

**MLS Annual Meeting Agenda**  
**November 14, 2011**  
**College of the Holy Cross (Worcester)**

9:00 Registration

9:30 Welcome – Dee Magnoni, MLS President

Reports

Dee Magnoni, MLS President

Greg Pronevitz, Executive Director

MLS Business Meeting Call to Order

Approve the minutes of the 2010 Annual Business Meeting (Betty Johnson, MLS Secretary)

Approve Plan of Service & Budget for fy2013 (Deborah Kelsey, Chair Budget Committee)

Election (Mike Sommers, Chair Nominating Committee)

Adjourn MLS Business Meeting

MBLC Report (Rob Maier, Director)

10:30 Keynote: Cathy De Rosa

11:45 Lunch

1:00 Strategic Planning Exercise (Brainstorming and prioritization) (Dee Magnoni, President)

3:30 Adjourn

**3:30 Library for the Commonwealth (at Boston Public Library) Plan of Service Discussion (Michael Colford)**

Massachusetts Library System  
Annual Meeting Minutes November 15, 2010

The first annual meeting of the Massachusetts Library System (MLS) at the College of the Holy Cross was called to order at approximately 10:30 a.m. by Sal Genovese, President.

Sal welcomed member library representatives, MBLC Board members and staff, Network administrators, MLA and MLTA presidents, MSLNA, and ACRL attendees. The MLS Executive Board was introduced. Sal thanked all for their feedback and participation in the MLS transition work.

Greg Pronevitz, MLS Executive Director, reported that

- MLS staff hit the ground running on July 1.
- Five million items were sent through the delivery system from July to October. A statewide delivery contract will be implemented for FY2012.
- There are 540 member libraries in MLS.
- Thirteen titles of online database content were added in September and 500,000 searches were recorded since July.
- Sixty three continuing education opportunities have been provided by MLS so far.
- MassCat is expecting to grow; one new member since July.
- Boston Public Library is providing document delivery.
- Two mediated ILL centers-one in Quincy and one in Wellesley-are facilitating statewide service.
- Summer reading program will be part of the national program. 2011 theme is One World, Many Stories.

Greg thanked the MLS staff for all their work since MLS began in July.

Major new initiatives-

- Statewide delivery
- Headquarter move from Waltham
- Retain Whately
- Bibliotemps
- Planning
  - Strategic
  - Segmented market plan
  - Branding
- Form advisory committees
- Future resource sharing-ebooks, streaming media, reciprocity and collaboration
- Mass Broadband 123 with Gates Foundation, MBLC, CWMARS, MBI as partners

### **Business Meeting**

Deborah Kelsey presented overview of Plan of Service and FY2011 Budget for members to vote on. Materials were available for membership consideration prior to the meeting. Motion to accept POS and Budget. Motion-Dee Magnoni; Second-Betty Johnson. Quorum of membership voted. No proxy votes. 1 abstention.

Business meeting adjourned.

Rob Maier, Director MBLC, greeted membership at the “statewide gathering, reunion”. He congratulated MLS staff and Greg on the success of the launching of the new entity. Unfortunately there is no crystal ball into the state budget process, but state revenues seem to running ahead of last year; hopefully that will forestall 9c cuts at midyear. Governor has not announced a budget cap for MBLC line items yet. Legislature was aware of what the library community went through during the last year. It was hard and painful work and libraries did their part. The MBLC’s Legislative Agenda will be out soon; planning for Legislative Breakfasts is underway. Ballot question 3 would have been disaster for libraries. Rep. Falzone, founder of the Library Caucus, was not reelected so there will be a transition to new leadership for the Library Caucus.

Greg thanked Holy Cross, Sal and Deb K., the MLS Board, MBLC, MLS staff, and membership for attending. He reminded everyone to stay in touch-call or email.

After lunch, group discussions took place at each table on topics such as satisfaction with MLS, databases, CE, your library’s greatest need, new and/or ongoing service needs.

