your Rights Workshop with the Hudson Valley Justice Center
- **Outside Groups & Partnerships:**
 - Dutchess County Office for the Aging, Rhinebeck @ Home, DCLA, the Anderson Center, Rhinebeck Historical Society
- **Ongoing:**
 - Drawing on the Right Side of the Brain, Ping Pong Pop-Up, Queer Horror Book Club, Insight Meditation Sitting Group, Lego Hour, Scrabble, Brain Games, Chair Yoga, Sound Meditation, Mahjong, Teen Tech, Starr Stitchers, Storytime, Music & Movement, Memoir Writing, All Abilities Story & Craft, Mystery Book Club, Starr Book Club, Cooking Club, The Laughing Stocks: Investment & Finance Discussion, Rhinebeck Parents Meetup

PATRON SERVICES

- Chad Kleitsch photography exhibit + artist's talk on 4/16

- We are ordering a new magazine spinner, paid for by the Friends, in the periodical reading area.
- The Friends increased their sponsorship of museum passes to enable us to participate in the Discovery Museum's library pass program.

BUILDING & GROUNDS

- We did a full building inspection on March 17 and are awaiting the report with recommendations. The inspector made an important discovery about the condition of our ceiling insulation: there are many sections with no insulation at all, many more sections where the insulation is falling down, and all of the insulation is rated R19—outdated and insufficient for our purposes. The insulation project should jump ahead of the HVAC project because it may change how we approach the minisplit system. The roof has 30-year shingles and we are over 20 years; he says we should plan on replacing the shingles no more than 5 years from now, based on how they are aging. The flat membrane section of roof is in good condition. Other good news: there isn't any visible mold or detectable moisture! We also need to fix the railing on the stairs on the west side.
- The Rhinebeck Tree Commission would like to donate a tree in memory of Connie Lown, in place of the recently removed crabapple tree near the bicycle rack. We are discussing what type of tree would be best suited and whether there would be any cost to the library.

OUTREACH

- Expanding partnership with At Play via a parents' book club
- Annual Report to the Community "2025 Year in Review" is complete and printed. We are finalizing the web version to be mobile compatible.
- Brunch and studio tours with the Friends at James and Lesa Cline-Ransome's house

FUNDING

- As reported verbally in February, we were awarded a \$48,000 grant from the Frost Memorial Fund for upgrading our HVAC system.

TRUSTEE EVENTS

- **Trustee Handbook Book Club:** Hiring and Evaluating the Library Director with Brian Hildreth, Thursday, April 16th, 5:00 - 6:30 pm, online. [Register here](#).
- **Save the date:** Dutchess County Library Association Trustees Reception and Speaker, Tuesday, May 5th, 5:30 pm to 8:00 pm (speaker at 6:30) in Pine Plains.

EVENTS TO PROMOTE

- **Saturday, April 25th, 4:30pm** - Roger Phillips Concert Series Kickoff with Cellist Raman Ramakrishnan

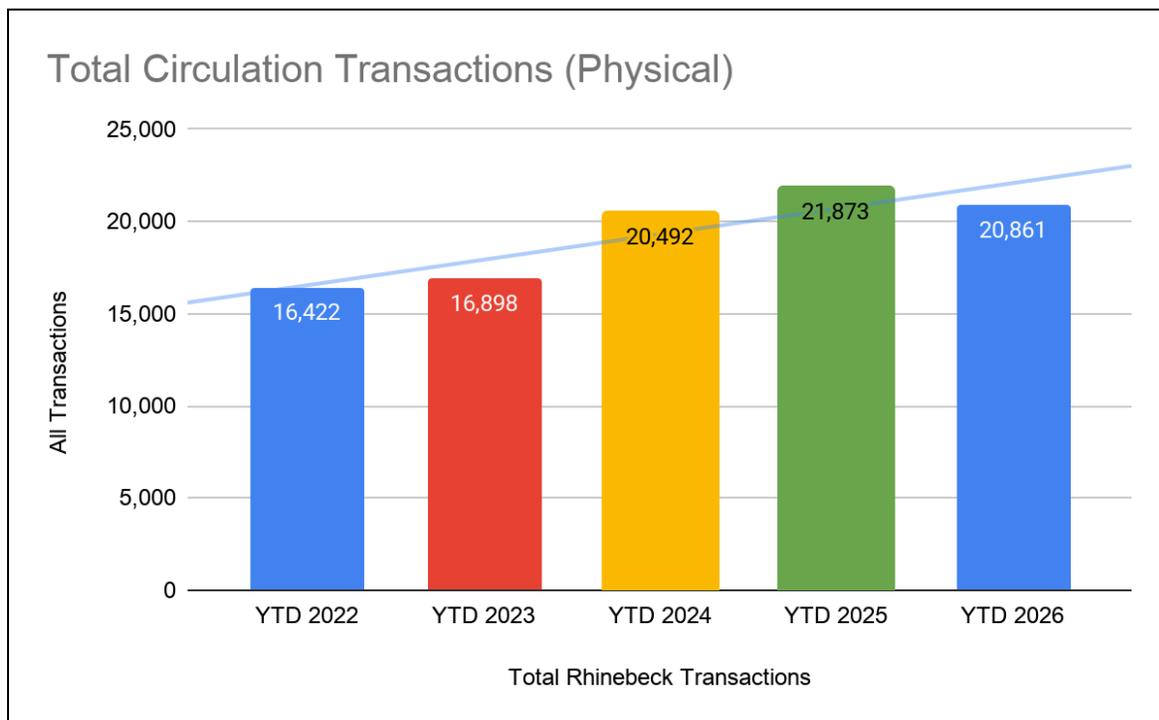
- **Thursday, April 30th, 6:30pm** - Modern Psychedelics: A Handbook for Mindful Exploration with Journalist Joe Dolce

