Massachusetts Library System
Annual Meeting

November 7, 2016

The Hogan Center at the College of the Holy Cross, Worcester

9:30	Registration	Note: *Morning coffee or refreshments not provided*
10:00	**Welcome**	Betty Johnson, President
	MLS Update	Greg Pronevitz, Executive Director
	MLS Business Meeting Approve Slate of Candidates Approve Plan of Service & Budget fy18 Approve Strategic Plan: 2017-2019	Betty Johnson, President
	Stronger Together Award Jackie Rafferty, Paul Pratt Memorial Library Dave Slater, Old Colony Library Network	Betty Johnson, President & Henry Tormoreno, Vice President
	Massachusetts Board of Library Commissioners Update	Dianne Carty, MBLC Director
11:00	**Project SET**	The Crew
12:00	**Lunch**	Provided by MLS and Hannaford
12:45	**Keynote Address**	John Palfrey, Head of School, Phillips Academy
1:30	**Strategic Plan: 2017-2019**	Will Adamczyk, Strategic Planning Committee Chair & Abby Straus, Planning Consultant
2:00	**Co-Creator Culture Exercise**	Abby Straus
3:30	Adjournment	

Stronger Together

MLS Annual Meeting Minutes
November 2, 2015
At the College of the Holy Cross in Worcester

Business Meeting and Announcements
Welcome – MLS Executive Board President Margot Malachowski
President Margot Malachowski opened the meeting at 9:33 a.m. President Malachowski welcomed members and explained voting procedures

9:38 am MLS Update and Intro to fy2017 Plan of Service/Budget – Executive Director Greg Pronevitz

Greg noted that July marked the fifth anniversary of MLS and discussed milestones and MLS's Strategic Objectives from 2012-2015. Greg thanked MLS Staff and praised them for their work and accomplishments. FY2017 brings with a budget challenge, i.e., less funding with higher costs for delivery due to the Affordable Care Act and Massachusetts raising the minimum wage.

Questions:
Q: Members used to pay a small delivery charge annually. Could members pay for delivery again?
A: The idea has been discussed but it would be an emergency measure. The goal is to successful advocate for an increased appropriation.

Q: How will the reduction in e-content budgets affect the Commonwealth Collections?
A: The Commonwealth Collections are funded in partnership with MBLC and member libraries, which will insulate it from the budget crisis. We may have to increase member contributions to fund it.

Q: 54% reduction in the budget for e-content affects information literacy and equity of access. Which databases will be cut?
A: We are committed to the current databases through the end of FY2017. The next RFP is being prepared in partnership with the MBLC and BPL. That RFP will decide what happens next.

Q: We have to advocate for increased appropriations. What are MLS's plans for advocacy?

A: Greg Pronevitz meets with legislators and has been invited along with MBLC to present at the library legislative caucus. It is even better when MLS makes connections to legislators through members. Greg is happy to meet them with you. Line 9506 was cut and needs to be raised, as does State Aid for Public Libraries. If your legislator is listening, Greg wants to talk.

Business Meeting-MLS President Margot Malachowski presiding.

Approve Minutes of November 2014 Annual Meeting – Patrick Marshall of Bourne Public Library moved to approve the minutes. Will Adamczyk of Milton Public Library seconded the motion, which passed unanimously at 10:11 a.m.

Approve Budget & Plan of Service for fy2017 - Patrick Marshall of Bourne Public Library moved to approve the FY2017 Budget and Plan of Service. Will Adamczyk of Milton Public Library seconded the motion, which passed unanimously at 10:12 am

Margot introduced the candidates and officers for the MLS Executive Board and recognized the chair of nominations committee, Cathy Collins, Sharon High School.
Patrick Marshall of Bourne Public Library moved to approve the candidates. Will Adamczyk of Milton Public Library seconded the motion, which passed unanimously at 10:31 am

Margot adjourned the Business Meeting at 10:31 am.

