

Massachusetts Library System
Executive Board Meeting Minutes January 30, 2012

The meeting of the Massachusetts Library System (MLS) at the MLS-Marlborough office was called to order at approximately 1:06 p.m. by Dee Magnoni, President.

Present: MLS Executive Board Members: William L. Adamczyk , Vicky Biancolo (by phone), Jim Douglas (by phone), Tim Gerolami, Betty Johnson, Deborah Kelsey, Barb Lichtman, Jean Maguire, Dee Magnoni, Margot Malachowski, Patrick Marshall, Andrea S. Taupier, Sarah Watkins (by phone)

Ex-officio- Greg Pronevitz, MLS Executive Director; Rob Maier, MBLC; Catherine Willis, LFC

Minutes from December meeting approved. Motion-Patrick; Second-Jean. Unanimous.

Funding for mediated ILL loan scenario study

Recommendation to approve \$10,000 to fund Mediated Interlibrary Loan Scenario Study

This proposal is a request to approve spending up to \$10,000 to evaluate alternative scenarios for providing mediated ILL services. The consultant's estimate is for \$8,000. Greg recommends a budget of up to \$10,000 to allow for covering unforeseen issues that might arise. The results will allow MLS to determine estimated costs for the delivery of mediated interlibrary loan services for MLS member libraries while addressing issues of efficiency and cost effectiveness. Included in the review will be estimated costs, which will include one-time start-up and/or conversion costs (as appropriate); ongoing costs for year one of service (FY14); and cost considerations for year two and beyond.

Proposed consultant, Ruth Kowal, is a former regional administrator and a former ILL center manager. She is familiar with our landscape and the services under study. A consultant without this experience would likely cost more to get up to speed regarding our situation.

Any change in service delivery model is anticipated to go into effect July 1, 2013. We need to give the ILL centers at least one-year notice if we are planning to make major changes to allow them to plan.

An underlying premise in the review of the scenarios outlined below is that an in-state self-service model, such as is currently in place for members of the C/W MARS network, will be in place and expanded and that only mediated interlibrary borrowing and lending is under consideration.

Specific Scenarios to Be Reviewed:

1. Continuation of the current contract with the two existing interlibrary loan centers.
2. Consolidation of all mediated interlibrary loan to a single interlibrary loan center, for which MLS would issue an RFP for service delivery.
3. Consolidate OCLC lending/borrowing in a single interlibrary loan center and shift non-OCLC Massachusetts lending/borrowing to an internal MLS service delivery operation.
4. Consolidate all mediated interlibrary loan to an internal MLS service delivery operation.

The project will include recommendations to achieve identified service efficiencies and estimate potential cost savings. In addition, any service enhancements to be realized under a particular scenario will be identified. We did not budget for this consulting project. However, because the Strategic Planning Task Force has recommended holding off on Branding and Promotion efforts until next year, there are sufficient funds in that \$50,000 contract line to cover this.

Discussion-Present mediated ILL service was developed quickly as a short term contract when merger of regions happened. It was based on an estimate and needs to be evaluated on the basis of cost/effort. An audit of services-cost/satisfaction-needs to be done. Should there be a cost analysis of MLS programs including Continuing Education (CE)? We need to be prepared to answer questions in light of anticipated political activity/pressure.

Motion to approve recommendation. Motion-Jean; Sec-Margot. Vote: 12-0-1

Deb K. moved to include a cost/benefit analysis of CE/Advisory service in the Strategic Planning process. Second-Patrick. Unanimous. Proposal will be presented in Feb.

Funding for Strategic Planning Consultant

Recommendation to approve spending up \$15,000 for Strategic Planning Consultant to facilitate focus groups

The Strategic Planning Task Force would like to schedule at least 18 focus groups. We feel it is best to have a third party assist in planning and independently conduct the focus groups to allow for frank conversation not influenced by the presence of MLS staff members. The Task Force has chosen Steve Spohn as our consultant. He is flexible and his pricing is typical. He has a lot of experience with planning and he comes highly recommended by a member of the Task Force.

Costs for conducting focus groups are \$1,500 per day for up to four focus groups. Our need to hold them in dispersed locations could increase the costs. The attached quote is for \$9,000 assuming we'll hold them in a limited number of locations and it includes time for the consultant to report back to us.

This request is for \$15,000 which will allow us to plan, hold, and report on more than 18 focus groups. Greg suggests this flexibility because of the likely need to hold some focus groups far from central Massachusetts and costs per focus group will rise with extended travel time to accommodate some members' inability to travel to central Massachusetts for this purpose. School and special libraries are under-represented in the volunteer response. Greg plans a special announcement to each group to encourage participation. It is likely that we will need to be flexible in schedule and location to attract volunteers from these groups.

