

Massachusetts Library System  
Executive Board Meeting Minutes May 20, 2013

The meeting of the Massachusetts Library System (MLS) at the Marlborough office was called to order at approximately 1:09 p.m. by Patrick Marshall, President.

**Present:** MLS Executive Board Members: William Adamczyk, Charlotte Canelli, Cathy Collins (by phone), Jim Douglas, Tim Gerolami, Betty Johnson, Ellen Keane (by phone), Deborah Kelsey, Dee Magnoni, Margot Malachowski, Patrick Marshall, Bert Saul (by phone), Brian Tata (by phone), John Walsh, Sarah Watkins

Ex-officio- Greg Pronevitz, MLS Ex. Director; Dianne Carty, MBLC (by phone)

Guests: Catherine Utt, Carolyn Noah (by phone), James Gleason (by phone), Nora

Minutes from April meeting approved. Motion-Deborah; Second-Dee. Unanimous.

**MassCat Development Proposal for Virtual Catalog Compatibility**

“MassCat would like to recommend that we engage Equinox Software, Inc. to develop NCIP connectors between MassCat’s Koha system and the new Virtual Catalog system, SHAREit. NCIP is the preferred method of connection that the Virtual Catalog system will use with the systems from the various member institutions.

MassCat has not been a member of the Virtual Catalog prior to now. We have been asked to wait to join until the Virtual Catalog moved off of their legacy system. MassCat has been slated to join the Virtual Catalog as part of the Round 1 group of libraries migrating to the new Virtual Catalog system. The current timeline for Round 1 of migration is to engage in profiling and system setup this spring and testing of NCIP connections in the early summer with all Round 1 libraries being trained and ready to go live by the end of the summer 2013.

The timeline for development of NCIP for MassCat’s Koha system is roughly 4-5 weeks of coding once the development proposal is accepted and then testing within MassCat’s Koha system as well as with the Virtual Catalog’s SHAREit system to ensure that all NCIP messages are being passed and received properly. We need to begin coding as soon as possible in order to remain within the timeframe of the Round 1 migration schedule.

The cost of this development project is quoted at \$58,170. We recommend using unbudgeted funds earmarked for MassCat’s to pay for this project. We will negotiate with Equinox Software to attempt to lower the overall cost of the project and we will poll the greater community of Koha users to see if any consortia or other libraries are interested in sharing the project cost with us.”-Nora Blake, MassCat Manager

Voting for financial items needs a waiting period of one month; will this jeopardize the Virtual Catalog timeline? Executive Board is concerned that there is only one quote for this project. Nora reported that the only other vendor wanted payment to develop specs for this project. Board decided to table this issue until June meeting. Nora will submit specs (that are already approved by Virtual Catalog committee) to the New Zealand vendor and try to get a quote for the June meeting.

**BiblioTemps Recommendations**

**Annual rate adjustment-Proposed:** Evaluate pay rates annually for all BiblioTemps® staffing levels and make adjustments in accordance with market rates. .

**Service fees-Proposed:** Evaluate annually and make adjustments as necessary. Authorize an annual adjustment.

**Rates and policies for New Professionals-Proposed:** Increase pay rate for New Professionals to be at the mid-point between Paraprofessionals and Professionals. End the promotional service fee for New Professionals. Require clients to select the New Professional level only in addition the Professional level.

**Minimum Rates-Proposed:** Designate pay and billing rates as “minimum.” Under our current rate structure, BiblioTemps® at each staff level make the same rate, no matter how many years of experience they have, where they are placed, or how much responsibility an individual position requires. Adding a “minimum”

designation allows flexibility to negotiate more competitive rates for more experienced staff or more demanding settings.

**Authorized signatory-Proposed:** Authorize the Bibliotemps manager to sign client agreements unless they are complex, unusual or require legal attention.

Motion to approve BiblioTemps recommendations. Motion-Dee; Second-Deborah. Approved with 1 abstention

**Joint Budget/Personnel Committee Meeting**

Joint Committee met prior to the Board meeting to discuss and make recommendations on the FY2014 Budget Revision 1, Resource Sharing Manager & Organization Chart, and the Revised Salary Adjustment Policy.

