

Annual Business Meeting Packet

2026

MLS Annual Business Meeting Minutes

Wednesday, November 5, 2025

Massachusetts Library System

Annual Business Meeting

Devens Commons Center, 31 Andrews Parkway, Devens, MA 01434

The meeting was convened by President of the Executive Board, Allyson Malik, at 11:37 am.

The October 28, 2024 Annual Business Meeting minutes were presented.

- A motion was made by Clayton Cheever (Norwood) to accept the minutes as presented, and Shannon Compton (Learning Commons) seconded the motion.
- President Malik called for any discussion.
- Hearing none, she called for a vote.
- The motion passed by show of hands and was unanimous.

The Massachusetts Library System FY27 Plan of Service and Budget was presented.

- A motion was made by Nicole Daviau (Blanford) to accept the Plan of Service and Budget as presented, and Nancy Hill (Hopkinton) seconded the motion.
- President Malik called for any discussion.
- Hearing none, she called for a vote
- The motion passed by show of hands and was unanimous.

The 2026 slate of candidates for the MLS Executive Board was presented.

- A motion was made by Hope Houston (Bentley) to approve the slate of candidates as presented, and Kate Gomes (Holliston) seconded the motion.
- President Malik called for any discussion.
- Hearing none, she called for a vote.
- The motion passed by show of hands and was unanimous.

Motion to accept the Strategic plan (Esme Green), seconded Nicole Daviau (Blandford)

- Unanimous

The President asked for a motion to adjourn:

- Miki Wolfe (Natick) so moved.
- The motion passed by declaration of President Malik and the meeting was adjourned at 12:05pm.

Submitted by Miki Wolfe, Clerk

Plan of Service and Budget FY2028

Introduction

We are pleased to present the Massachusetts Library System Plan of Service and Budget for Fiscal Year 2028. We have been incredibly honored and grateful for the strong support from the legislature over the past few years and have applied the funding to ensure continued and sustained services, especially for Statewide Delivery and Resource Sharing. In January 2026, we implemented our new strategic plan. Our current Action Plan can be found on our website and includes work to ensure service evaluation and growth. The Plan of Service will present our service list for the upcoming fiscal year, and the Action Plan will address how we will focus on our strategic initiatives.

Strategic Plan: 2026-2031 Strategic Initiatives:

Initiative 1: MLS will implement an equity-based lens to its services, refocusing its efforts to support specific library types currently in the most need.

Initiative 2: MLS will continue to invest in and collaborate on opportunities that benefit the library community across the Commonwealth.

Initiative 3: MLS will ensure its resources are aligned to best support its initiatives and its member libraries.

MLS Services:

(Statewide) Delivery – Library materials delivery service to over 500 libraries across Massachusetts with support of our vendor, Optima Shipping.

Online Content – Access and support for the suite of statewide databases. MLS manages the Commonwealth eBook Collections, the statewide eBook program for 500+ schools, non-network public libraries, and academic libraries.

Training – Live, recorded, and self-paced learning opportunities developed in house, through contractors, and self-directed by members that provide library staff with the knowledge and skills necessary to meet the needs of their community.

BiblioTemps® – Employment service that specializes in the recruitment of skilled library workers for short-term and temporary to permanent placements in public, academic, and special libraries.

Consulting – Advice and support that helps member libraries achieve their goals in a variety of areas, including strategic planning, collection development/maintenance, and space planning.



Cooperative Purchasing – In collaboration with MHEC, MLS provides consortium pricing for library supplies and materials.

MassCat – The online resource sharing network for school, special, and small public libraries in Massachusetts.

Mediated Interlibrary Loan and Document Delivery – Borrowing and lending of requests facilitated by the Resource Sharing Team on behalf of member libraries, often for items located outside the network, state and country. MLS contracts with the Boston Public Library to provide the statewide Document Delivery service.

Statewide Programs, Collaborations, and Initiatives – Lead the Summer Library Program, special programs and initiatives, and grant opportunities. Collaborators include the Massachusetts Board of Library Commissioners (MBLC), Boston Public Library's Library for the Commonwealth (LFC), and local libraries.