Respectfully submitted,  
Betty P. Johnson  
Clerk

# **MLS Plan of Service FY2013 Draft**

## **INTRODUCTION**

This FY2013 Plan of Service and Budget is designed to allow MLS to better meet member needs and anticipates a significant increase in funding. MLS will continue to provide the same core services as last year (continuing education, online content, advisory services, mediated interlibrary loan and journal article document delivery, MassCat, summer reading program, research and development, and cooperative purchasing). MLS serves some 1,750 member libraries throughout the Commonwealth including 371 public libraries; more than 1,000 public and private K-12 schools; 126 academic libraries on college and university campuses; and 241 special libraries in institutions such as hospitals, museums and historical societies, the Trial Court, correctional institutions, law firms, and businesses.

In addition, several major initiatives to expand and improve services are described below:

MLS members and all Massachusetts residents will benefit from the availability of expanded online content including online indexes and full-text articles from scholarly journals, newspapers, and magazines. We will address several unmet needs including content that could be used to support economic development through coordination with K-12 and academic institutions' initiatives to support STEM education (Science, Technology, Engineering, and Math). This content would be supported by increased outreach to libraries throughout the Commonwealth by MLS professionals to empower librarians to provide user education to allow students and other library users to make the best use of these valuable resources.

MLS will supplement its traditional continuing education and advisory role with libraries by expanding and enhancing access to both in-person and online events and consultation to provide professional development for librarians and staff in Massachusetts libraries. Last year MLS hosted over 260 events (one for each working day of the year) and we were still unable to meet the needs of all member libraries. Librarians, library staff, and library trustees value MLS' expertise but they need more. Very few communities and institutions would be able to support this type of professional development without MLS.

Library Resource Sharing will be expanded. MLS will be able to waive some of the traditional start-up costs for libraries joining the MassCat shared integrated library system and add these libraries to MLS library delivery service routes to enhance access to materials in more Massachusetts libraries. We will also be able to reduce the costs to libraries for borrowing from out-of-state libraries.

MLS has been taking steps to improve library efficiency, ergonomics, and safety in processing items shipped through MLS' Library Delivery Service. Over the past dozen years library delivery volume has increased over 500% and library circulation increased by over 20%. Library staffing levels have remained stagnant or been reduced. Last year MLS shipped (and libraries processed) over 15 million items. MLS will initiate pilot projects to integrate tools to improve safety, ergonomics, and efficiency in library circulation areas.

## MLS MISSION

The Massachusetts Library System, a state-supported collaborative, fosters cooperation, communication, innovation, and sharing among member libraries of all types. The MLS promotes equitable access to excellent library services and resources for all who live, work, or study in Massachusetts.

### I. DELIVERY

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

1. Monitor contract for statewide delivery.  
*Measure: Level of customer satisfaction.*  
*Measure: Level of contract benchmarks achieved.*
2. Determine opportunities to improve service, efficiency, ergonomics and safety.  
*Measure: Number of opportunities explored and exploited.*  
*Measure: Number of programs and participants.*
3. Assess the volume of holds activity and implement necessary changes.  
*Measure: Volume of delivery and sorting turn-around time.*  
*Measure: Monitor delivery activity, efficiency and cost.*
4. Keep members informed of delivery service issues.  
*Measure: Level of user satisfaction.*
5. Expand delivery service to all eligible libraries.  
*Measure: Determine level of resource sharing to justify eligibility.*  
*Measure: Level of eligible libraries served.*

### II. 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.**

1. Procure and stabilize new offerings to meet most significant needs.  
*Measure: Member needs survey results.*  
*Measure: Number of offerings.*
2. Gauge member needs.  
*Measure: Level of user satisfaction as indicated by a user satisfaction survey.*  
*Measure: Level of user satisfaction by library type.*
3. Publicize and promote offerings.  
*Measure: Number of trainings provided.*  
*Measure: Track usage.*