This revised proposal eliminates the interview component from the consulting contract. The Task Force would like that to be done by Executive Board members, Task Force members, or staff members. These insiders would be best able to identify and follow up on the most pertinent comments by interviewees.

The funds would come from the \$50,000 that was budgeted for planning expenses.

Initial targeted groups: Academic, Public, School, and Special library staff.

MLS Executive Board, MLS Staff, MBLC Commissioners, Automated Network Directors
Advisory Committees: Youth Services, MassCat, Delivery, Online Content, and Continuing Education/Advisory Services

Motion to approve recommendation. Motion: Will; Sec.-Patrick. Vote: 12-0-1.

MLS Volunteer Update and Committee Appointment Recommendation

A call for Advisory Committee Volunteers closed on January 23, 2012. Total Responses: 110 (with overlapping responses for committees and focus groups) Response by Category-Continuing Education

Advisory Services Committee: 38; Delivery Advisory Committee: 14; Online Content Advisory Committee: 41; Focus Group: 80

Carolyn, Catherine, and Greg reviewed the applications and selected individuals who represent MLS's library types and geography. Process included review of statements by the applicants as to why they were interested. Network staff and other individuals who are not members of MLS excluded with the exception of accepting an MBLC liaison (as a non-voting member) who expressed interest. Recommend those who seem interested in looking at MLS as a whole.

In addition to meeting about four times per year, the advisory committees will also serve as focus groups for the MLS strategic planning process.

Recommendation to invite all of those who volunteered for advisory committee membership but were not chosen to a focus group.

It was decided that some geographic/library type areas had light participation. Greg and MLS staff will contact other people to see if they are interested in participating in these new committees. MLS Board will revisit this issue next month.

Strategic Planning Update

Received over 350 responses to the Strategic Planning Survey. Work being done to review and summarize for Task Force. Deb K, Dee and Greg working on recommended questions for focus groups and interviews. Task Force to meet in March.

Whately Facility Working Group

A conference call was held Jan 19, 2012 at 12:30 PM. Participants: Will Adamczyk, Vicky Biancolo, Betty Johnson, Margot Malachowski, Patrick Marshall, Andrea Taupier, Greg Pronevitz, Catherine Utt, Rob Maier

A number of important points to consider by the Executive Board were identified.

1. MLS is committed to retaining a western Massachusetts office to house staff and a training facility and to welcome members.
2. Transparency is necessary for this discussion which we would like to incorporate into MLS's strategic planning process to provide the widest thoughtful perspective.
3. MBLC will not allow MLS not to have a western Massachusetts office.
4. It is important to collectively acknowledge that when the Whately facility was planned and constructed, it was ideal in location and function. However, things have changed and we need to look at the financial implications particularly with the limitations placed by the USDA (our mortgager).
5. The fiscal reality must be recognized. We are paying significantly more to maintain the Whately facility compared with the Marlborough office. In a best case scenario where the facility is fully leased at an ideal market rate, MLS is likely to be spending significantly more for space than current market rates for office space (i.e., about \$70-75,000 as compared with Marlborough rental costs of \$57,000. Marlborough rental rates are very similar to Greenfield market rates based on a viewing with our realtor.
6. The question as to whether it is in MLS's best interest to become a landlord with the accompanying drain on limited resources was raised.
7. The option discussed by our USDA representative of a short sale may need to be considered as a financial necessity. This might be accompanied by a leaseback provision, if the buyer is

amenable, to allow MLS to occupy an appropriate portion of the building at market rate. This would serve two purposes: it might encourage a buyer who is seeking to rent all or part of the facility and it will allow us to retain a favored location for members.

8. Options for next steps:
 - a. Include this study with the Strategic Planning process (in conjunction with a consideration of overall long-term space needs for MLS).
 - b. Determine best way to communicate with stakeholders on this issue for two reasons:
 - i. To maintain transparency;
 - ii. To identify our stakeholders' perspective on why we might decide to retain the facility and what are the desirable characteristics for an ideal facility.
 - c. Consider new services that could be added by reducing facility costs.

Position Availability Authorization Form

Patrick and Dee presented an authorization form developed by past Personnel Chair, Sue Marsh. The form will increase clarity in information regarding hiring, i.e. what account of the budget will pay for the position and is it a new position-budgeted, new position-nonbudgeted, or open old position-budgeted.

Drop Box Report

After discussion with the MLS tech team and our VPN provider, options for providing materials to the Executive Board online were looked at. Upon investigating a corporate dropbox, the only advantage is additional storage space and centralized billing. With plans starting at \$795/year for the first 5 users, and \$125/year for each additional user, the total annual cost for 20 users would be \$2,670 for very little gain in functionality. Greg recommended

1. Archive the documents on the current dropbox account
2. Create a new account with MLS as the administrator.
3. Create the appropriate folders and monitor their use more closely.