MLS Staff

Name	Title
Katherine Adelberg	Consultant
Elm Bogart	Resource Sharing Assistant
Kathryn Bowen	Resource Sharing Assistant
Patrick Bracken	Project Manager
Alison DeMers	Resource Sharing Librarian
Sarah Donnelly	Event & Project Manager
Michelle Eberle	Consultant
Christi Farrar	Consultant
Amanda Fauver	Membership/BiblioTemps® Manager
Heidi Flynn	Resource Sharing Assistant
Dodie Gaudet	MassCat Cataloger
Heather	BiblioTemps® Assistant
Scott Kehoe	Library Resources Director
Shirley MacLean	Member Services & Office Support
Amanda Malikowski	Delivery Manager
Cody Mansley	Electronic Resources Manager
Jack Martin	Communications Manager
Terry McQuown	Consulting & Training Services Director
Martha Meacham	Library Consultant Manager
Betsy Meaden	Business and HR Director
Vincent Nguyen	Resource Sharing Assistant
Lida Refah	Staff Accountant
Bradley Schmidt	Executive Assistant/Office Coordinator
Sarah Sogigian	Executive Director
Jane Stimpson	Consultant
Amos Thomas	IT Specialist & Webmaster
Hillary Washburn	Learning Experience Program Manager

MLS Executive Board

Name	Title	Library
Shannon Compton, Ph.D.	President	BayPath University
Allyson Malik	Past President	Oak Bluffs Public Library
Miki Wolfe	Vice President	Morse Institute Library, Natick
Christina Dominique-Pierre	Treasurer	Brandeis University, Waltham
Lisa Downing	Clerk	Forbes Library, Northampton
Matt Bejune	Director	Worcester State University
Anna Boutin-Cooper	Director	Westfield State University Library
Laura Brosnan	Director	North Shore Community College Library
Clayton Cheever	Director	Morrill Memorial Library, Norwood
Nicole Daviau	Director	Porter Memorial Library, Blandford
Robert DeFabrizio	Director	MA Trial Court Libraries
Kate Gomes	Director	Holbrook Public Library
Maria Palacio	Director	Acton Memorial Library
Alex Scarelli-Smith	Director	Sharon High School Library
Sarah Jackson	Ex Officio	Boston Public Library
Maureen Amyot	Ex Officio	Massachusetts Board of Library Commissioners
Sarah Sogigian	Ex Officio	Massachusetts Library System



November 4, 2026

FY28 Budget

Dear MLS Members:

I am pleased to present the FY28 MLS plan of service and budget. The FY28 MLS budget is based on our FY27 state allocation, in the amount of \$14,535,000.

To provide more clarity around the services and funding amounts assigned to each, I have redesigned our budget documents. I have provided a budget narrative with details on each line item.

You may notice that there appears to be significant changes in the staffing amounts in the program budget sheet. As you will recall, MLS has expanded our programs significantly in recent years. This past year, we took a measured look at staffing across all the program areas and what is listed now is a more accurate representation of MLS's current staffing by program areas.

Respectfully,

Sarah Sogigian

Executive Director

Budget Narrative

Line Item Budget

I. PERSONNEL COSTS

A. Salaries and Wages

Salaries and wages for all MLS employees.

B. Applicable Benefits

Benefits and taxes. Medical insurance premiums, 403b retirement plan, Social Security tax and Medicare tax make up most of this line. Medical insurance premiums increased 16% in FY 2027. A 10% increase was used to budget for FY 2028.

II. OPERATING EXPENSES

A. Book and Other Library Materials

1. Online Content - Reference

Payments to vendors for the statewide databases program offered in collaboration with the MA Board of Library Commissioners (MBLC). Current vendors are Coughlan Companies, Encyclopaedia Britannica, and Gale / CENGAGE.

2. Online Content - eBook

Payments to OverDrive for the Commonwealth eBook Collections program.

3. Professional Collection

Payments for books and journals located in the MLS Marlborough office, available via CommCat to all MLS members.

B. Equipment

1. Computer Hardware / Software / Online Utilities

Hardware, software and online. Top expenditures in this line are with OCLC, Microsoft, Clio and Springshare.

2. Office Equipment and Furnishings

Equipment and furnishings for both offices.

C. Office Expenses

1. Supplies

General office supplies as well as supplies and refreshments for meetings and other events hosted by MLS.

- 2. Postage
- 3. Telephone and Internet
- 4. Printing
- 5. Travel
 - a. In-state
 - b. Out-of-state
- 6. Equipment Maintenance and Repair
- 7. Space Rental/Electricity
- 8. Audit
- 9. Other

Postage, mainly for ILL.

Office phone and internet and telework stipends to MLS employees.

Printing that includes professionally printed materials and promotional items from a variety of providers.

Staff travel to members and meetings.

Staff travel mainly related to professional development.