### III. INTERLIBRARY LOAN

**Provide and promote timely and cost effective resource sharing through direct and mediated interlibrary loan transactions.**

1. Actively encourage all member libraries to share resources.  
*Measure: Number of members participating in resource sharing agreements.*
2. Explore and assess alternative models for searching and identifying resources.  
*Measure: Alternatives evaluated and recommendations made.*
3. Implement and train members in ILL procedures for ILL Centers, Document Delivery Center, MassCat, and the Virtual Catalog.  
*Measure: Number of trainings provided*  
*Measure: Number of participants.*
4. Evaluate ILL service using user satisfaction survey data.  
*Measure: Number of recommendations made.*
5. Identify and address most significant financial obstacles.  
*Measure: Publicity of changes.*  
*Measure: Number of participants.*

### IV. CONTINUING EDUCATION

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

1. Focusing on both specific library types and across types, assess continuing education needs, locations and methods of delivering content to member library staff and governance boards and respond to needs as appropriate.  
*Measure: Number of opportunities provided.*  
*Measure: Assess member needs*  
*Measure: Level of user satisfaction as indicated by a user satisfaction survey.*
2. Implement alternative formats for delivering continuing education content, such as webinars, conference calls and social networking features.  
*Measure: Number of participants via alternative formats.*  
*Measure: Level of members' satisfaction with alternative formats.*
3. Support and encourage member collaboration in order to offer continuing education opportunities.  
*Measure: Number of collaborations.*  
*Measure: Number of participants.*
4. Explore and extend partnership opportunities with other organizations, e.g. the automated library networks, consortia and associations, to offer high quality continuing education and services.  
*Measure: Number of collaborations.*  
*Measure: Number of participants.*
5. Offer training in Basic Library Techniques.  
*Measure: Number of trainings provided.*  
*Measure: Number of participants.*

## **V. ADVISORY AND TECHNICAL ASSISTANCE**

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

1. Respond to member requests for advisory service in a timely manner (referring to others with expertise when MLS experience level warrants).  
*Measure: Number of site visits and member contacts.*  
*Measure: Number of contact hours.*
2. Identify and connect members of all types (academic, public, school, special) with similar professional challenges, facilitate collaboration among them, and maintain open communication with their professional associations.  
*Measure: Number of collaborations facilitated.*  
*Measure: Member satisfaction with collaborations.*
3. Disseminate advisory materials, including templates, best practice documents, and standards set by professional associations.  
*Measure: Number and variety of items disseminated.*

## **VI. COOPERATIVE PURCHASING**

**Initiate statewide activities to enable members to maximize resources.**

1. Support member participation in the supplies and materials purchasing cooperatives.  
*Measure: Number of members participating in the cooperatives*
2. Expand opportunities for additional cooperative activities, e.g. online content and innovations.  
*Measure: Number of cooperative activities and participants.*
3. Plan future statewide summer reading programs in conjunction with the MBLC and facilitate the work of the statewide Library Reading Program steering committee.  
*Measure: Program planned.*  
*Measure: Level of participation and satisfaction.*

## **VII. RESEARCH AND DEVELOPMENT**

**To explore new technologies and services for potential use in member libraries.**

1. Explore innovations and establish programs and services and share experiences, trends and best practices with member libraries.  
*Measure: Number of programs and services provided.*

## VIII. MASSCAT

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

1. Provide ongoing training and support to MassCat member libraries.  
*Measure: Number of trainings provided.*  
*Measure: Number of participants.*
2. Evaluate service and system development to ensure member needs are met.  
*Measure: Ratio of user satisfaction as indicated by a user satisfaction survey.*
3. Publicize and promote MassCat services to expand resource sharing.  
*Measure: Number of site visits and events made to promote service.*