With MLS being the account holder, organization of the dropbox should be more easily maintained. If problems persist, reassess the corporate account or other alternatives.

Reports

Executive Director's Report attached at end of minutes.

CE and Advisory Report-Carolyn Noah

With two new staff aboard, MLS advisory business blossomed. We responded to 174 advisory questions from members, primarily by email and with a smaller number by phone or in person. We made 25 site visits. In all, we spent 37 hours in travel to respond to member requests and 147 hours in active engagement. We made six visits to new library directors, responded to technology planning requests, and talked with staff about strategic planning.

New advisors Anna Popp and Deb Hoadley are becoming well acclimated and have begun planning continuing education sessions for the spring. Diana offered a new class called "PC Makeover on a Budget" that was very well received.

204 people attended eighteen programs, and 44 additional people attended virtual CE. Highlights of the month were the semi-annual "Susan's and Sarah's Picks" (also known as SASP, notable teen literature), ILL roundtables, and Gale database training. We rescheduled a Westfield performance appraisals

workshop led by management trainer Pat Sordill. The session was rescheduled following the October snowstorm and had even more robust attendance on December 3.

Financial

Catherine provided an Unappropriated Funds report which needs to be divided into separate dollar amounts for Restricted and Unrestricted Funds.

Catherine and Carolyn prepared a preliminary CE cost analysis of in-house versus contracted training. This snapshot view shows an overall cost for each attendee of \$40. Average cost for in-house training was \$28 and the average for contractor training was \$56.

Budget Committee will schedule a conference call to discuss fy2012 Budget Rev 2 so the MLS Board can discuss at the March meeting.

Library for the Commonwealth (LFC) - Catherine Willis, BPL Technical Services Manager, reported on the LSTA Grant that the BPL is working on for digitization:

- received applications from 35 different institutions and pre-application inquiries from at least as many.
- completed collections for 6 institutions: East Bridgewater High School Library, West Bridgewater Public Library, Children's Hospital Boston Archives, Chelmsford Public Library, Jamaica Plain Historical Society, Andover Newton Theological School
- currently working on collections from 10 institutions: Thomas Crane Public Library (Quincy), UMASS-Lowell, Center for Lowell History, Holmes Public Library (Halifax), Cape Cod Community College, Melrose High School Library (pending), Worcester Polytechnical Institute, Perkins School for the Blind, Griffin Museum of Photography, Faulkner Hospital Library, Mt. Wachusett Community College-LeChance Library.

All applicants have been contacted and have site visits or initial consultations scheduled out through mid-April.

Two jobs posted-Repository Developer, Web Programmer.

BPL attends Digital Commonwealth meetings.

A LFC POS/Budget approved by the MBLC in December.

Are there marketing tools for LFC services-digitization, access to resources (Ecard, Overdrive content), reference services?

MBLC-Rob

Governor's FY13 Budget level funds most MBLC accounts. Raised funding for administration to pay for additional building consultant position. Need to advocate for additional funding in other lines. Let Senators and Representatives know we are not satisfied with level funding.

Himmel & Wilson working on survey for planning process and development of 5 year plan for LSTA. Asking what is most important program that MBLC offers.

Resource Sharing Task Force to be appointed at March MBLC meeting. Will look at traditional resource sharing-ILL, delivery; electronic resource sharing-Ebook, databases; other. Massachusetts is a high resource sharing state. Deb K passed along a message from the MinuteMan Library Network requesting a statewide approach to downloadable content. More bang for the buck with statewide numbers. Vendors are reluctant to consider statewide bid.

Other business-

Reminder that the February meeting is Morning Retreat & Afternoon Meeting at Massachusetts Horticultural Society, Wellesley on Feb 27. Retreat starts at 9 am.

Meetings for 2012 Calendar year

Feb 27–Morning Retreat & Afternoon Meeting at Massachusetts Horticultural Society, Wellesley

March 26 – MLS Marlborough – 1-4pm

April 30 – In Boston at TBA 2-5pm (following MLA/MSLA Library Legislative Day)

May 21 - MLS-Whately 1-4pm

June 18 – MLS-Marlborough 1-4pm

July 23 – MLS-Marlborough 1-4pm

August 27 – MLS-Marlborough 1-4pm

September 24 – MLS-Marlborough 1-4pm

October 22 – MLS-Whately 1-4pm

November 5 (Annual Meeting) - College of the Holy Cross

December 3 Morning orientation; afternoon Board meeting at MLS-Marlborough

Motion to adjourn regular business meeting at 4:15 p.m. Motion-Patrick; Sec. Jean

Respectfully submitted,
Betty P. Johnson

MLS Executive Director Report – January 2012

Hiring Activities-Kelly Jo Woodside, BiblioTemps Manager/Advisor will start in February working out of the Marlborough office; Tone Nunes, Circuit Rider for the Massachusetts Broadband Initiative has started working out of the Whately office. This results in a location breakdown of 35% of staff with Whately as main office and 65% of staff in Marlborough.