NOTABLE MEETINGS

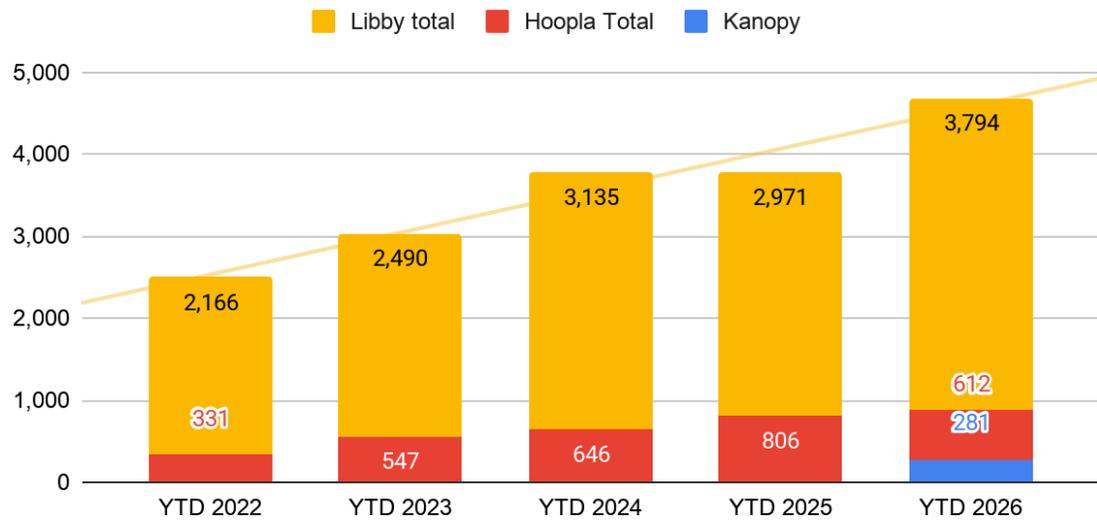
- “ICE in Libraries” webinar
- Annual Report workshop
- Directors’ Handbook workshop

STATISTICS

Attendance	Oct	Nov	Dec	Jan	Feb
Adult & multi-age ongoing programs	1192	523	527	491	527
Children’s/YA programs	173	206	186	192	199
Outside groups - reserved rooms	77	710	202	105	74
Total attendance*	1442	1439	913	788	800



YTD Digital Borrowing



Total Electronic Borrowing Compared

PR/Communications Committee Meeting Minutes, March 2026

in Attendance

Jay Burgess, Tom Mendl, Andrew Schulkind, and Director Jaclyn Savolainen

Topics Covered

- Jaclyn shared draft copy and a preliminary layout of an annual report to our patrons. The report is an important way to share how the library serves Rhinebeck by being a vibrant community hub where people of all ages come to learn, connect, and grow. Ideas were discussed about effective ways to communicate how the library is being used, trends and changes in library usage, and the finances that underpin the operations. Jaclyn and staff will continue to refine the piece and engage the committee.

ENDOWMENT SPENDING POLICY REWRITE

COVER MEMO TO GOVERNANCE COMMITTEE

Endowment Spending Policy updates include:

- Shifting from a fixed 4% annual withdrawal to a policy allowing the Board to spend **up to 4%**, providing greater flexibility
 - Retaining the three-year rolling average calculation to smooth market fluctuations
 - Clarifying that the Board may choose to spend less than 4% or skip a distribution in a given year
 - Allowing the decision to take a distribution to be made as late as October of the applicable fiscal year
 - Providing flexibility to delay the actual withdrawal until as late as February of the following year
-

CURRENT POLICY

Starr Library Recommended Spending Rate Policy

The Starr Library will annually spend 4% (the Endowment Spending Rate”) of its endowment for use in the annual operations of the Library. To insulate against market fluctuations, the actual dollar amount to be spent each year will be computed by taking 4% of the arithmetic average of the endowment on the last day of the last three fiscal (ending December 31) years.

This policy will be reviewed and may be changed annually in view of the market conditions, rates of inflation and the needs of the library.

Presented August 15, 2005

Accepted by the Board of Trustees September 19, 2005

Reviewed April, 2014

DRAFT REWRITE

Starr Library Endowment Spending Policy

Purpose

This policy establishes guidelines for the annual withdrawal of Endowment funds to support the Library's operations while preserving the long-term value and purpose of the Endowment.

I. Spending Rate

The Library may annually withdraw up to 4% of the Endowment to support operations and other Board-approved purposes.

To promote stability and reduce the impact of market fluctuations, the annual spending amount will be calculated as up to 4% of the average market value of the Endowment over the previous three fiscal year-end balances (December 31).

The Board of Trustees may elect to withdraw less than the full 4%, or to forgo a distribution in any given year, based on financial conditions and the needs of the Library.

II. Timing of Distribution

The decision to take an Endowment distribution for a given fiscal year will typically be made as part of the annual budgeting process.

- The Board may approve a distribution at any time up to October 31 of the fiscal year for which the distribution applies.
- Once approved, the distribution may be taken at a time determined by the Board, including deferring withdrawal until as late as February of the following year.

This flexibility allows the Library to respond to market conditions, cash flow needs, and other financial considerations.

III. Oversight and Review

Endowment funds will be managed and invested in accordance with applicable New York law and in alignment with the Library's Investment Policy and practices.

This policy will be reviewed periodically by the Board of Trustees and may be revised as needed based on market conditions, inflation, and the financial needs of the Library.

IV. Extraordinary Circumstances

The Board of Trustees may authorize a distribution in excess of the spending rate in extraordinary circumstances, upon a two-thirds ($\frac{2}{3}$) majority vote of the full Board.