## IX. BIBLIOTEMPS

### **Enhance member library access to qualified temporary staffing cost effectively.**

1. Develop and enhance BiblioTemps' value by diversifying its client base and available staffing.  
*Measure: Number of staff placements representing multiple areas of library staff.*  
*Measure: Number of clients representing libraries of varying types and sizes.*
2. Assist library staff to make career transitions  
*Measure: Number of BiblioTemps workers who are placed*  
*Measure: Number of placements that yield permanent employment*
3. Provide breakeven financing or surplus within two years.  
*Measure: Income and spending analysis.*

## X. ADMINISTRATION

### **To develop, coordinate, implement and evaluate the Plan of Service.**

1. Work with the Executive Board and member libraries to develop programs and services that meet member needs, i.e. implement strategic, marketing, and branding plans.  
*Measure: Number of programs and services developed.*  
*Measure: Member satisfaction with the planning results.*
2. Foster partnerships, collaborations and sharing of expertise within and between library groups and associations and statewide service providers.  
*Measure: Number of partnerships and collaborations developed.*
3. Promote the organization and the member libraries through marketing activities.  
*Measure: Number and variety of public relations materials created.*
4. Write and manage grants that expand and improve services offered to member libraries.  
*Measure: Number of grants awarded.*
5. Participate in activities of relevant professional organizations, associations, networks, boards and committees.  
*Measure: Number of meetings attended.*
6. Explore enterprise activities and implement as appropriate.  
*Measure: Number of proposals explored and implemented.*



## **MLS fy2013 Budget Summary**

The MLS budget for fiscal year 2013 is presented in two formats:

- Program Budget
- Line Item Budget.

This budget is based on the implementation of the 2013 legislative agenda for Massachusetts libraries and includes an increase of \$1 million above current state appropriations to restore funding for services which are currently at 1990 levels.

The Program Budget presents anticipated spending for MLS's seven service areas. The Line Item Budget presents budgeted amounts by expense type (line item). Both budget documents include current fy2012 funding; anticipated fy2013 funding; the change as a percentage; and a snapshot summary of the resulting change.

Service expansion with the legislative agenda's success include the following areas.

Online content funding is boosted substantially to help libraries meet the skyrocketing need for online services by a demanding public. The additional funding will supplement a new statewide contract funded jointly by MLS and MBLC.

MLS has been delivering advisory and continuing education services with very limited personnel resources. The Library Legislative Agenda funding will allow MLS to add two advisor and one member services support staff positions and provide them with computers and a workspace to expand member training and library staff and trustee access to much needed advisory expertise.

As one step of enhancing resource sharing, we will add ten libraries to delivery service as well as prepare for an increase in shipping volume by libraries up to 15 million items per year to meet growing patron demand for library materials statewide. MLS needs to lower the barriers to resource sharing and funding is directed at reducing fees from out of state lenders to users of MLS mediated interlibrary loan centers. Our goal is to increase lending by 1,000 items. Fees for MassCat participation will be reduced to encourage five more small libraries to join this growing resource sharing network.

We plan to invest in a study of library productivity, efficiency, safety, and ergonomics for processing delivery items and totes and to implement pilot projects to identify means of improving efficiency for interested libraries.

The Program Budget also includes the personnel and space rental factors we use to allocate budgeted funds. The fy2012 figures were based on early estimates. We revised them for fy2013 to reflect actual experience. For example we have allocated 24 percent of salary and benefits and space rental costs to continuing education services. This includes a large part of the salary and benefits for MLS's Advisory staff as well as a portion of Member Services and Management staff and a part of the cost of operating our Marlborough and Whately facilities. The Line Item Budget indicates an increase in the budget for computer equipment and software to enhance staff productivity.

In addition to the direct enhancements to member services, this budget includes modest salary increases and inflationary costs for fringe benefits for the existing 16 budgeted staff positions plus three additional staff members. The administrative costs for running MLS comprise only seven percent of the total budget. In summary, this budget will result in an additional \$930,000 being put directly into services for Massachusetts libraries.