Betty Johnson of Griswold Memorial Library (Colrain) was introduced as incoming President

MBLC Update – Dianne Carty, MBLC Director

This year marked the 125th Anniversary of the MBLC. Dianne reported on the Summer Reading Program's success, the MBLC's Legislative Agenda, and explained the MLA postcards that were left at each table. Commonwealth Catalog posters and bookmarks were displayed and may be ordered to promote the service. The State Aid for Libraries program is being reviewed-a series of 5 discussions were held and the final recommendations will be presented in February.

Greg requested all members consider volunteering for MLS Committees and the Executive Board and introduced new staff members before drawing the opening of the day to a close at 10:45 am.

Massachusetts Library System
Slate of Candidates – November 7, 2016

Executive Board Members for a Three-Year Term

Christine Brown, Bridgewater State University
Stephanie Friree, Howe Library at Mass Eye and Ear

Executive Board VP, President, and Past President for a Three-Year Term

Amy Lewontin, Northeastern University

Executive Board Officers for a One-Year Term

Mathew Berube, Jones Library (Amherst) Treasurer
Clare Dombrowski, Amesbury Public Library, Secretary

Recommended by the Nominating Committee 2016

Name	Library	Municipality
Margot Malachowski, Chair	Baystate Health	Springfield
Steve Mazzulli	North Quincy HS	Quincy
Anne Meringolo	NE Historical Genealogical Soc.	Boston
Pat O'Leary	Weymouth Public Library	Weymouth
Betty Johnson	Griswold Memorial Library	Colrain – Ex Officio
Greg Pronevitz	MLS	MLS Ex Officio

Respectfully submitted,
Margot Malachowski, Chair

Who is entitled to vote?

- The designated representative of each academic, public, and special member library is entitled to vote.
- Each community shall designate one public school representative within each public school district and one private school representative from each community.
- Votes may be cast by written proxy. Proxies shall be filed with the Clerk of the meeting before being voted.

Massachusetts LIBRARY SYSTEM

Plan of Service & Budget
Fiscal Year 2018

Plan of Service and Budget approved by the
Massachusetts Library System Executive Board on September 19, 2016
for presentation to the Council of Members on November 7, 2016.

Massachusetts Library System
Plan of Service & Budget

Fiscal Year 2018

Table of Contents

Executive Board Members 2
Staff Members 2
Introduction 2
Strategic Plan 4
BiblioTemps 5
Consulting 6
Cooperative Purchasing 7
Delivery 8
MassCat 9
Mediated Interlibrary Loan and Journal Article Document Delivery 10
Online Content 11
Research and Development 12
Summer Library Program 12
Training and Professional Development 13
Administration 14

Executive Board

Name	Title	Library
William Adamczyk		Milton Public Library
Matthew Berube	Treasurer	Jones Library, Amherst
Clare Dombrowski		Amesbury Public Library
Tim Gerolami	Secretary	Cape Cod Community College
Millie Gonzalez		Framingham State
Betty Johnson	President	Griswold Memorial Library, Colrain
Ellen Keane		UMass/Lowell, O'Leary Library
Sarah Hooke Lee		Northeastern University University Law School Library
Amy Lewontin		Northeastern University Snell Library
Laura Luker		Pioneer Valley Chinese Immersion Charter School
Margot Malachowski	Past President	Baystate Medical Center
Patrick Marshall		Jonathan Bourne Public Library
Jacqueline Rafferty		Paul Pratt Memorial Library (Cohasset)
Elena Schuck		Mattachesse Middle School
Henry Tomoreno	Vice President	Haverhill High School
Dianne Carty	Ex Officio	Massachusetts Board of Library Commissioners
Anna Fahey-Flynn	Ex Officio	Boston Public Library
Gregory Pronevitz	Ex Officio	Massachusetts Library System