Draft

GIFT ACCEPTANCE POLICY REWRITE

COVER MEMO

The proposed updates are intended to clarify how gifts are categorized and used, align the policy with our current budgeting practices, and incorporate a few governance best practices. Key changes include:

- Replacing “Annual Solicitation Campaign” with “Annual Appeal” and clarifying how gifts are categorized for budgeting purposes
- Combining unsolicited and other unrestricted gifts into a single “Unsolicited Donations” budget line
- Updating the bequest policy so that the first \$5,000 may be used for operations or added to the fund for capital improvements, with the remainder directed to the Endowment
- Formalizing that 10% of Annual Appeal revenue will be transferred annually to the Endowment (as a Board-designated allocation)
- Adding a brief definition of the Endowment and clarifying how restricted gifts are tracked and used
- Modernizing language and formatting for consistency with our newer policies
- Adding standard provisions allowing the Library to decline gifts and encouraging donors to seek their own financial or legal advice

These changes are not intended to shift our overall approach to fundraising, but rather to make our practices clearer, more consistent, and easier to administer.

CURRENT POLICY

Gift Acceptance Policy

I. Monetary and Other Financial Gifts

A. Unrestricted Monetary Gifts and Donations

1. Unrestricted monetary gifts and donations resulting from the Annual Solicitation Campaign and received within 90 days of the beginning of the campaign are for operating purposes and will be recorded in the

Annual Solicitation Campaign line of the budget. Monies received after the expiration of the 90-day period, but still accompanied by "annual solicitation paperwork," will be considered as "resulting from the Annual Solicitation Campaign."

2. Unsolicited unrestricted monetary gifts and donations, including bequests of \$5000 or less, received apart from the Annual Solicitation Campaign, will be placed in a Discretionary Fund. These funds may be used for otherwise unfunded or underfunded expenses determined as priorities by the Director and approved by the Board of Trustees as necessary and appropriate expenditures.

3. Unrestricted monetary bequests of greater than \$5000 will be, when realized, placed directly into the Endowment.

B. Restricted Monetary Gifts

1. Restricted monetary gifts, donated for a specific purpose, will be accepted on the condition that the specific use is consistent with the goals and objectives of the Library. Such gifts, when accepted, will be expended in a manner aligned as closely as possible with the preferences of the donor.

2. When accepted, restricted monetary gifts will be considered unanticipated enhancements of operating funds and will be treated as increases to amounts already budgeted for the activities to which these gifts are applied.

C. Gifts of Stocks and Bonds

1. Gifts of stocks and bonds may be accepted. Such gifts will become part of the Library's Endowment portfolio and are managed according to decisions of the Board.

II. Non-monetary Gifts

A. Gifts of library materials (books, magazines, DVDs, sound recordings, etc.) may be accepted with the understanding that the Library reserves the right to add such materials to the collection, distribute them to other libraries or sell, donate or otherwise dispose of them. The acceptance and disposition of such gifts is the responsibility of the Library Director.

B. All gifts of personal property (art objects, portraits, antiques and other collectibles), if accepted by the Board of Trustees, are accepted on the condition that such items may be retained, sold, donated or otherwise disposed, depending on the decision of the Board.

C. Decisions about accepting offers of in-kind donations are made by the Board after receiving the recommendation of the Library Director. Gifts-in-kind may be accepted when the gift or donation supports the goals and objectives of the Library.

D. Non-monetary gifts will be formally acknowledged as charitable contributions if the donor requests. The Library will not appraise or estimate the value of such gifts. The responsibility for such an assessment remains with the donor, according to IRS regulations.

E. The Library does not customarily accept materials for permanent exhibition.

Approved, STARR Library, Governance Committee, April 1, 2014

Approved by the Board of Trustees, May 19, 2014

Revision approved July 20, 2023

Starr Library

DRAFT REWRITE

Starr Library Gift Acceptance Policy

Purpose

This policy provides guidance for the acceptance, classification, and use of gifts to ensure alignment with the Library's mission and responsible financial stewardship.

I. Monetary and Financial Gifts

A. Unrestricted Monetary Gifts

1. Annual Appeal Gifts

Unrestricted monetary gifts received in connection with the Annual Appeal will be recorded as operating revenue in the Annual Appeal line of the budget.

For budgeting and internal accounting purposes:

- All unrestricted gifts received within 90 days of the start of the Annual Appeal are considered Annual Appeal donations.
- Unrestricted gifts received at any other time of year that are accompanied by an Annual Appeal form will also be recorded in that year's Annual Appeal line.

At the close of each fiscal year, 10% of the total funds raised through the Annual Appeal will be transferred to the Endowment. This transfer represents a Board-designated allocation and does not create a donor-restricted endowment unless specified by the donor.

2. Other Unrestricted Gifts

All other unrestricted monetary gifts—including unsolicited donations—will be recorded in the Unsolicited Donations budget line. These funds may be used to support operating expenses or other priorities as determined by the Director and, when appropriate, approved by the Board of Trustees.

3. Unrestricted Bequests

Unrestricted monetary bequests will be allocated as follows, unless otherwise specified by the donor or governing gift instrument:

- The first \$5,000 may be used for operating purposes or added to the fund for capital improvements.
- Any amount in excess of \$5,000 will be placed in the Endowment.

Rationale: This approach allows the Library to meet immediate operational needs while ensuring that larger bequests contribute to long-term financial sustainability through the Endowment.

B. Restricted Monetary Gifts

1. Restricted monetary gifts will be accepted provided that the specified purpose is consistent with the Library's mission, goals, and policies.
2. Accepted restricted gifts will be used in a manner that aligns as closely as possible with the donor's stated intent. The Library will maintain appropriate records to ensure that such funds are tracked and used in accordance with donor intent.

3. Restricted gifts will be treated as enhancements to existing services or projects and will not typically be used to replace budgeted operating funds unless explicitly approved by the Board of Trustees.

C. Gifts of Securities

Gifts of stocks, bonds, or other marketable securities may be accepted. Unless otherwise directed by the Board of Trustees, such gifts will be liquidated upon receipt and the proceeds allocated in accordance with this policy. In some cases, the Board may elect to retain securities as part of the Endowment portfolio. Endowment funds will be managed and invested in accordance with applicable New York law.