Funding for repairs to office equipment, appliances, etc.

Rent and electricity for both MLS offices.

Funding for the annual financial audit. This line was increased slightly for FY 2028 to reflect increasing expenditures.

Legal, accounting, insurance, recruitment, professional development and contracts unrelated to MLS specific programs make up the main elements of this line.

E. Contractual Services

- 1. Delivery Services - Optima
- 2. Workshops, Conferences, Meetings, Marketing
- 3. Summer Reading Program

Contractual costs paid to Optima for the statewide delivery service.

Contractual costs paid to workshop providers for the continuing education services.

Contractual costs paid to the Illinois Library Association for the summer library program.

III. SUBCONTRACTED SERVICES

A. Document Delivery (BPL)

MBLC pays these funds directly to Boston Public Library for the journal article document delivery service.

Program Budget

I. DELIVERY

The Delivery program budget comprises payments to Optima, related office supplies and allocated expenses for staffing and space rental.

540 MLS members benefit from the statewide delivery service which was responsible for the delivery of over 12 million items in FY 2026.

II. ELECTRONIC CONTENT

Electronic content represents payment to database providers for the Statewide Databases and Commonwealth eBook Collections programs along with allocated expenses for staffing and space rental.

III. A. MEDIATED INTERLIBRARY LOAN

This service area comprises Mediated Interlibrary Loan and the Journal Article Document Delivery Service that is subcontracted to Boston Public Library along with allocated expenses for staffing and space rental.

260 MLS members participate in the mediated interlibrary loan services which was responsible for over 12,957 requests in FY 2026.

III. B. MASSCAT

This service area comprises staffing and space rental associated with the MassCat program that provides a shared library catalog to its participants.

30 MLS members participate in MassCat.

IV. CONTINUING EDUCATION AND TRAINING

Program costs include contracts for workshop providers and allocated expenses for staffing and space rental.

5,227 MLS members attended 295 live sessions; 2,073 MLS member library staff registered for our new Learning Hub, 905 self-paced courses were offered in 2026.

V. ADVISORY AND TECHNICAL ASSISTANCE

Program costs include ongoing development of the Professional Collection and allocated expenses for staffing and space rental for the Consultants.

MLS consultants spent over 1,000 hours on member projects and requests in FY 2026.

VI. A. COOPERATIVE PURCHASING

This service area comprises staffing and space rental associated with the cooperative purchasing program in partnership with MHEC.

MLS members saved \$11.3M in FY 2026.

VI. B. SUMMER LIBRARY PROGRAM

Program costs include the contract for summer library program materials and allocated expenses for staffing and space rental.

235 MLS members participated in the summer library program.

VII. ADMINISTRATION

Administration includes all other costs that are not directly allocated to programs as outlined herein.

Massachusetts Library System

Fiscal Year 2028

Line Item Budget

	FY 2027 Rev 1	FY 2028	Change
I. PERSONNEL COSTS			
A. Salaries and Wages	\$ 2,373,913.00	\$ 2,450,434.00	\$ 76,521
B. Applicable Benefits	\$ 885,177.00	\$ 929,907.00	\$ 44,730
II. OPERATING EXPENSES			
A. Book and Other Library Materials			
1. Online Content - Reference	\$ 675,000.00	\$ 675,000.00	\$ -
2. Online Content - eBook	\$ 1,595,195.00	\$ 1,466,277.27	\$ (128,918)
3. Professional Collection	\$ 3,000.00	\$ 3,000.00	\$ -
B. Equipment			
1. Computer Hardware / Software / Online Utilities	\$ 150,000.00	\$ 150,000.00	\$ -
2. Office Equipment and Furnishings	\$ 20,000.00	\$ 20,000.00	\$ -
C. Office Expenses			
1. Supplies	\$ 50,000.00	\$ 50,000.00	\$ -
2. Postage	\$ 15,000.00	\$ 15,000.00	\$ -
3. Telephone and Internet	\$ 40,000.00	\$ 40,000.00	\$ -
4. Printing	\$ 23,000.00	\$ 23,000.00	\$ -
5. Travel			
a. In-state	\$ 50,000.00	\$ 50,000.00	\$ -
b. Out-of-state	\$ 40,000.00	\$ 40,000.00	\$ -
6. Equipment Maintenance and Repair	\$ 2,000.00	\$ 2,000.00	\$ -
7. Space Rental/Electricity	\$ 219,049.34	\$ 226,716.07	\$ 7,667
8. Audit	\$ 40,000.00	\$ 40,000.00	\$ -
9. Other	\$ 447,479.38	\$ 447,479.38	\$ -
E. Contractual Services			
1. Delivery Services - Optima	\$ 7,006,186.28	\$ 7,006,186.28	\$ -
2. Workshops, Conferences, Meetings, Marketing	\$ 750,000.00	\$ 750,000.00	\$ -
3. Summer Reading Program	\$ 50,000.00	\$ 50,000.00	\$ -
III. SUBCONTRACTED SERVICES			
A. Document Delivery (BPL)	\$ 100,000.00	\$ 100,000.00	\$ -
TOTAL			
	\$ 14,535,000.00	\$ 14,535,000.00	\$ -