Creating a Resource Sharing Vision for Massachusetts-MLS and MBLC are jointly planning a May 15, 2012 event to begin a statewide conversation on the future of resource sharing in light of the growing prevalence of electronic content and the potential risk to resource sharing with licensing of content superseding copyright. This daylong event at the College of the Holy Cross in Worcester will include lunch. We hope to attract more than 200 attendees from all types of libraries and networks. Keynote speaker—James Neal, Columbia University).

Several recent announcements in the library media are pertinent to this discussion. All involve models for sharing and providing e-books among libraries/patrons.

[Assured About Security, More Publishers Agree to Sell Ebook Files to Douglas County Libraries](#)
[Kansas State Librarian Argues Consortium Owns, Not Licenses, Content from OverDrive](#)
[Wisconsin Public Libraries Form Collective Agreement for Econtent Acquisition](#)

Advocacy - Statewide Collaboration-MLS is coordinating an effort in collaboration with other library organizations to plan a series of continuing education events to expand the capacity of library advocates to communicate on library issues with elected officials and other stakeholders. The first joint meeting is scheduled for January 27th.

(CCILA) Cape Cod and Islands Library Association; MBLC (Massachusetts Board of Library Commissioners); MFOL (Massachusetts Friends of Libraries); MLTA (Massachusetts Library

Trustees Association); MSLA (Massachusetts School Library Association); MLA (Massachusetts Library Association); MBLC (Massachusetts Board of Library Commissioners) MCCLPHEI (Massachusetts Conference of Chief Librarians of public Higher Educational Institutions); WMLA (Western Massachusetts Library Advocates); MLS (Mass Library System)

Procurement Collaboration being explored-We are meeting with the Executive Director of the Massachusetts Higher Education Consortium (www.mhec.net) to discuss possible collaborations in future procurements to increase our buying power (possibly for online content). MHEC serves chiefly academic institutions and a few municipalities throughout New England.

Delivery Satisfaction

January Satisfaction Survey Results which were included in the strategic planning survey which closed on January 23rd indicates a high level of satisfaction with MLS delivery services with 88 percent of respondents rating their satisfaction as 4 or 5 on a 1-5 scale with 5 being very satisfied

October Delivery Survey Results-Volume has remained stable at about 14.2 million items per year. We were pleased to find that most members were satisfied with delivery services with an overall rating of 3.4 on a 1-4 scale for Optima's service and 3.5 for MLS Customer Service. An overall comparison of service quality from fy2010 to fy2011 was 2.1 on a 1-3 scale. Another positive aspect was that several network groups are finding that the library effort in preparing items for shipment is now easier. This was one of the major goals of the statewide delivery procurement.

We are contacting the libraries that indicated a reduction in quality. I have spoken to seven in this category. Six of these seven are now much more satisfied. It seems that October was still an adjustment period. We are finding that the most persistent issues are in libraries that get one or two stops per week. While this is similar to the experience of delivery colleagues nationwide, Catherine is working with Optima to eliminate as many as possible.

Online Content Procurement-The joint MBLC/MLS Online Content procurement is proceeding. The RFP team met with eligible vendors in December. A member trial and survey was conducted. The Team will meet again in January to review survey results.

This procurement will result in contract(s) beginning July 1, 2012. Services under consideration: general content and newspapers; genealogy, language learning tools, and encyclopedias.

Massachusetts Broadband Initiative-The MassBroadband Institute (MBI) is a state sponsored program designed to supply high-speed internet to over 120 rural communities in western and north-central Massachusetts. MLS recognized the importance of this program and, thanks to a \$200,000 Gates Grant, will be working with MBI, MBLC, and CW/MARS to provide equipment and training to our member libraries being affected by MBI. MLS issued a news release in covered areas and prepared a customizable news release for library use.

ILL Center Contracts-We recently signed a one-year extension of the mediated ILL contract with Thomas Crane Library in Quincy to run from July 1, 2012 through June 30, 2013. Discussions are also underway with the Wellesley Free Library on a renewal.

News Release for New Board Members

Anna Popp, MLS's new advisor on communications, drafted a news release template. I emailed the Board with a copy. We would be pleased to send these out on behalf of Executive Board members.