II. Non-Monetary Gifts

A. Library Materials

Gifts of books and other library materials may be accepted with the understanding that the Library retains full discretion over their use and disposition. Items may be added to the collection, shared with other libraries, sold, donated, or otherwise disposed of. Final decisions rest with the Library Director.

B. Gifts of Personal Property

Gifts of personal property (such as artwork, antiques, or collectibles) may be accepted with approval of the Board of Trustees. The Library reserves the right to retain, display, sell, donate, or otherwise dispose of such items.

C. In-Kind Donations

In-kind gifts may be accepted when they support the Library's mission and operational needs. Acceptance decisions are made by the Board of Trustees following a recommendation from the Library Director.

D. Valuation and Acknowledgment

The Library will acknowledge all gifts in accordance with applicable IRS requirements. The Library does not assign monetary value to non-cash gifts; donors are responsible for obtaining any necessary appraisals.

E. Permanent Displays

The Library does not typically accept gifts intended for permanent exhibition.

III. Endowment

The Endowment is a long-term investment fund intended to support the Library's financial sustainability through ongoing investment returns. Endowment funds may include gifts as well as Board-designated funds and are managed in accordance with applicable law and Library policy.

IV. General Provisions

1. Gift Acceptance

The Library reserves the right to decline any gift that is inconsistent with its mission, creates undue financial or administrative burden, or imposes unacceptable restrictions.

2. Donor Advisement

The Library does not provide legal, tax, or financial advice. Donors are encouraged to consult their own professional advisors regarding the implications of their gifts.

Starr Library

PATRON COMPLAINT POLICY

Purpose

Starr Library welcomes community interest in its operations and encourages feedback from our patrons and recognizes that patrons may sometimes have critical feedback or complaints. This policy outlines our clear and consistent process for addressing patron concerns.

Library staff should be aware that complaints may arise. While such occurrences are expected to be rare, it is essential that the Library maintain a clear and consistent process for addressing concerns. A response that is both positive and timely can often help resolve issues constructively.

Standards of Conduct

The Library expects complaints to be expressed in a respectful manner. Abusive, threatening, or harassing behavior toward staff will not be tolerated and may result in restrictions under the Patron Code of Conduct.

Informal Resolution

Complaints involving minor or inadvertent lapses in service may often be resolved through a simple explanation or apology, reflecting the Library's commitment to providing the best possible service to the community.

Patrons are encouraged to first speak with a staff member on duty when appropriate, as many concerns can be resolved promptly at this level.

Submitting a Formal Complaint

Complaints concerning library materials must follow the Challenge of Library Materials Policy.

All other complaints may be submitted in writing using the Patron Complaint Form. Submitted complaints will be forwarded to the Library Director for review and follow-up.

Staff will inform the Director of patterns or recurring concerns, even when a formal complaint form has not been submitted. Staff may assist patrons in documenting complaints when needed.

Review and Response

The Library will generally acknowledge receipt of written complaints within five (5) business days and will provide a response as soon as practicable following review.

Some complaints relate to established policies or procedures and may not result in changes.

Complaints will be handled confidentially to the extent permitted by law.

Anonymous complaints will be reviewed when feasible; however, lack of contact information may limit the Library's ability to respond.

Escalation to the Board of Trustees

If a complaint cannot be resolved by staff or the Library Director, it may be forwarded, usually by the Director, to the Board President for review and to determine next steps.

The Board will evaluate complaints presented to it in a timely manner, determine what action, if any, should be taken, and provide a written response to the complainant when appropriate. The decision of the Board of Trustees shall be final.

Records Retention

The Library will maintain records of formal complaints and related responses for a period of no less than seven (7) years.

(Adapted from Woodstock Library and Roeliff Jansen Community Library)

Starr Library

PATRON COMPLAINT FORM

Starr Library welcomes constructive feedback and is committed to addressing concerns fairly and respectfully. This form helps us review and respond to complaints in a consistent and timely manner.

Staff are available to assist with completing this form upon request.

Patron Information

Name:

Address:

Email:

Phone: _____

(Optional) Are you a Starr Library cardholder?

Yes No

If no, please list the name of any public library of which you are a cardholder:

Description of Complaint

Please briefly describe your concern below or on an attached sheet. If relevant, include:

- Date and time of the incident
- Location
- Names of staff or other patrons involved
- Any prior efforts to resolve the issue
- Other significant information

Desired Outcome (Optional)

What outcome or resolution are you seeking?

Acknowledgement

I certify that the information provided is accurate to the best of my knowledge.

I understand that this complaint will be reviewed by Library administration and, if necessary, by the Board of Trustees, and that it may be retained in accordance with Library record retention policies.

I understand that complaints must be submitted in a respectful manner in accordance with the Patron Code of Conduct.

Signature: _____

Date: _____

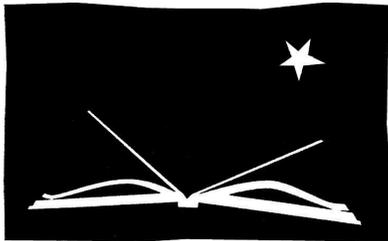
We will attempt to resolve your complaint quickly, fairly, and respectfully.

For Staff Use Only

Date Received: _____
Reviewed By: _____
Action Taken:

Date Closed: _____

Draft



STARR LIBRARY

Long Range Plan: 2026 - 2030

Current Environment

Starr Library serves as a high-use, community-centered institution operating within a dynamic environment shaped by strong demand, limited physical space, and evolving community needs. The following conditions frame the strategic priorities for the next five years.

Budget

Starr Library's 2026 operating budget is \$711,070, supported through a combination of public funding, state aid, and private revenue sources. The tax levy from the Town of Rhinebeck (414-budget referendum) contributes \$546,800, with additional support from endowment distributions, annual appeal giving, donations from the Friends of Starr Library, other donations, program-related revenue, and minimal state aid.