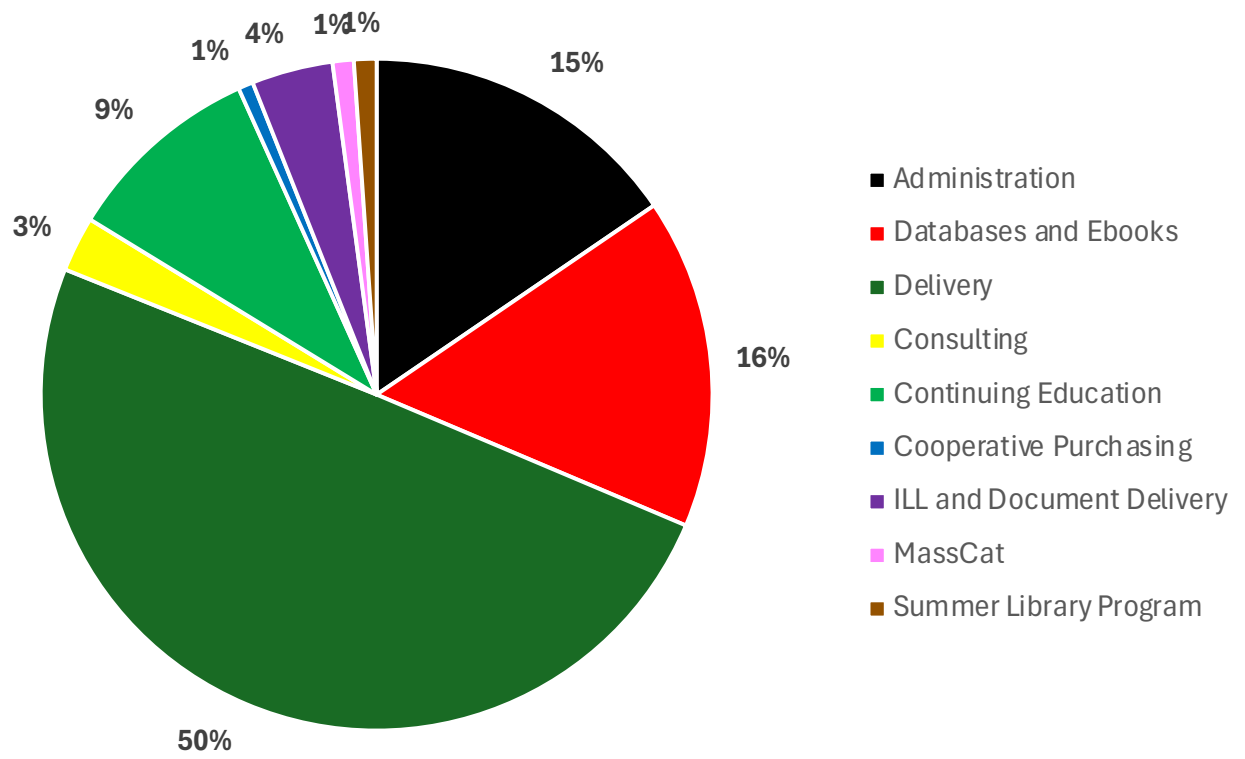
Massachusetts Library System

Fiscal Year 2028

Program Budget

	FY 2027 Rev 1	FY 2028	Change
I. DELIVERY			
A. Contract	\$ 7,006,186.28	\$ 7,006,186.28	\$ -
B. Supplies / Equipment	\$ 13,500.00	\$ 13,500.00	\$ -
C. Staff	\$ 260,727.20	\$ 192,679.44	\$ (68,047.76)
D. Space	\$ 17,523.95	\$ 12,922.82	\$ (4,601.13)
SUBTOTAL	\$ 7,297,937.43	\$ 7,225,288.53	\$ (72,648.89)
II. ELECTRONIC CONTENT			
A. Reference	\$ 675,000.00	\$ 675,000.00	\$ -
B. eBook	\$ 1,595,195.00	\$ 1,466,277.27	\$ (128,917.73)
D. Staff	\$ 228,136.30	\$ 158,876.03	\$ (69,260.27)
E. Space	\$ 15,333.45	\$ 10,655.66	\$ (4,677.80)
SUBTOTAL	\$ 2,513,664.75	\$ 2,310,808.95	\$ (202,855.80)
III. A. MEDIATED INTERLIBRARY LOAN			
A. Document Delivery Contract	\$ 100,000.00	\$ 100,000.00	\$ -
B. Staff	\$ 488,863.50	\$ 439,444.33	\$ (49,419.17)
C. Space	\$ 32,857.40	\$ 29,473.09	\$ (3,384.31)
SUBTOTAL	\$ 621,720.90	\$ 568,917.42	\$ (52,803.48)
III. B. MASSCAT			
A. Staff	\$ 195,545.40	\$ 138,593.98	\$ (56,951.42)
B. Space	\$ 13,142.96	\$ 9,295.36	\$ (3,847.60)
SUBTOTAL	\$ 208,688.36	\$ 147,889.34	\$ (60,799.02)
IV. CONTINUING EDUCATION AND TRAINING			
A. Contracts	\$ 750,000.00	\$ 750,000.00	\$ -
B. Staff	\$ 651,818.00	\$ 594,940.02	\$ (56,877.98)
C. Space	\$ 43,809.87	\$ 39,902.03	\$ (3,907.84)
SUBTOTAL	\$ 1,445,627.87	\$ 1,384,842.04	\$ (60,785.82)
V. ADVISORY AND TECHNICAL ASSISTANCE			
A. Professional Collection	\$ 3,000.00	\$ 3,000.00	\$ -
B. Staff	\$ 716,999.80	\$ 358,316.15	\$ (358,683.65)
C. Space	\$ 48,190.85	\$ 24,031.90	\$ (24,158.95)