**FY2014 Budget Revision 1**

MLS is required to submit a budget revision for approval to the MBLC before the end of this fiscal year so that cherry sheet funding to the ILL centers can be adjusted properly. This budget includes a reduction of \$40,000 in subcontracted ILL services that will contribute towards the transition during the second half of FY2014 with final implementation on July 1, 2014. The ILL centers have agreed to this reduction to recognize that fact that MLS needs to begin working on the transition during FY2014 in order to take over completely on July 1, 2014, i.e., FY2015. MBLC also requires a budget revision prior to adding full-time positions.

Other budgetary changes include:

**Increases for:**

**New positions:** Resource Sharing Manager, ILL Center Manager, and ILL Specialists

**ILL center software/systems:** We'll need access to software, OCLC, and the automated networks to be most effective

**Expanded space and equipment:** more floor space, desks, and equipment is required for the long-term use of additional staff

**Offset by decreases for:**

**Licensed electronic content:** we are still able to keep our commitment to cover one-half the cost of statewide licenses for Gale, Britannica, and the Boston Globe.

In FY2015 a total of \$540,000 will be shifted from contracted expenses at the ILL centers to the MLS budget to support these efforts.

Motion to accept FY2014 Budget Revision 1. Motion-Deborah; Second-Dee. Unanimous.

**Resource Sharing Manager and Organization Chart**

Resource Sharing Manager is a professional, supervisory position reporting to the Executive Director. Job description will include "Identifies effective current and emerging trends in library resource sharing and access to eContent. Coordinates MLS activities to provide the best possible access to patrons and staff of member libraries. Supervises MLS Mediated ILL Center and its manager. Member of MLS Management Team."

Location of new department will be decided after Resource Sharing Manager is hired so he/she can be involved in decision making process.

**Revised MLS Organization Chart Draft**

	<b>Executive Director</b>		
	<b>Assistant Director</b>	<b>Business Manager</b>	<b>Resource Sharing Manager</b>
<b>Direct Reports</b>	Advisors (8) BiblioTemps Manager MassCat Manager	Member Services/Office Support (4)	ILL Manager

<b>Indirect Reports</b>	Circuit Rider (temporary) Cataloger-part-time		ILL Assistants (4-6 FTE)
<b>Service Areas</b>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Advisory</li> <li>• MassCat</li> <li>• BiblioTemps</li> <li>• IT Services</li> <li>• Reading Programs</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Management</li> <li>• Bookkeeping/Accounts Payable</li> <li>• Member &amp; Office Support</li> <li>• Delivery</li> <li>• Purchasing Cooperatives</li> </ul>	<ul style="list-style-type: none"> <li>• Mediated ILL</li> <li>• eContent Platform(s) and contracts Databases Group purchase strategy</li> <li>• Journal Article Document Delivery</li> </ul>

Discussion about ILL Manager’s job title. Should it change to Coordinator? Additional service area for Resource Sharing Manager is liaison to BPL pertaining to journal article document delivery.

**Revised salary adjustment policy**

Annual Merit Salary Adjustment Policy – Draft Revision

Adjustments and distribution will be based on the fiscal year. MLS Executive Board reserves the right to change all policies at all times. In addition, this policy may need consideration for unexpected budget developments.

1. MLS Executive Board sets rates at a combination of Cost of Living (COLA) and merit based on MLS Management recommendations.
2. COLA is distributed to all staff.
3. Merit increase is distributed by the Executive Director based on Management recommendations included in the Annual Appraisals. Merit increases will be based on the following formula:  
Needs Improvement – Merit = 0% of rate  
Meets Expectations – Merit = 100% of rate  
Exceeds Expectations – Merit = 200% of rate (no more than 50% of staff are eligible)
4. Exceptions:
  - a. Employees at the top of the salary range for their position are eligible for up to 50% of the merit rate.
  - b. Employees who started employment after July 1<sup>st</sup> of a given fiscal year are eligible for a pro rata increase based on the combined rate. Employees who start after the beginning of a fiscal year may or may not be evaluated. If no evaluation occurs, it will be assumed that the employee is meeting expectations.
  - c. Executive Director compensation and adjustments are at the discretion of the Executive Board.