The library has successfully increased public support in recent years while also strengthening fundraising capacity. However, a meaningful portion of the budget continues to depend on annual giving and variable revenue streams. This requires ongoing donor engagement and careful long-term financial planning to maintain program growth and operational stability.

Implications for planning

- Ongoing fundraising remains necessary to support service levels beyond the public tax base.
- Financial planning must balance operational needs with long-term capital and facility priorities.
- Diversification of revenue sources will be important for organizational stability.

Library Usage

Starr Library serves as a high-use community hub that extends well beyond traditional borrowing. The library is open seven days per week, including three evenings, totaling 50 service hours, and operates year-round. Approximately 80% of Rhinebeck residents hold library cards, and the building is used daily for internet access, research, technology help, job and housing searches, meetings, and informal community connection.

The library attracts a broad mix of users — longtime residents, newcomers, visitors, remote workers, students, families, and older adults — who rely on the space in different ways. Patrons gather for literary activities, crafts, games, writing groups, playgroups, and community events, while local organizations and government entities regularly use library rooms for meetings and civic activities. The library's location adjacent to Thompson-Mazzarella Park further increases informal use and walk-in traffic.

On any given day, multiple activities compete for limited space: quiet study and remote work; children's programs and family visits; meetings and clubs; book donation operations; and programming. This overlapping demand reflects the success of the library as a shared community space, but also creates ongoing challenges related to scheduling, noise management, storage, and flexible use of rooms.

Implications for planning

- The library's role has evolved from primarily collection-centered to community-centered.
- Existing spaces must accommodate simultaneous and often conflicting uses.
- Future facility planning should prioritize flexibility, acoustic separation, and multipurpose design.

Programs and Partnerships

Starr Library hosts or participates in a high volume of programming across all age groups and interest areas. In 2025, the library offered or took part in more than 900 programs with nearly 15,000 attendees, while outside organizations used library spaces more than 100 times with almost 2,000 additional participants.

Programs span early childhood literacy, youth enrichment, arts and culture, wellness, civic engagement, technology education, and community dialogue. The library also collaborates with numerous local organizations and supports large seasonal initiatives such as summer recreation partnerships that substantially increase building use.

The breadth of programming reflects strong community demand and reinforces the library's role as an institution that brings people together. At the same time, program growth requires increased coordination, space management, and staff time.

Implications for planning

- Program demand is a primary driver of facility and staffing pressure.
 - Community partnerships are a major strength and should continue to be expanded strategically.
 - Systems for evaluating program outcomes and capacity will become increasingly important.
-

Collections and Borrowing

Starr Library maintains a collection of about 40,000 items, including books, media, and nontraditional lending materials, in addition to more than 28,000 electronic resources and access to over two million shared items through the Mid-Hudson Library System. Volunteers provide a delivery service to homebound patrons.

Volunteers manage a Local History Collection where researchers from near and far come to inquire about genealogy and properties. The Rhinebeck Historical Society and the Town and Village Historians hold office hours and house community archives here.

Implications for planning

- Physical collections remain heavily used while digital access continues to grow.
 - Collection development must balance community preferences, space limitations, and evolving formats.
 - Nontraditional lending materials and local history collections contribute to the library's unique role.
-

Technology

Starr Library maintains a mixed technology environment (Mac and PC) serving both patrons and staff, including public computers, laptops, catalog stations, printers, scanners, a projector and portable sound equipment, Wi-Fi that extends into the parking lot, and network infrastructure supported by multiple routers and two internet service providers.

Technology access is central to community use of the library, especially for patrons needing internet, printing, and digital services. Network stability is currently maintained with assistance from an outside IT consultant.

As technology expectations evolve, maintaining reliable infrastructure and planning for equipment replacement will remain ongoing priorities.

Implications for planning

- Technology plays a critical role in equitable access and everyday library use.
- Future planning should address lifecycle replacement and infrastructure upgrades.
- Staff training and support systems are needed to keep pace with user expectations.

Staffing

Starr Library operates with three full-time librarians serving in leadership roles, supported by eight part-time employees and a variable number of student pages. Combined staffing equals approximately 6.3 full-time equivalent employees, based on a 37.5 hour work week.

This lean staffing model supports a high level of activity and strong community visibility, but allows limited redundancy when staff are absent or new initiatives are added. Cross-training and clear role definition are therefore essential to maintaining operational continuity.

Implications for planning

- Staffing levels remain tight relative to program volume and facility usage.
- Additional growth will require careful prioritization, role clarity, and expanded staffing capacity.

Administrative

Library administration is led by the director and two other full-time licensed librarians overseeing operations, collections, and programming/outreach. Responsibilities include budget and personnel management, collection development, program planning, partnerships, technology maintenance, grant writing and reporting, communications, facilities oversight, board relations, and strategic planning.

The current structure supports collaboration and responsiveness, but requires leadership staff to manage a wide range of operational and strategic functions simultaneously. As the organization grows in complexity, clear delegation and efficient internal systems are increasingly important.

Implications for planning

- Leadership roles require balance between daily operations and long-range planning.
- Continued development of internal systems can reduce administrative strain.
- Organizational clarity supports consistency and succession planning.

Facility

Starr Library operates from a combined facility totaling approximately 10,000 square feet on 1.5 acres at the entrance to Thompson-Mazzarella Park. The original building was constructed in 1976, with a major addition and renovation completed in 2005 that introduced the entrance lobby, elevator, Adult Reading Room, and circulation area.

While the 2005 project improved accessibility and functionality, fundraising constraints at the time required the project to scale back from its original scope. As a result, portions of the building were adapted rather than fully redesigned, contributing to limitations in storage, workflow efficiency, and program flexibility.

