

Massachusetts Library System  
Executive Board Meeting Minutes December 3, 2012

The meeting of the Massachusetts Library System (MLS) at the Marlborough office was called to order at approximately 1:28 p.m. by Patrick Marshall, President.

**Present:** MLS Executive Board Members: William Adamczyk, Charlotte Canelli, Cathy Collins (by phone-2:20), Jim Douglas, Tim Gerolami, Betty Johnson, Ellen Keane, Deborah Kelsey, Dee Magnoni, Jean Maguire, Margot Malachowski, Patrick Marshall, Bert Saul, Brian Tata, Andrea Taupier, John Walsh, Sarah Watkins  
Ex-officio- Greg Pronevitz, MLS Ex. Director; Rob Maier, MBLC; Gianna Gifford, LFC  
Guests: Carolyn Noah, Catherine Utt

Minutes from October meeting approved. Motion-Deborah; Second-Will. Unanimous.

### **State Budget Update and MLS Budget Recommendations**

Rob reported that state revenues are falling short; Oct revenues were \$256,000,000 short of revenue benchmark. Hiring controls are in place. Contingency planning for FY13 is needed as 9C budget cuts could happen if revenue levels continue to fall short. MLS cut for FY 13 would be \$100,000. Guideline for FY14 for MBLC is \$1,000,000 cut total; MLS' share \$351,794. By mid December, mid-year budget cuts could be announced.

Greg stated the MLS needs to make investments to expand services: statewide eBook server, eBook collaborative purchase, delivery, helping underserved, more advisor time, consultant for branding. Plan was to hire staff to manage eBook service with help from existing staff and temp staff for mundane work already done by MLS staff. The extra \$100,000 in FY13 budget could allow strong participation in eBook initiative. 9C cuts will put added pressure on MLS resources. If cuts are necessary, in order to support hiring for eBook program there will be a decrease in the amount of pre-pay for FY14 database contract.

MBLC and MLS vision for statewide eBook platform

- fund infrastructure and pilot project
- \$2,000,000 from member libraries to fund content; money already designated by libraries for materials
- proof of concept needs to be successful
- find a formula that works so member libraries pay fair share
- will there be network contribution
- ownership/borrowing models that work
- leasing and/or ownership of content to be looked at

### **Budget Committee Recommendations- Financial Manual**

"The Financial Handbook looks good. I think it's sufficient in its current form; however, I'm including the following as minor suggested enhancements:

1. It would be an improvement if the account reconciliation appendix were to identify the individuals responsible for preparation in addition to review and approval. Segregation is a key element of control and this is an easy way to demonstrate segregation. I realize in most cases the text portion of the manual has this information but it's not clear in some cases. For instance, page 9 refers to 'the employee assigned to reconcile a bank account' but it should be more specific and identify the name and/or position of the person(s) assigned this function.
2. For section H (Fixed Assets), I would suggest avoiding the term 'Inventory' and use fixed assets or capital assets or plant and equipment or PP&E. Inventory has a specific accounting definition that does not include fixed assets. Inventory means good purchased or manufactured for sale.
3. On prepaid expenses, the words 'one year' were left in. Technically that's not correct since the period of benefit could run any number of days after the fiscal year-end and still be considered a pre-paid...it does not have to extend out a full year from the balance sheet date.

As mentioned, I think the manual is OK to adopt in current form, but I would suggest adding these enhancements for the first update to the manual." *Christopher S. Johnson, CPA, Senior Audit Manager*

MLS Board revisions-On page 17, under Budget Committee membership, add “may include up to 2 MLS members (at large) appointed by the Board”. On page 9, under Fixed Assets, replace wording “MBLC” with “MLS”. On page 3, under Designated Board Members (Currently the President and Treasurer) Current Duties, add “may include”

Motion to approve Financial Manual with three noted revisions. Motion-Will; Second- Dee. Unanimous.

### **Bylaws Committee Recommendations**

#### ***Summary of Changes***

Section 2.1 Updated address

Section 5.3 Included phrase that board composition will be of *current employees* of member libraries. Updated language for BPL representation as Library for the Commonwealth

Section 5.4 Updated language so terms are in line with a calendar year, not with the Annual Meeting

Section 5.10 Changed Chair of Nominating Committee from Past-President to designated member of the Board

Section 6.6 Removed reference to Nominating Committee for Past-President

General Changes Made minor changes to ensure consistency with formatting, capitalization and phrasing.

Motion to approve By-law changes. Motion-Dee; Second-Deborah. Unanimous.