Staff

Name	Title
Greg Pronevitz	Executive Director
Betsy Meaden	Business and Human Resource Director
Sarah Sogigian	Consulting and Training Services Director
Stephen Spohn	Resource Sharing Director
Shelah Coullard	BiblioTemps Manager
Jeffrey Wolfson	BiblioTemps/Accounting Assistant
Kristi Chadwick	Consultant
Michele Eberle	Consultant
Christine Farrar	Consultant
April Mazza	Consultant
Anna Popp	Consultant
Kelly Jo Woodside	Consultant
Amanda Malikowski	Delivery/Communications Coordinator
Sarah Donnelly	Event Coordinator
Sue Kaler	Interlibrary Loan Manager
Brian Podesta	IT Coordinator
Scott Kehoe	MassCat Administrator
Dodie Gaudet	MassCat Cataloger
Shirley MacLean	Member Services and Office Support
Amanda Fauver	Project Set Coordinator
Laura Bogart	Resource Sharing Assistant
Jennifer Del Cegno	Resource Sharing Assistant
Hansie Grignon	Resource Sharing Assistant
Vincent Nguyen	Resource Sharing Assistant
Judy Zomer	Resource Sharing Assistant
Tressa Santillo	Resource Sharing Librarian
Lida Refah	Staff Accountant

Introduction

We are pleased to present the Massachusetts Library System Plan of Service and Budget for fiscal year 2018 (July 2017-June 2018). This Plan and Budget are based on funding levels as of August 2016 in fiscal year 2017.

Many positive things have been happening at MLS and among our membership, such as the launch of our new Strategic Plan and related action items that will be described below while at the same time we must share a less optimistic budget update.

This level funded budget combined with increasing service costs compels MLS to curtail services in three areas.

1. Delivery service funding will be reduced by 3 percent.
    - eliminate Saturday delivery routes;
    - libraries with low volume may be asked to ship items via US Mail and others may be served by delivery less frequently.

2. Consulting/Training & Professional Development budget is reduced by 10 percent which compels MLS to
    - leave open a vacant Consultant position;
    - eliminate video recording and streaming of events;
    - reduce the frequency and investment in events.

3. Statewide database licensing investment will be reduced by 33%. This is likely to limit the quantity of content in the upcoming procurement.

The chief factors, causing this need for service curtailment, are the increasing costs for library delivery services. Delivery costs have dramatically increased due to regulatory requirements, i.e., state law on increased minimum wage and earned sick time and federal regulations in the Affordable Care Act.

Budgetary assumptions:
This Plan of Service and Budget is dependent on funding received from the Commonwealth and additional funding from collaborative purchasing, member contributions and grants in order to maintain core services and to explore and launch new initiatives.

Strategic Plan: 2017-2019

We've spoken with more than 200 stakeholders at numerous events and interviews during our planning process. Several important themes have emerged, including the aspiration to strengthen the Massachusetts library community; the library imperative for social justice; and the practicalities of focusing on what is most important with the proper tools and training to be successful. Our Plan includes four strategic goals.

1. Develop and promote a co-creator culture to deeply engage the Massachusetts library community with tools and best practices to encourage everyone to take responsibility for the success of libraries.
2. Take concrete steps to build capacity for marketing and communications within the library community and specifically at MLS.
3. Develop services to improve the ability of library and MLS staff to manage change and become future ready.

Overarching Themes

- Strengthen the Massachusetts library community
- Social justice is an imperative for libraries and MLS
- Use our resources efficiently for the best sustainable outcomes
- Provide opportunities for MLS staff success
- Continue to develop MLS Core Services
- Align actions with the MBLC.

Core Services

- BiblioTemps
- Consulting
- Cooperative Purchasing
- Delivery
- MassCat
- Mediated Interlibrary Loan & Journal Article Document Delivery
- Online content
- Research and Development
    - Summer Library Program
    - Training and Professional Development

BiblioTemps

Enhance member library access to qualified temporary staffing cost effectively.

Area	Goal	Measures
Member Engagement	1. Develop and enhance BiblioTemps' value by diversifying its client base and available staffing.	Number of staff placements by area of expertise. Number of clients representing libraries of varying types, sizes, and locations.
	2. Assist library staff to make career transitions.	Number of BiblioTemps workers who are placed. Number of BiblioTemps workers participating in MLS continuing education programs Number of MLS programs addressing career development topics.
Support	3. Monitor and maintain financial surplus.	Income and spending analysis
Satisfaction	4. Evaluate level of service satisfaction.	Participation in surveys from both libraries and BiblioTemps employees.

Consulting

Provide advice and support concerning library operations, policy and personnel issues, advocacy, planning, and technology to member libraries of all types and their governing bodies.