The building now supports uses that have expanded significantly beyond what was envisioned in earlier designs. Community expectations for programming, group space, technology access, and informal gathering have grown, and nearly all areas of the library experience high and overlapping demand. Several spaces serve multiple purposes simultaneously, often requiring staff to adapt layouts and manage competing needs.

Recent improvements — including accessibility upgrades, signage improvements, and interior enhancements — have increased usability, but core infrastructure and spatial configuration continue to present challenges.

Implications for planning

- Current square footage and layout limit flexibility for simultaneous programming and community use.
- Aging systems and space constraints increase pressure on staff operations and maintenance planning.
- Long-term renovation and expansion planning is necessary to align the facility with current and future service models.

Demographics and Economic Factors

Rhinebeck's service population¹ of 7,596 has a high proportion of residents over age 60. The community shows strong educational attainment and relatively high median household income and home values.

At the same time, a smaller percentage of residents are children under age 18, and affordability challenges remain visible through housing costs and poverty indicators. Language diversity, while limited statistically, continues to shape efforts toward inclusion and accessibility.

- Households²
 - 3,702 Households
 - Median household income: \$93,284
 - Housing units: 4,164
 - Households with children under 18: 11%
 - Median home value: \$522,800
 - Median household income: \$93,284
 - Median real estate tax: \$8,261
- Age
 - Over age 60: 45.3%
 - Under age 18: 11.4%
 - Median age: 58.1
- Population of one race
 - White alone 87.2%
 - Black or African American alone 0.01%
 - Asian alone 0.02%
 - Some other race alone 0.03%
- Language other than English spoken at home: 8%
- Sex ratio: 87.5 males per 100 females
- Population below the poverty line: 7.8%
- Without health care coverage: 2.6%
- Education: 52.7% with Bachelor's degree or higher

- Total enrollment in Rhinebeck Central School District³: 942

Implications for planning

- Older demographics increase demand for accessible spaces, lifelong learning, and social connection opportunities.
- Youth services remain important for community engagement despite smaller age cohorts.
- Economic diversity within a generally affluent area reinforces the importance of free and accessible services.

¹2020 Census

²2024 American Community Survey

³National Center for Educational Statistics Data for 2024-2025 School Year

Comparative Library Data 2024

Comparison with peer libraries (those of similar size or in adjacent towns) in the region shows Starr Library operating with high levels of activity relative to staffing and facility size. The library demonstrates strong cardholder engagement, high program attendance, and significant visitation levels compared to similarly sized institutions.

This performance indicates effective use of existing resources while highlighting pressures created by high utilization.

Implications for planning

- Demand for services is strong relative to existing infrastructure and staffing.
- Continued growth may require additional capacity in space, technology, or personnel.
- Comparative data supports strategic investment in facilities and organizational development.

GENERAL	Population	Cardholders	Type	Square Feet	FTEs
Clinton	4,037	1,569	Association	2,400	3.86
Dover Plains	8,415	4,015	Association	5,000	5.35
Garrison	7,221	2,544	Association	9,467	11

Hillsdale	6,617	4,145	Association	7,500	4.28
Kinderhook	6,404	4,317	Association	2,570	4.66
Pawling	8,012	5,159	Association	3,148	6.17
Pleasant Valley	9,799	5,205	Association	8,500	6
Red Hook*	13,600	5,552	Public	4,750	5.93
Rhinebeck	7,596	6,228	Association	10,684	5.96
Rhinecliff	622	463	Association	11,000	3
Staatsburg	3,529	1,338	Public	1,600	2.77

*The combined population of the Towns of Red Hook and Milan, including unchartered service areas.

SERVICES	Circulation	Holdings	Programs	Program Attendance	Visits
Clinton	10,468	12,869	574	7,049	15,108
Dover Plains	21,624	32,797	546	7,347	19,002
Garrison	26,638	32,680	478	6,974	22,435
Hillsdale	31,133	30,971	325	5,437	33,773
Kinderhook	48,292	18,929	518	5,454	36,535
Pawling	32,734	30,035	793	8,508	65,404
Pleasant Valley	82,938	51,482	607	4,699	75,693
Red Hook	60,261	30,278	557	7,440	52,094
Rhinebeck	65,965	43,006	796	12,606	54,000
Rhinecliff	3,557	11,313	411	6,251	11,575
Staatsburg	17,385	21,919	363	6,631	13,105

FINANCIAL	Total Budget	Public Funds	Materials	Total Personnel	Per Cap Local Funding
Clinton	\$251,020	\$150,179	\$19,130	\$129,940	\$37.20
Dover Plains	\$299,041	\$275,000	\$19,564	\$240,347	\$32.68
Garrison	\$538,538	\$342,500	\$25,795	\$567,404	\$47.43
Hillsdale	\$1,596,327	\$148,139	\$37,180	\$256,234	\$22.39
Kinderhook	\$538,557	\$311,636	\$36,510	\$312,877	\$48.66
Pawling	\$723,753	\$634,379	\$38,697	\$354,959	\$79.18
Pleasant Valley	\$661,610	\$525,000	\$111,232	\$353,855	\$53.58
Red Hook	\$584,411	\$461,060	\$31,457	\$285,570	special

					case
Rhinebeck	\$805,135	\$465,072	\$66,294	\$456,141	\$61.23
Rhinecliff	\$194,382	\$107,000	\$1,836	\$104,451	special case
Staatsburg	\$242,934	\$200,917	\$18,221	\$135,202	\$56.93

Key Conditions & Trends (Summary)

Several themes emerge across the current environment analysis and directly inform the strategic goals of this plan:

- Starr Library functions as a high-use community hub with diverse and competing demands for space.
- Program attendance and community partnerships continue to grow, increasing operational complexity.
- Staffing levels are lean relative to service expectations and organizational scope.
- The existing facility is heavily utilized and increasingly constrained by layout and infrastructure limitations.
- Technology access remains central to equitable service delivery and requires ongoing investment.
- Demographic trends suggest continued demand for adult and senior programming while maintaining strong youth engagement efforts.
- Financial sustainability depends on balancing public funding with successful private support and long-term planning.