SUBTOTAL	\$ 768,190.65	\$ 385,348.05	\$ (382,842.61)
VI. A. COOPERATIVE PURCHASING			
A. Staff	\$ 65,181.80	\$ 98,029.89	\$ 32,848.09
B. Space	\$ 4,380.99	\$ 6,574.77	\$ 2,193.78
SUBTOTAL	\$ 69,562.79	\$ 104,604.66	\$ 35,041.87
VI. B. SUMMER LIBRARY PROGRAM			
A. Contracts and Materials	\$ 50,000.00	\$ 50,000.00	\$ -
B. Staff	\$ 97,772.70	\$ 101,410.23	\$ 3,637.53
C. Space	\$ 6,571.48	\$ 6,801.48	\$ 230.00
	\$ 154,344.18	\$ 158,211.71	\$ 3,867.53
VII. ADMINISTRATION			
A. Staff	\$ 554,045.30	\$ 1,298,050.94	\$ 744,005.64
B. Space	\$ 37,238.39	\$ 87,058.97	\$ 49,820.58
C. Other	\$ 863,979.38	\$ 863,979.38	\$ -
SUBTOTAL	\$ 1,455,263.07	\$ 2,249,089.29	\$ 793,826.23
TOTAL			
	\$ 14,535,000.00	\$ 14,535,000.00	\$ -

FY 2028



2027 Slate of Candidates

Executive Board Members (3-year term)

- Emma Kwon, Weston Public Schools, Weston

Executive Board Vice President/President/Past President (3-year term)

- Maria Palacio, Acton Memorial Library, Acton

Treasurer (1-year term)

- Clayton Cheever, Morrill Memorial Library, Norwood

Clerk (1-year term)

- Lisa Downing, Forbes Memorial Library, Northampton

Recommended by the Nominating Committee

Name	Library	Municipality
Allyson Malik, Chair	Oak Bluffs Public Library	Oak Bluffs
Nicole Daviau	Porter Memorial Library	Blandford
Maria Palacio	Acton Memorial Library	Acton
Claudia Palframan	Dupont Middle School	Chicopee
Shannon Compton	Baystate University	East Longmeadow
Alex Scarelli-Smith	Sharon High School	Sharon
Betsy Meaden	MLS	MLS Ex Officio
Sarah Sogigian	MLS	MLS Ex Officio