Suggested Changes-The Bylaws Committee suggests removing any reference to attendance from Section 4.6. Currently the bylaws require removal from membership if a library fails to attend an Annual Meeting more than three years in a row. This requirement seems unrealistic. Changes affecting member rights are required to be voted on by the Council of Members. Board decided this will be voted on at the next annual meeting.

Section 4.2 should include proxy vote

### **MassCat Policies and Fee Recommendations**

Carolyn explained that changes to the fee structure will increase resource sharing especially among small libraries. Whether eBook subscription MARC records will be considered the same as a regular record will be discussed in the future.

Motion to accept MassCat Policy and Fee Recommendations as outlined in November. Motion Dee; Second-Will. Unanimous.

### **School library decertification – for libraries that no longer meet MLS eligibility requirements**

Motion: According to certification requirements, 38 school libraries have not provided evidence showing that requirements are met and these school libraries are removed from membership in the Massachusetts Library System. Motion-Dee; Second- Deborah. Unanimous.

### **Statewide Newspaper Collaborative Purchase Update**

Greg reported that it is decided not to proceed with the statewide ProQuest license for the Massachusetts Newsstand, online newspapers.

#### **Next steps:**

1. Meet with MLS’s Online Content Advisory Committee to  
Debrief on the online newspaper pledge process  
Determine how best to determine member libraries’ needs and capacity to fund collaborative purchases for online content
2. Meet with MHEC to discuss potential for working together in this area

### **Strategic Plan Evaluation-Consideration of outside evaluator and process**

Should an outside consultant be used to measure member library and/or end-user satisfaction with MLS services? MBLC has an add-on to Counting Opinions which could provide opportunity for question about MLS

services to public libraries. End-user survey is a challenge. Greg will solicit proposals from consultants before Board votes to fund outside evaluation.

## **Reports**

Executive Director's Report attached at end of minutes  
Volunteers needed for Public Relations Committee.

CE and Advisory Report-Carolyn Noah attached at end of minutes  
Carolyn asked Board to think about presenter for 2013 annual meeting. BiblioTemps showed profit last month.

Financial-Catherine Utt attached at end of minutes  
FY12 audit done! FY13 audit is on schedule.

## MBLC – Rob

- Performance Management Plan received 4 comments.
- Resource sharing committee is meeting to work on state-wide library card and a discovery platform.
- Construction Bond Bill presented to fund 11 libraries on waiting list.
- MBLC library building consultant position has not been filled.
- 96 waivers for state aid program approved; only 4 libraries reported disproportionate cuts in local funding
- MBLC and MLS finished articles for MA Municipal magazine issue on libraries.
- MBLC consultants meet with MLS advisory staff every other month.

State aid to public libraries is 1<sup>st</sup> priority for MBLC in FY14. Message is “don’t touch state-aid with 9C cuts”. Program for Blind cuts are on the table since these program did not lose funding when the other lines were cut. LSTA funding is being cut \$270,000.

Library for the Commonwealth (LFC) – Gianna  
Polaris (the BPL’s new ILS) begins on Dec 13<sup>th</sup>. BPL and Digital Commonwealth are working to make digitization a sustainable project. Budget scenarios are due to MBLC this week.

## **Other Business**

Finalized audit, management letter will be posted to Dropbox when received.

## **Upcoming MLS Executive Board Meetings**

- January 14, 2013 – MLS-Marlb 1-4pm
- February 11, 2013 – MLS-Marlb 1-4pm
- March 18, 2013 – MLS-Marlb 1-4pm
- April 22, 2013 – Boston 1-4pm
- May 20, 2013 - – MLS-Marlb 1-4pm
- 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 3:46 p.m. Motion-Will; Second-Dee

Respectfully submitted,  
Betty P. Johnson

## **MLS Executive Director Report – December 2012**

**Budget – Revenue Shortfall for the Commonwealth**—MBLC has asked MLS to prepare impact statements for possible budget reductions due to shortfalls in state revenues. It is possible that we may be subject to a reduction this and next fiscal year. We provided impact statements for two scenarios (see statements).

1. \$100,000 reduction in fiscal year 2013 (current year)
2. \$351,794 (5%) reduction in fiscal year 2014 (next fiscal year).

In fy2013 the impact will be focused on two new positions that have not been filled—Econtent Manager and a new Member Services position that is designed to enhance MLS's virtual training capacity.

In fy2014 these new positions will remain unfilled and MLS will need to curtail investment in online content significantly. While the effect on current eContent will not be immediate because of the long-term nature of our contracts and payment schedules, it severely hampers our ability to provide support for the new statewide ebook server being planned by the Statewide Resource Sharing Committee, without degrading other services.