Together, these conditions highlight the need for strategic investment in people, systems, facilities, and financial sustainability to support continued growth and community impact.

Strategic Goals

Mission

We inspire curiosity and foster community engagement by providing a welcoming space for learning, exploration, and connection. Through free and open access to ideas, creativity, discovery, and technology, we empower individuals and strengthen our community.

Vision

We envision a library that goes beyond books—offering dynamic resources, flexible spaces, and enriching experiences that support lifelong learning and meaningful connections. A modern, accessible library will ensure everyone in our community has the opportunity to grow, create, and thrive.

Key Messages

- Starr Library is a vibrant community hub where people of all ages come to learn, connect, and grow.
 - We are committed to being at the heart of Rhinebeck—where knowledge and ideas are exchanged and creativity flourishes.
 - Everyone is encouraged to take advantage of our accessible resources, engaging programs, and opportunities to help build a bright tomorrow for the library.
-

Goal 1: Inspire Lifelong Learning and Creativity for All

Purpose:

Curiosity and creativity are at the heart of our mission. We will expand opportunities for hands-on learning, shared experiences, and skill-building that engage every age group.

Strategies and Measurable Objectives:

- 1. Grow programs that encourage hands-on learning and creativity.**
 - Adjust program statistics gathering to capture this info and the number of staff-led programs so we can establish a baseline and then build in successive years, as long as the growth is sustainable
- 2. Maintain offerings for youth, families, adults, and seniors in diverse formats.**
 - Lectures, instructional workshops (media literacy, technology), clubs & peer groups, performances, virtual (example: gentle at-home exercises for

- seniors), community events (potlucks, seasonal celebrations, patron appreciation events)
- New possibilities include intentionally intergenerational programs and adding a Saturday Storytime
- Increase virtual programs, especially in the winter
- Introduce participant surveys at programs

3. Invest in library-led innovation and staff-designed programming.

- Additional pay for staff-led programs
- Maintain at least one program per month to be developed and fully led by staff
- See also Goal 3 “Strengthen Our Capacity to Grow and Lead”

4. Continue expanding partnerships for civic engagement.

- Find ways to increase connection and understanding across partisan divide
- Legislator breakfasts / in-library office hours
- Town / Village committees or town hall forums in library

5. Elevate youth voices in program design and collection development.

- Increase engagement with teens
- Explore possibilities for surveying teens through school
- Increase partnerships with schools through clubs, teachers, counselors, advisory, library visits
- Work towards building a regular field trip (either students come to the library or librarians go to the schools)
- Revive efforts to establish a teen advisory council

6. In 2026: Adjust program tracking systems and introduce satisfaction/learning outcomes metrics:

- Number of programs and attendance by age group and by program type
- Percentage of programs led or developed by staff
- Youth involvement in advisory or volunteer roles
- Participant satisfaction and learning outcomes

Existing Efforts and Recent Accomplishments:

- **Expanded youth programs:** doubled Music & Movement and Storytime sessions; added Family Yoga, Connect & Play, Lego Club, STEAM workshops, book clubs, therapy dog visits, DIY/zine workshops, and multicultural craft activities

- **Expanded adult programming:** author talks, civic literacy events, climate series, financial/health literacy programs
 - Partnership program with Rhinebeck @ Home three years and counting
 - See annual report to the community
-

Goal 2: Expand Access, Inclusion, and Belonging

Purpose:

Inspiring curiosity and fostering community engagement means ensuring *everyone* feels welcome and represented. We will deepen outreach and partnerships to ensure all community members see Starr Library as their space.

Strategies and Measurable Objectives

1. Strengthen inclusive programming and outreach.

- Introduce *four new children's programs each year* that expand cultural understanding and attract new users.
 - Begin with quarterly multicultural or bilingual story times for ages 5–8, building off world celebrations and folktales.
 - Collaborate with local businesses, schools, and patrons who are native speakers of other languages.
 - Recruit volunteers through newsletters, social media, and personal outreach.
- Create space for at least *one new affinity or interest group each year* to foster community engagement in new ways.
 - Examples: Queer Horror Book Club, community potlucks, media literacy programs and dialogues to bridge political divisiveness, or Mental Health Book Club.

2. Build belonging and volunteer engagement.

- Host *quarterly volunteer training and appreciation events* (e.g., morning coffee before opening).
- Establish a volunteer corps to distribute monthly flyers at *ten or more community locations* (laundromat, Mexican grocery, gas stations, food pantry, gym, churches, etc.).
- Develop consistent “shelf-reading” and section stewardship assignments for volunteers.

3. Assess engagement and remove barriers to participation.

- Conduct *participant surveys* for at least one program per month.
 - Questions include: How did you hear about this? What did you learn? Did you make a new connection? What could we improve?
- Use survey feedback to refine marketing, program mix, and accessibility.
- Review and update the Collection Development Policy to clearly articulate inclusivity and representation standards while maintaining quality.

Existing Efforts and Recent Accomplishments

- **Outreach and Collaborations:** BeckHook Pride Parade/LFL, ENL nights, Senior Info Fairs, Climate Action events, Farmers' Market, DAR Scavenger Hunt, Rotary Club, PTSO, Town and Village programs, Roger Phillips Concert Committee
 - **Inclusive Programming:** All Abilities and neurodiverse programs, dementia and Parkinson's support
 - **Collections and Accessibility:** Doubled Spanish children's collection (grant-funded); added translation button to website
 - **Staff and Training:** Provided social justice training and modified hiring practices to promote staff diversity
 - See annual report to community
-

Goal 3: Strengthen Our Capacity to Grow and Lead

Purpose:

A mission-driven library requires strong people and systems. By investing in staff, board, and tools, we ensure Starr Library can continue to lead with excellence and sustain the growth demanded by our community.