Motion to accept revised salary adjustment policy. Motion-Will; Second- Tim. Approved with 1 abstention.

**Board Retreat Follow Up**

MLS Board Notes 12/3/2012 (S) Denotes shared by Board and Director

Board’s Role

- Financial oversight and establishing program funding amounts
- Hiring, managing and providing guidance to Executive Director
- Approving policy
- Operations - checks and balances
  - Aligning plan of service
- Changes to plan of service
- Western MA
- Short and long term planning annually, prioritizing (S)
- Serve as advocates for MLS at local and state level (S)
- Well informed about broader MLS issues in the public domain (S)

- Oversight of ethics (S)
- Liaisons to committees and task forces (S)
- Advocate for members (S)

#### Executive Director's Role

- Leadership of MLS – communicating the vision, planning (day to day?)
- Face of MLS
- Day to day operations for all activities within budget lines
- Transfers less than 10% or \$50k
- Consensus building with constituents and Board
  - Listening to members
- Oversee staff
- Guiding Board in terms of relevant business to be discussed
- Implementing Board decisions (providing the services)
- Survey of membership (S)
- Budget planning (S) – provide recommendations to the Board

#### Unclear

- Construction of budget process – where does Board's role end?
  - New financial manual has helped
  - Need to determine what “big ticket” item threshold is for future
- Transfers between “electronic content” budget line to personnel budget line
  - Budget needs to be shifted to purchase assets/contracts ahead of time
- Rules for budget spending – line items
  - How much detail?
  - When stipulated?
- Director's goals and objectives – how set?
- Updates with President? – recommend formal monthly check-in and “as needed”

Bylaws give clarity to Board procedure. A procedure manual would guide Board process and be easier to change than bylaws. Calendar of major yearly tasks could guide Board process. Greg, Carolyn, Catherine will draft a calendar for next meeting. Executive Director/Board President monthly “check-ins” enable better communication. Greg plans to conduct one-on-one visits with new Board members. Could meeting schedule change to every other month with an administrative meeting (Board Officers and Administrative Team) on the off months? Need to determine concrete spending limits for Administrative Team within budget parameters. This could lead to more productive meetings and gradual diminishing of meeting frequency. Goal is effective, transparent communication between Administrative Team and Executive Board.

#### **eBook Platform Update**

13 responses were received from the RFP for statewide eBook platform services and content. 7 companies' presentations were viewed by the Committee. Delay in timing will cause a shift in implementation.

#### **Reports**

Executive Director's Report- attached at end of minutes

CE and Advisory Report- attached at end of minutes

Financial-Catherine Utt attached at end of minutes

MBLC –Dianne Carty reported that the Senate is debating the FY14 State Budget. Amendments will be filed and then Budget will go to Conference Committee. The search for a new MBLC Director is “up in the air” as one finalist has withdrawn his/her name.

Library for the Commonwealth (LFC) –no report

### **Upcoming MLS Executive Board Meetings**

- June 17, 2013 - – MLS-Marlb 1-4pm
- July 22, 2013 – MLS-Whately 1-4pm
- August 19, 2013 – MLS-Marlb 1-4pm
- September 16, 2013 – MLS-Marlb 1-4pm
- October 7, 2013 – MLS-Whately 1-4pm
- November 4, 2013 – Ann. Meeting; Holy Cross
- December 9, 2013– MLS-Marlb10am-4pm

Adjourn regular meeting at 2:55 p.m. Motion-Will; Second-Dee

Respectfully submitted, Betty P. Johnson

### **MLS Executive Director Report – April 2013**

**Advocacy-**We are awaiting word on the Senate budget due 5/15. Deb Hoadley and I worked with the MLA Legislative Committee to plan and host a tour of the Statehouse for MLA Conference attendees. We introduced 11 new advocates to the Statehouse and State Library with visits to legislators.