**Massachusetts Library System  
Fiscal Year 2013**

**Program Budget**

Program	FY12 Direct Program Costs	FY13 Direct Program Costs	Change	Projected Level of Activity
<b>1. DELIVERY</b>	<b>\$3,217,522.44</b>	<b>\$3,314,564.12</b>	<b>3%</b>	640 participating libraries, from 630; 15 million items delivered
<b>2. SUPPLEMENTAL REFERENCE</b>	<b>\$1,380,609.83</b>	<b>\$1,739,757.32</b>	<b>26%</b>	New Online Content will increase collections and service
<b>3. INTERLIBRARY LOAN</b>	<b>\$827,522.44</b>	<b>\$847,234.46</b>	<b>2%</b>	
3a Mediated interlibrary loan	\$686,880.61	\$707,670.34	3%	34,500 member requests for loans - 1,000 increase
3b MassCat	\$140,641.83	\$139,564.12	-1%	75 participating libraries in MassCat, up from 70
<b>4. CONTINUING EDUCATION AND TRAINING</b>	<b>\$490,671.75</b>	<b>\$595,362.70</b>	<b>21%</b>	300 sessions, up from 250 Sessions; 4,200 attendees, up from 3,500 attendees
<b>5. ADVISORY AND TECHNICAL ASSISTANCE</b>	<b>\$393,671.75</b>	<b>\$675,820.60</b>	<b>72%</b>	1750 hours consulting, up from 1,400 hours consulting
<b>6. SUPPLEMENTAL SERVICES</b>	<b>\$118,761.22</b>	<b>\$159,564.12</b>	<b>34%</b>	
6a Cooperative Purchasing Programs	\$31,253.74	\$57,670.34	85%	4 programs; 724 participating libraries
6b Summer Reading Program	\$87,507.48	\$101,893.78	16%	96,000 participants in 320 libraries
<b>7. ADMINISTRATION</b>	<b>\$495,895.57</b>	<b>\$592,351.69</b>	<b>19%</b>	Merit, benefits increases
<b>GRAND TOTALS</b>	<b>\$6,924,655</b>	<b>\$7,924,655</b>	<b>14%</b>	

Massachusetts Library System (MLS)

<b>PERSONNEL AND SPACE RENTAL COST ALLOCATIONS BY PROGRAM</b>		
PROGRAM	fy2012 Allocation	fy2013 Allocation
Delivery	12%	7%
Supplemental Reference	9%	2%
Mediated Interlibrary Loan	3%	3%
MassCat	9%	7%
Continuing Education and Training	25%	24%
Advisory and Technical Assistance	25%	35%
Cooperative Purchasing Programs	2%	3%
Summer Reading Program	4%	4%
Administration	11%	15%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

**Massachusetts Library System  
Fiscal Year 2013**

**Line Item Budget**

	FY12 Budget	FY13 Budget	Change	Identification of Changed Items
<b>I. PERSONNEL COSTS</b>				
A. Salaries and Wages				
Advisory Staff	553,212.79	752,967.56	36%	Increase to 11 FT positions, from 9 FT
Member Services/Office Support Staff	107,434.23	146,385.18	36%	Increase to 4 FT positions, from 3 FT
Management	342,206.98	349,581.76	2%	Salary Increase for 4 FTEs
Support	4,550.00	10,000.00	120%	MassCat Cataloger
B. Applicable Benefits				
Advisory Staff	229,867.78	294,497.92	28%	Increase to 11 FT positions, from 9 FT
Member Services/Office Support Staff	65,107.86	89,711.98	38%	Increase to 4 FT positions, from 3 FT
Management	73,839.06	81,619.77	11%	Increased benefit costs
Support	6,468.30	7,580.40	17%	Increased benefit costs
<b>SUBTOTAL</b>	1,382,687.00	1,732,344.57	25%	