I recommend that the Executive Board reserve \$100,000 in the current fiscal year for support of the statewide ebook server. The Statewide Resource Sharing Committee has not recommended specifically how or where the new server will be managed and supported. MLS needs to be prepared to play a significant role. Funds might be used to support the purchase of content or to provide temporary support services that will free up existing staff to assist in the launch of this important project. Implementation of this recommendation is contingent on state budget support that will allow implementation, without degradation of existing services, in this fiscal year.

**Strategic Plan Evaluation**—The MLS Strategic Plan—2013-2015 states that we will know we are successful when: Member libraries and librarians are satisfied with MLS.

Member libraries' patrons find value in and use new and expanded content, services, and technologies.

We have an online survey instrument to measure MLS member satisfaction that was used in the planning process and we can revise it easily to meet the needs of point number one above. On the second point, MLS can measure the levels of use of our services. However, MLS has not polled library patrons on how they value services. Such data gathering would be a new endeavor.

I'd like to discuss the pros and cons of using an outside evaluator to work with MLS to design and implement the measurement of our success in implementing the strategic plan. What are the most important considerations as we explore this option? If the Board would like to seek an outside evaluator, MLS will seek proposals.

### **Econtent and Creating a Resource Sharing Vision for Massachusetts**

**Newspaper Procurement**—We have decided not to proceed with the statewide ProQuest license for the Massachusetts Newsstand, online newspapers. We thanked members who responded to our request to make a commitment to cover part of the cost of this online content and released them from their pledges. We were unable to raise enough money to make the purchase. About 4% of member libraries (73) pledged to participate. 14 libraries informed us that they were unable to pay a portion this year, but are willing to pay next year.

#### **Next steps:**

1. Meet with MLS's Online Content Advisory Committee to  
Debrief on the online newspaper pledge process  
Determine how best to determine member libraries' needs and capacity to fund collaborative purchases for online content
2. Meet with MHEC to discuss potential for working together in this area

**Statewide Resource Sharing Committee**—I am working with the Committee on launching a statewide ebook platform in May 2013 and working with a subcommittee to make recommendations about a statewide discovery

platform by April 2013. The Committee will be discussing determination of a “manager” for this project at its December meeting.

**Local Newspaper Back Files-**I have been discussing the connections between libraries and local newspapers to explore mechanisms to expand access to local newspaper back files. I met with librarians in Cohasset, Quincy, and Martha’s Vineyard and initiated discussions at the Digital Commonwealth and LYRASIS to promote wider access to this content.

**Communications-**The formation of a Public relations and communications planning task force has been approved. We have identified staff representatives and now seek one or two Executive Board liaisons and up to four member representatives.

**Member Services-**An MLS internal task force has reviewed MLS service use by various audiences. The preliminary report of this task force will be discussed at our December staff meeting to determine priority recommendations.

**Whately Facility -**The Town of Whately is evaluating a joint ambulance service with Deerfield and Sunderland. They have visited our site with our realtor, Mark Abramson. We have also had interest for a small amount of space from a local firm (appx rent \$9,600/year). The local firm’s needs are for smaller space and would not be a likely long-term possibility, given the USDA’s restrictions. We have asked our realtor to work first with the Town of Whately and then look to the private firm. This potential tenant seems to be more in keeping with the USDA policies that govern the conditions of our mortgage.

**Professional Activities-**I am chairing the planning group for a pre-conference at ALA’s 2013 Annual Conference in Chicago on June 28th, entitled “Discovery to Delivery: Rethinking Resource Sharing”

## **Budget Reduction Impact Statement fy2013**

Dear Mr. Maier:

I am writing in response to your request about the impact of a \$100,000.00 budget reduction in fiscal year 2013 on MLS services.

Libraries provide essential services to Massachusetts residents to meet formal education, life-long learning, economic development, and personal needs. The Massachusetts Library System (MLS) provides services to 1,699 libraries throughout the Commonwealth including 371 public libraries, 126 libraries on college and university campuses, at 960 K-12 schools, and in 242 other libraries, e.g., hospitals, museums, trial court law libraries, and others.