**Statewide eBook Platform-**Updates continue with stakeholder groups including a recorded webinar done on May 13 to view, please visit: <http://vimeo.com/channels/mlsce/66104544> The RFP Committee narrowed down vendors to first tier for seven presentations on 5/16-5/17. We hope to have a direction for negotiations by 5/17.

**Executive Board Site Visits-**I am scheduling site visits to new Executive Board member's libraries to enhance communications and learn about their priorities. Thus far I've met with three of five. It has been productive and I plan to make this an annual event.

**MBLC Director Search-**The Search Committee interviewed 5 applicants. The top two candidates have been recommended to the MBLC as finalists for second interviews with the Commissioners the week of May 20th.

**PR and Branding Task Force-**The PR & Branding Task Force, comprised of four MLS staff members and four member representatives, is working with our contractor, Briggs, on a brand mantra and logo themes. We plan to have a recommendation to the Executive Board at our June meeting.

**Joint Online Content and Resource Sharing Advisory Committee Meeting-**We've scheduled a joint meeting to discuss a possible grant program for providing regional access to local online newspapers and to provide an update on the statewide eBook project; the formation of the Resource Sharing Department; and the ILL center transition plans. The work of these committees has a significant amount of overlap.

### **CE and Advisory Report- Carolyn Noah**

Our staff planned 31 events attended by 391 member librarians. Among the highlights were Technology Planning sessions, MHEC training, Tablets-Hands On (focused on school members), MSLA/MLS Making The Connection: Social Media Streams, Pins, and QR codes. Also this month: "Must have apps for mobile devices: Health Software", Urban Library Director Roundtable, and our quarterly BPL collaborative "Insiders View of the Library for the Commonwealth."

In April our staff responded to 184 advisory requests and made 17 site visits. We spent 86 hours on continuing education and 35 hours in travel to provide it. April was an intense MBI month, with both Diana and Tone spending lots of time in the field and organizing information sessions to keep our members as up to date as possible. There has been renewed interest in strategic planning – many new library directors have come on board. Mary worked with MBLC staff to develop a model that we can use to orient new trustees to libraries.

BiblioTemps has 18 staff placed in the field at this writing.

Deb Hoadley has been working closely with Greg to organize eBook information sessions and demo days. Mary, Susan, and Kelly are closing in on My College Freshman at the end of the month. Anna has been excited about her work on the branding project. We can hardly wait for the results.

The board can be proud of the robust support role MLS contributed to this month's MLA conference. Sarah co-chaired the conference. Deb played an active role in introducing Ebook content. Greg worked with the legislative committee, including Deb, to develop a "Take Action" opportunity to introduce newbies to the political process. Kelly was responsible for the career center. Nora organized social events.

### **Financial/Business Report May 20, 2012**

**Financial Report-** See next page for ending balances for April 2013.

**Delivery-**March delivery survey had annual delivery of 14,022,840 items (compared to approx. 15 million in March 2012); however the survey week was thrown off due to snow storms, holidays and one network going down during the delivery week. March is a historically high month for delivery. Mis-sorted items and mis-delivered bins were both .5% of all items, which is consistent with the improvement we saw with the previous delivery survey.

Satisfaction survey results were consistent with previous surveys.

	<b>Customer Service from MLS Staff</b>	<b>Customer Service from Optima Staff</b>	<b>Drivers Performance</b>	<b>On Time Service</b>	<b>Sorting Accuracy</b>	<b>Turnaround time</b>	<b>Communications regarding Delivery Service</b>
Oct-13	<b>3.49</b>	<b>3.41</b>	<b>3.56</b>	<b>3.52</b>	<b>3.15</b>	<b>3.31</b>	<b>3.35</b>
Mar-13	<b>3.5</b>	<b>3.43</b>	<b>3.61</b>	<b>3.55</b>	<b>3.08</b>	<b>3.25</b>	<b>3.33</b>
Mar-13	<b>3.47</b>	<b>3.45</b>	<b>3.56</b>	<b>3.49</b>	<b>3.22</b>	<b>3.31</b>	<b>3.37</b>

**MHEC-**The second MHEC training session in Whately was well received with positive feedback. Shirley MacLean began contacting libraries that responded negatively on the satisfaction survey. MHEC is also in negotiations with our supplies vendors to lower pricing after reports of Brodart (who is not on contract) has been selling some items below cost to undercut competitors.