Strategies and Measurable Objectives:

1. **Provide staff development** and leadership opportunities.
 - Track at least one training per staff member per year, either in person or virtual
 - Encourage attendance and/or host low-cost or free PD for everyone on staff; encourage staff to share back what they learn
 - Hold informal feedback conversations at least twice a year with all staff and documentation. Maintain shared notes from staff meetings.
 - Continue to optimize internal operations through thoughtful adjustment of roles and responsibilities, revisiting job descriptions annually.

2. **Support active board engagement** in governance, fundraising, and strategic direction.
 - Annual board self-evaluations
 - Encourage attendance at county-wide or system-wide board trainings beyond required 2 hours
3. **Expand systems for data-driven decision making**, evaluation, and transparency.
 - See also: program surveys and revamping program statistics categories
 - Continue evaluating software needs (museum pass loans, library of things, calendar, events management, financial tracking, donor management, online payments)
 - Explore the need for devices among staff to ensure there is equity among staff to access training opportunities
 - Continue to build and maintain a comprehensive set of policies, procedures, and documentation
 - Review and revise or re-approve all policies at least once every five years
 - At every staff meeting, review and answer questions related to at least one policy

Sample Metrics:

- Staff training hours and leadership roles developed
- Evaluation systems adopted and regularly reported
- Board participation in training and fundraising initiatives
- Completion and accessibility of core policies and manuals

Existing Efforts and Recent Accomplishments:

- Created a third FT staff position; raised wages/benefits, added health insurance for FT staff
- Staff attended conferences and other trainings (youth mental health, social justice, teaching writing)
- Regular staff meetings, evaluations, shared Google Workspace, and stronger communication systems
- Modernized financial operations with QuickBooks Online and integrated payroll, credit cards, and banking; adopted Bloomerang donor system

Goal 4: Shape a Thoughtful, Accessible, and Future-Ready Facility

Purpose:

Our mission depends on having a space that is flexible, inclusive, and inspiring. As community needs evolve, so must our building. By shaping a thoughtful and accessible

facility, we ensure the library continues to foster curiosity, creativity, and connection for all.

Strategies and Measurable Objectives:

1. **Maintain and improve the current facility**, planning and budgeting for major system failures or capital repair needs.
 - In 2026: develop comprehensive building maintenance and risk assessment plan, as well as disaster plans
 - Build up capital repair fund account to cover major needs over the next few years
 - Aggressively pursue grants
2. **Enhance comfort, accessibility, and usability of the existing space** to support programmatic growth.
 - In 2026: Begin adding mini-split system components to supplement existing HVAC (grant funded); implement curb cut project to improve parking lot accessibility (grant funded); upgrade audio/visual equipment (grant funded)
 - 2027-2030: Continue building HVAC capacity with additional mini-splits; develop plans and budgets for possible roof replacement, lighting upgrades in Children's Wing, interior and exterior painting; expand outdoor and adaptable spaces to support a range of experiences
3. **Align future facility renovation and expansion work with evolving community needs**—creating flexible, inclusive spaces for learning, creativity, and connection. Prioritize accessibility, sustainability, and multi-use spaces.
 - Continue to engage the community in planning for right-sized, sustainable expansion with focus groups and/or surveys at least once a year

Existing Efforts and Recent Accomplishments:

- **Accessibility:** fixed pavement gaps near ADA parking, added handrails, new front doors, improved signage, added website accessibility button
- **Comfort:** Community Room facelift with repainting, soft window shades, clutter reduction, new storage shed, rearranged Children's Room
- **Usability:** Shelf-shifting across collections to improve flow; added colorful furniture and signage in children's and teen spaces; added benches, picnic tables, laptop bar, coffee station, and refreshed book displays
- **Planning:** Engaged architects, stakeholders, and lawyers in expansion planning

Goal 5: Build Financial Strength to Support a Thriving Future

Purpose:

To remain a welcoming and vibrant hub for learning and connection, Starr Library must be financially strong. Adequate resources allow us to support innovative programs, care for our space, and prepare for the next phase of growth.

Strategies and Measurable Objectives:

1. Implement multi-year financial planning that aligns with strategic priorities.
 - Track annual growth in unrestricted giving, grant revenue, and endowment balance
2. Steadily expand individual annual giving, grants, sponsorships, and legacy gifts to support operations and long-term growth.
 - Increase donor engagement through compelling impact stories and regular reporting
 - Reduce reliance on endowment distributions to allow our investments to grow faster
 - Grow the endowment by increasing community awareness of planned giving opportunities
 - Conduct outreach to local financial advisors and estate lawyers
3. Launch a successful capital campaign.
 - Expand systems, staffing, and tools for sustainable fundraising
 - Build a base of major donors
 - Determine achievable goals

Potential Timeline:

- 2026: Finalize financial forecast and planned giving materials; campaign feasibility study
- 2027–2028: Public phase of capital campaign and expanded fundraising events
- 2029–2030: Assess sustainability of fundraising strategies and update financial plan

Existing Efforts and Recent Accomplishments:

- Increased town tax levy 37% from 2023 to 2026 through two general election votes with more than 70% approval rates.
- Annual appeal raised nearly \$94k in unrestricted donations in 2024 (ahead of prior year by \$30k) and almost \$96k in 2025. Benefit fundraisers in 2023 and 2025 raised a total of more than \$100k. Tripled digital donations 2021–2025; added stock transfer, donor advisory fund and fee coverage options.
- Applied for and awarded more than \$70k in grants since 2023.

- Achieved significant cost savings through vendor switches and contract renegotiations.
-

Closing Statement

Our Long Range Plan affirms that the work of Starr Library is about more than programs and services—it is about ensuring our resources and spaces evolve with the people we serve. By strengthening our foundation, shaping an adaptable facility, and investing in inclusion and creativity, we will continue to inspire curiosity, foster connection, and serve as a true community hub for Rhinebeck.

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