The imposition of a \$100,000.00 budget reduction in the current fiscal year will limit MLS's ability to advance the ability of member libraries to share eBooks. Libraries are at a crossroads. Patron demand for eBooks is skyrocketing. At the same time, other patrons require access to traditional library materials. With limited resources, libraries need help to meet this growing demand for eBooks while meeting the huge demand for books, DVDs and other traditional materials. Enhancing access to eContent for Massachusetts residents is an important strategic objective for MLS. However, MLS has commitments to more traditional services that members rely on. At this point we would be unable to add resources such as personnel and technology support to provide assistance with eBooks that is much needed by libraries.

MLS has regrouped and is efficiently delivering services after experiencing a 40 percent budget reduction in fiscal year 2011. Our return on investment for state appropriations is more than \$14.00 in services for each dollar of state funding. Unfortunately our services remain limited in many ways, particularly with the need to deliver continuing education on a statewide basis. We had hoped to direct significant resources towards a robust virtual training program. This would allow libraries with limited staffing that cannot normally send an individual to a training event outside the library to attend using a computer. If a significant budget reduction is necessary, our ability to address this important issue will be limited significantly.

Please let me know if you have any questions,

Respectfully submitted,

Gregory Pronevitz, Executive Director Massachusetts Library System, Inc.

## Budget Reduction Impact Statement fy2014

Dear Mr. Maier:

I am writing in response to your request about the impact of a \$351,794.00 budget reduction in fiscal year 2014 on Massachusetts Library System services.

Libraries provide essential services to Massachusetts residents to meet formal education, life-long learning, economic development, and personal needs. The Massachusetts Library System (MLS) provides services to 1,699 libraries throughout the Commonwealth including 371 public libraries, 126 libraries on college and university campuses, at 960 K-12 schools, and in 242 other libraries, e.g., hospitals, museums, trial court law libraries, and others.

The imposition of a \$351,794.00 budget reduction in the next fiscal year will severely limit MLS's ability to advance the development of MLS and library services in several major ways.

Severely limit MLS ability to:

- Assist libraries in providing eBooks to Massachusetts residents
- Provide access to a wide ranging collection of online newspapers, magazines/journals, and encyclopedias
- Provide accessible training to all libraries throughout the Commonwealth

The MLS needs to advance the ability of member libraries to share eBooks. Libraries are at a crossroads. Patron demand for eBooks is skyrocketing. At the same time, other patrons require access to traditional library materials. With limited resources, libraries need help to meet this growing demand for eBooks while meeting the huge demand for books, DVDs and other traditional materials. Enhancing access to eContent for Massachusetts residents is an important strategic objective for MLS. However, MLS has commitments to more traditional services that members rely on. At this point we would be unable to add resources such as personnel and technology support to provide assistance with eBooks that is much needed by libraries.

MLS invests \$1.1 million per year to meet the needs of students, faculty, and all library patrons with online resources including newspapers, magazines/journals, and an encyclopedia. Our members rely on these resources to meet patron needs in elementary, middle, and high schools; on college campuses; in hospitals; and in public libraries throughout the Commonwealth. Last year our Massachusetts residents used our online resources in record numbers by making some 30 million searches. If this cut is necessary, it will result in a 25 percent reduction in our investment in these online resources that have become essential to library users.

MLS has regrouped and is efficiently delivering services after experiencing a 40 percent budget reduction in fiscal year 2011. Our return on investment for state appropriations is more than \$14.00 in services for each dollar of state funding. Unfortunately our services remain limited in many ways, particularly with meeting the need to deliver continuing education on a statewide basis. We had hoped to direct significant resources towards a robust virtual training program. This would allow libraries with limited staffing that cannot normally send and individual to a training event outside the library to attend using a computer. If a significant budget reduction is necessary, our ability to address this important issue will be severely limited.

MLS services are provided by contracted providers and by our staff. The costs for contracted services rise regularly with inflation as do the costs for benefits and compensation for staff. Tied with possible budget reductions the inflationary increases will put pressure on our ability to provide more traditional (non-electronic) resource sharing that makes up the largest part of our services. MLS delivers over 14 million items to hundreds of libraries each year under a contract with a Massachusetts courier. The costs for fuel, labor, and vehicle maintenance continue to rise. It is important that we be prepared to cover these rising costs in order to meet the information needs of those who live, work, and study in Massachusetts.

Please let me know if you have any questions,

Respectfully submitted,

Gregory Pronevitz, Executive Director Massachusetts Library System, Inc.

**Financial/Business Report December 3, 2012-Catherine Utt**

**Financial Report**

Financial report is as of the end of October. Final numbers of the end of November were not available for the December 3 meeting. November and December numbers will be reported at the January meeting.