Area	Goal	Measures
Support	1. Respond to member requests for advisory service in a timely manner (referring to others with expertise when MLS experience level warrants).	Number of site visits and member contacts. Number of contact hours.
Member engagement	2. Identify and connect staff at members libraries of all types (academic, public, school, special, paraprofessionals, trustees, etc.) with similar professional challenges, facilitate collaboration among them, and maintain open communication with their professional associations.	Number of collaborations facilitated. Member satisfaction with collaborations.
Use	3. Disseminate advisory materials, including templates, best practice documents, and standards set by professional associations.	Number and variety of items disseminated.
Satisfaction	4. Evaluate level of service satisfaction	Survey results; follow up conversations; and promotion of MLS advisory expertise by member library staff.

Cooperative Purchasing

Continue statewide activities to enable members to maximize resources and initiate new programs based on member needs.

Area	Goal	Measures
Member Engagement	1. Support member participation in the supplies, materials, and equipment purchasing cooperatives.	Number of members and satisfaction with the cooperatives.
	2. Expand opportunities for additional cooperative activities, e.g., online content and innovations (in conjunction with Massachusetts Higher Education Consortium when appropriate).	Number of cooperative activities and participating members.
Support	3. Assess training needs of member libraries to support cooperative purchasing and Library procurement in collaboration with Massachusetts Higher Education Consortium when appropriate.	Number of training opportunities provided and attendees. Level of user satisfaction with training initiatives.
Use	4. Continue informing members about the benefits of using Massachusetts Higher Education Consortium online marketplace	Number of members accessing the MHEC website.
Satisfaction	5. Achieve a high level of member satisfaction	Level of satisfaction with ease, use and products offered by MHEC.

Delivery

Offer the most efficient and cost-effective interchange of library resources among members.

Area	Goal	Measures
Member Engagement	1. Monitor contract for statewide delivery.	Level of customer satisfaction. Level of contract benchmarks achieved.
	2. Investigate and recommend solutions to improve service, efficiency.	Number of members at events/forums and feedback received. Response time to implement changes. Level of participation at Open Houses' held and document member feedback to improve performance and satisfaction.
Support	3. Assess the volume of holds activity and implement necessary changes.	October and March member volume surveys.
Use	4. Keep members informed of delivery service issues.	Level of user satisfaction regarding communications.
	5. Expand delivery service to all eligible libraries.	Number of new eligible libraries serves
Satisfaction	6. Achieve a high level of member satisfaction by service area.	Level of satisfaction by member libraries.

MassCat

Encourage and support member access to resources through development and maintenance of MassCat.

Area	Goal	Measures
Member Engagement	1. Provide opportunities for both virtual and face-to-face training.	Number of training sessions and user group meetings held MassCat Advisory Committee revived with regular quarterly meetings.
	2. Engage members in discussions about this service area.	
Support	3. Maintain a robust self-service portal that empowers members with documentation and other resources.	Site statistics.
Use	4. Monitor use of these service areas and adjust as needed.	Network statistics and member feedback.
	5. Nurture resource sharing among members.	Resource sharing statistics.
Satisfaction	6. Monitor satisfaction with these service areas and adjust as needed.	Satisfaction survey ratings and member feedback.

Mediated Interlibrary Loan and Journal Article Document Delivery

Provide and promote timely and cost-effective resource sharing through mediated interlibrary loan and journal article document delivery.

Area	Goal	Success Metrics
Member Engagement	1. Provide opportunities for both virtual and face-to-face training.	Number of training sessions and user group meetings. Resource Sharing Advisory Committee meetings.
	2. Engage members in discussions about this service area.	
Support	3. Maintain a robust self-service portal that empowers members with documentation and other resources.	ILL MLSGuide statistics. ILL LibAnswers statistics.
Use	4. Monitor use of these service areas and adjust as needed.	Fill rate.
	5. Nurture resource sharing among members.	Number of new member libraries using the service. Increase in participation from other possible lenders in MA.
Satisfaction	6. Monitor satisfaction with these service areas and adjust as needed.	Satisfaction survey ratings and member feedback.