MHEC and MLS have one more scheduled workshop and plus an online workshop:

Tuesday May 28, 2013 10:30 AM – 12:30 PM Lakeville A webinar has been scheduled for Tuesday, May 21 for those who cannot attend in person.

**Bibliotemps** See last page for ending balances for April 2013.

Fiscal Year 2013

## Line Item Budget

	Budget	Actual	Percentage	Comments
<b>I. PERSONNEL COSTS</b>				
A. Salaries and Wages	1,135,121.00	917,776.10	80.85%	
B. Applicable Benefits	378,700.00	286,644.40	75.69%	
<b>SUBTOTAL</b>	1,513,821.00	1,204,420.50	79.56%	
<b>II. OPERATING EXPENSES</b>				
A. Books and Other Library Materials				
1. Online Content	1,348,334.00	84,531.96	6.27%	
2. Professional Collection	3,000.00	3,426.57	114.22%	
B. Equipment				
1. Computer Hardware and Software	60,000.00	13,381.49	22.30%	
2. Office Equipment and Furnishings	20,000.00	21,679.42	108.40%	
3. Vehicles	0.00	0.00		
C. Office Expenses				
1. Supplies	15,000.00	10,201.19	68.01%	
2. Postage	2,000.00	1,980.10	99.01%	
3. Telephone	15,000.00	10,352.83	69.02%	
4. Printing	5,000.00	1,583.15	31.66%	
5. Travel				
a) In-state	50,000.00	38,190.88	76.38%	
b) Out-of-state	20,000.00	10,560.10	52.80%	
6. Equipment Maintenance and Repair	4,500.00	2,560.28	56.90%	
7. Space Rental/Electricity	178,000.00	142,007.68	79.78%	
8. Audit	25,000.00	41,509.00	166.04%	
9. Other	95,000.00	77,018.83	81.07%	
D. Regional Vehicle Expenses	0.00	4,712.58		
E. Contractual Services (Excludes Online Content)	3,030,000.00	2,334,291.23	77.04%	
<b>SUBTOTAL</b>	4,870,834.00	2,797,987.29	57.44%	
<b>TOTAL</b>	6,384,655.00	4,002,407.79	62.69%	
<b>III. SUB-CONTRACTED SERVICES</b>	640,000.00	640,000.00	100.00%	
<b>TOTAL</b>	<b>7,024,655.00</b>	<b>4,642,407.79</b>	66.09%	

**Bibliotemps  
Fiscal Year 2013**

**End Balance April 2013**

**Line Item Budget**

	Current Month	YTD	Comments
<b>I. REVENUE</b>			
A. Bibliotemps Revenue	48,343.10	422,048.84	
B. Bibliotemps Costs	40,653.57	365,341.35	
<b>NET INCOME SUBTOTAL</b>	7,689.53	56,707.49	
<b>I. PERSONNEL COSTS</b>			
A. Salaries and Wages	2,581.30	28,372.88	
B. Applicable Benefits	580.71	6,543.86	
<b>SUBTOTAL</b>	3,162.01	34,916.74	
<b>II. OPERATING EXPENSES</b>			
A. Equipment			
1. Computer Hardware and Software	1,125.00	4,564.67	
2. Office Equipment and Furnishings	0.00	0.00	
A. Equipment Subtotal	1,125.00	4,564.67	
C. Office Expenses			
1. Supplies	0.00	16.67	
2. Postage	0.00	0.00	
3. Telephone	0.00	0.00	
4. Printing	748.26	748.26	
5. Travel			
a) In-state	216.50	543.96	
b) Out-of-state	0.00	157.60	
6. Equipment Maintenance and Repair	0.00	0.00	
7. Other	0.00	1,014.00	
A. Office Expenses Subtotal	964.76	2,480.49	
<b>SUBTOTAL</b>	5,251.77	41,961.90	
<b>INCOME AFTER EXPENSES</b>	2,437.76	14,745.59	