In the event MLS faces a \$100,000 reduction in fiscal year 2013 and up to \$351,794 (5%) reduction in fiscal year 2014, we would forego the following:

	<b>FY13</b>	<b>FY14</b>
Hiring Member Services/Tech Support (Salary and Benefits)	\$38,650.00	\$62,450.00
E-Content Manager	\$56,800.00	\$106,550.00
Equipment for Unfilled Positions (Computers, User Licenses, Miscellaneous Equipment, etc)	\$5,000.00	\$0.00
Forego Upfront Database Payments	\$0.00	\$182,794.00
<b>Total Reduction</b>	<b>\$100,450.00</b>	<b>\$351,794.00</b>

**Delivery**

**Delivery Survey Results-**

Reporting Libraries – 466 Annualized Volume – 12,891,060 100 libraries still not reporting.

**Summary Satisfaction Results**

	<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>
12-Oct	<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>
12-Mar	<b>3.50</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>

**Delivery Quality Survey**

Since initially reporting issues over the summer to Optima regarding delivery quality, Optima has made significant improvements. Results of our September turnaround study showed improved turnaround time and sorting accuracy. The October Delivery Survey continues to show improvement.

For all reporting libraries, 0.62% of items were reported as mis-sorted and 0.20% of bins were reported as delivered to the incorrect library. Upon closing the delivery survey, we will compare results and determine if penalties should be assessed. We will continue to monitor accuracy and quality on an ongoing basis if it is determined penalties are to be assessed. Otherwise, we will monitor quality in conjunction with the March and October delivery surveys.

**September 2012 Turnaround Study**

	<b>CLAMS</b>	<b>MLN</b>	<b>MVLC</b>	<b>OCLN</b>	<b>SAILS</b>	<b>Total</b>
1-2	185	362	176	283	264	1270
>2	9	1	15	1	5	31
Total Outside of 48 Hours	4.86%	0.28%	8.52%	0.35%	1.89%	2.44%
Ave. Turnaround Time	1.65	1.13	1.49	1.03	1.08	1.27
Percentage Missorted	0.47%	1.82%	1.05%	0.35%	4.10%	1.72%



## CE and Advisory Report October/November 2012-Carolyn Noah

During October, our staff made six site visits and had 205 advisory contacts with members over 98 hours. We spent 14 hours in travel to accomplish the work. 23 enquiries were about summer reading and over ¼ were database questions.

October was intensely busy for continuing education. We spent 117 hours preparing and presenting CE and 29 hours in travel.

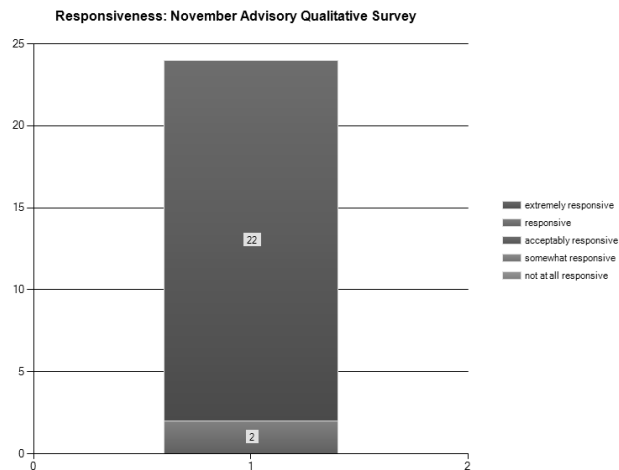
In October, 790 people participated in MLS training. We planned 65 continuing education offerings. Notable among them were Britannica training, ILL roundtables, the annual Teen Summit, customer service training, part 2 of Basic Library Techniques/ Reference, the User Experience, and the debut of “Take Action: Build Community Support.” “Take Action” was collaboration with MA library professional associations presented in three locations across the state. Deb Hoadley, who coordinated it, worked with a team to develop what we expect to become a potent advocacy training model.

Twelve offerings were online. Five events were cancelled due to light registration and 10 due to Hurricane Sandy. Unfortunately, among the ten weather cancellations were an entire week of Gale database trainings. They have been rescheduled for December.

### November updates

About 225 attended and 91 people evaluated our annual meeting. Satisfaction was high, and there were some good constructive comments about lighting and advance information.

We collected advisory satisfaction responses for a week in November. We sent survey links to 52 member librarians and 25 responded. They rated their satisfaction with the service from responsive (8%) to very responsive (92%) as shown in the following graph.



We are gathering information on satisfaction with November continuing education classes. It will be available in January.

At this writing, BiblioTemps® has 24 placements in the field.