Online Content

Work with appropriate partners to provide direct access to a range of electronic content to cost effectively meet multi-type member library needs.

Area	Goal	Measures
Member Engagement and Training	1. Fully engage MLS members in the next procurement of statewide databases.	Numbers of meetings, surveys and other means to gather member input.
	2. Collaborate with MBLC on the procurement and on the follow-up to the evaluation of statewide resources conducted in FY 2016.	TBD
Support	3. Provide support to MLS members in the promotion and use of statewide databases.	Number of support calls.
Use	4. Monitor use of statewide databases.	Usage statistics.
	5. Promote use of statewide databases.	TBD
Satisfaction	6. Monitor satisfaction with these service areas and adjust as needed.	Satisfaction survey ratings and member feedback.

Research and Development

Explore developments in libraries and library consortia, potential new initiatives and services for member libraries and potential leadership roles for MLS in the Massachusetts library community.

Area	Goal
Cooperative Purchasing	4. Evaluate member needs and explore expansion to include new products and services.
Delivery	5. Review the pilot project on interstate delivery. Develop and implement plans to expand the pilot.
Online Content	6. Continue to build value in Commonwealth eBook Collections through national and local partnerships that expands access to content, expands program features and improves user experience and discovery. 7. Engage members and committees in grant-funded projects to enhance access to eBooks.

Summer Library Program

Provide programs for four age groups, with an emphasis on technological and traditional literacy skills, library visits and programs, and the efficient, fun way to incorporate reading and related activities into summer family time.

Area	Goal	Measures
Member Engagement	1. Plan summer planning event(s) in support of our annual theme	Number of attendees at event. Number of hits MLSguide.
	2. Plan future statewide summer library programs in conjunction with CSLP (Collaborative Summer Library Program), representing member suggestions in our planning.	Number of member suggestions, successful implementation of suggestions.
Support	2. Maintain an online resource guide containing all information about the summer program, offers, resources, & sponsors.	Number of hits on the guide, member comments about the guide.
Use/Satisfaction	3. Survey all participating libraries.	number of responses, number or libraries ordering items for the next program.

Training and Professional Development

Provide training and professional development opportunities to enable member libraries and their governing authorities to maintain standards of professional excellence and improve the quality of services to users.

Area	Goal	Measures
Member Engagement	1. Support and encourage member collaboration in order to offer training and professional development opportunities.	Number of collaborations. Number of participants.
	1. Explore and extend partnership opportunities with other organizations, e.g. the automated library networks, consortia and associations, to offer high quality training and professional development and services.	Number of collaborations. Number of participants.
Support	2. Focusing on both specific library types and across types, assess training and professional development needs, locations and methods of delivering content to member library staff and governance boards and respond to needs as appropriate	Number of opportunities provided and attendees. Survey member needs. Level of user satisfaction.
Use	3. Implement alternative formats for delivering training and professional development content, such as webinars, conference calls and social networking features	Number of participants via alternative formats. Level of members' satisfaction with alternative formats.
Satisfaction	4. Working with the internal Assessment Committee at MLS, develop appropriate surveys to evaluate levels of satisfaction	Number of responses to surveys.

Administration

Develop, coordinate, implement and evaluate the Plan of Service.

Area	Goal	Measures
Member Engagement	1. Meet members in person around the Commonwealth.	Host listening tour; member forums; directors' roundtables and gather feedback on member satisfaction.
	2. Reconsider advisory committee structure to fit well with co-creator culture.	Recommendations and practical solutions.
	3. Promote MLS and its services to key constituencies	Co-create marketing and communications plan.
Engagement with Stakeholders	1. Meet and communicate as appropriate with MBLC, library associations, networks, partners.	Member service successes and collaborations resulting from these relationships.
Support	1. Monitor internal capacity and ensure that staff have proper tools to be successful.	Staff job satisfaction assessment.
Use	1. Monitor service use by members and efficiency/costs of service delivery	Return on investment/Sustainability
Satisfaction	1. Monitor and fine tune services based on member satisfaction	Survey results and subsequent actions

Massachusetts Library System
Fiscal Year 2018 Budget

Massachusetts Library System
Fiscal Year 2018

Program Budget

Program	Sub-Contracted Costs	Direct Regional Program Costs	Totals	Projected Level of Activity
1. Delivery	$0.00	$4,333,686.22	$4,333,686.22	630 participating libraries; 15 million items delivered
2. Electronic Content		$591,088.19	$591,088.19	
3. Interlibrary Loan	$100,000.00	$548,797.84	$648,797.84	33,000 member requests for loans
3a Mediated ILL & Doc. Del.	$100,000.00	$396,381.19	$496,381.19	
3b MassCat	$0.00	$152,416.65	$152,416.65	68 participating libraries in MassCat
4. Training and Professional Development	$0.00	$498,703.04	$498,703.04	200 Sessions; 3,000 attendees
5. Consulting, Advisory, & Technical Assistance	$0.00	$505,797.83	$505,797.83	200 hours consulting
6. Supplemental Services	$0.00	$138,869.75	$138,869.75	
6a. Cooperative purchasing programs	$0.00	$43,547.90	$43,547.90	3 programs; 700 participating libraries
6b. Summer reading program	$0.00	$95,321.85	$95,321.85	96,000 participants in 320 libraries
7. Administration	$0.00	$664,656.12	$664,656.12	
Grand Totals	$100,000.00	$7,281,598.99	$7,381,598.99	

Personnel and Space Rental Cost Allocations by program	
Delivery	6%
Reference	7%
ILL/Resource Sharing	16%
Training & Professional Development	19%
Consulting, Advisory	23%
Supplemental Services	12%
Administration	17%
	100%

Massachusetts Library System		
Fiscal Year 2018		
Line Item Budget Personnel		
	Fy 2017 Budget	FY 2018 Budget
A. Personnel Costs		
A. Salaries and Wages		
Consulting/Training Staff	513,541.95	454,186.96
Member Services/Office Support Staff	215,942.77	205,033.40
Resource Sharing Staff	220,517.44	225,623.89
Administration Staff	614,033.33	628,770.13
A. Salaries and Wages	1,564,035.49	1,513,614.38
B. Applicable Benefits	492,878.53	477,583.31
SUBTOTAL PERSONNEL	2,056,914.02	1,991,197.69

Massachusetts Library System
Fiscal Year 2018
Line Item Budget

	Fy2017 Budget	Fy2018 Budget	Change (+ or -)	Identification of Changed Items
OPERATING EXPENSES				
A. Books and Other Library Materials				
1. Online Content - Reference	169,524.98	288,068.78	118,544	Reductions for upcoming procurement
2. Online Content - eBook	150,000.00	150,000.00	0	In addition to participant contributions & grants
3. Professional Collection	5,000.00	5,000.00	0	
B. Equipment				
1. Computer Hardware and Software	15,000.00	20,000.00	5,000	
2. Office Equipment and Furnishings	30,000.00	15,000.00	-15,000	Reduced after move
3. Vehicles	0.00		0	
C. Office Expenses				
1. Supplies	25,000.00	25,000.00	0	
2. Postage	15,000.00	15,000.00	0	
3. Telephone	15,000.00	13,000.00	-2,000	
4. Printing	5,000.00	5,000.00	0	
5. Travel				
a) In-state	62,000.00	62,000.00	0	
b) Out-of-state	35,000.00	35,000.00	0	
6. Equipment Maintenance and Repair	4,500.00	4,500.00	0	
7. Space Rental/Electricity	180,661.00	186,789.01	6,128	
8. Audit	25,000.00	25,000.00	0	
9. Other	91,000.00	85,000.00	-6,000	
D. Regional Vehicle Expenses	0.00	0.00	0	
E. Contractual Services (Attachment B - Excludes Online Content)	4,396,999.00	4,356,043.52	-40,955	Reductiions to Training and Delivery
SUBTOTAL	5,224,684.98	5,290,401.31	65,716	
III. SUB-CONTRACTED SERVICES (Attachment C.)	100,000.00	100,000.00	0	
TOTAL	**5,334,684.98**	**5,390,401.31**	55,716	