**Massachusetts Library System  
Fiscal Year 2013**

**Line Item Budget**

	FY12 Budget	FY13 Budget	Change	Identification of Changed Items
<b>II. OPERATING EXPENSES</b>				
A. Books and Other Library Materials	1,242,968.00	1,704,310.43	37%	Increased funding for online content
B. Equipment				
1. Computer Hardware and Software	50,000.00	65,000.00	30%	Productivity enhancement for customer relationship management system
2. Office Equipment and Furnishings	5,000.00	15,000.00	200%	Furniture for new staff
3. Vehicles	0.00	0.00	0%	
C. Office Expenses				
1. Supplies	12,000.00	12,000.00	0%	
2. Postage	1,000.00	1,000.00	0%	
3. Telephone				
a) Marlborough	11,000.00	11,000.00	0%	
b) Whately	9,000.00	9,000.00	0%	
4. Printing	1,000.00	1,000.00	0%	
5. Travel				
a) In-state	50,000.00	50,000.00	0%	
b) Out-of-state	15,000.00	15,000.00	0%	
6. Equipment Maintenance and Repair	5,000.00	5,000.00	0%	
7. Space Rental/Electricity				
a) Marlborough Rent	56,678.00	58,395.00	3%	
b) Whately Mortgage	68,772.00	68,772.00	0%	
c) Marlborough Utilities	0.00	0.00	0%	
d) Whately Utilities	29,000.00	33,403.00	15%	
e) Marlborough Building/Grounds	0.00	0.00	0%	
f) Whately Building/Grounds	25,550.00	29,430.00	15%	
g) Town of Whately - in lieu of taxes	3,307.50	3,307.50	0%	
8. Audit	25,000.00	25,000.00	0%	
9. Other				
a) Insurance	20,000.00	20,000.00	0%	
b) Legal	30,000.00	30,000.00	0%	
c) Annual Meeting	10,000.00	10,000.00	0%	
d) Internet/VPN	17,000.00	17,000.00	0%	
e) Net@Work/Mas90	6,000.00	6,000.00	0%	
f) Delivery	10,000.00	10,000.00	0%	
g) ILL Fees	0.00	10,000.00	10000%	Reduce member costs by covering some fees
h) Undefined	13,692.50	38,692.50	183%	Staff prof dev and unexpected business costs
D. Regional Vehicle Expenses	10,000.00	0.00	-100%	
E. Contractual Services	3,175,000.00	3,304,000.00	4%	Delivery Services - Optima; CE Workshop Providers; Summer Reading; MassCat - ByWater Solutions; OCLC
<b>SUBTOTAL</b>	<b>3,659,000.00</b>	<b>3,848,000.00</b>	<b>5%</b>	

**Massachusetts Library System  
Fiscal Year 2013**

**Line Item Budget**

	FY12 Budget	FY13 Budget	Change	Identification of Changed Items
<b>III. SUB-CONTRACTED SERVICES</b>				
Mediated ILL Center - Wellesley	270,000.00	270,000.00	0%	
Mediated ILL Center - Quincy	270,000.00	270,000.00	0%	
Journal Article Delivery - Boston	100,000.00	100,000.00	0%	
<b>SUBTOTAL</b>	640,000.00	640,000.00	0%	
<b>TOTAL</b>	<b>6,924,655.00</b>	<b>7,924,655.00</b>	14%	

*Massachusetts Library System (MLS)*

**Slate for Executive Board Directors and Officers**

<b>Last Name</b>	<b>First Name</b>	<b>Library</b>	<b>City/Town</b>	<b>Type</b>	<b>Position</b>	<b>Term</b>
<b>Executive Board Directors</b>						
Adamczyk	William L.	Thomas Crane Public Library	Quincy	Public	Head of Circulation Services	3 years
Canelli	Charlotte	Morrill Memorial Library	Norwood	Public	Director	3 years
Gerolami	Tim	Cape Cod Community College	West Barnstable	Academic	Reference Librarian	2 years
Lichtman	Barb	Melrose High School	Melrose	School	Librarian	1 year
Malachowski	Margot	Baystate Health	Springfield	Special	Outreach Librarian	3 years
Taupier	Andrea S.	Springfield College	Springfield	Academic	Director	1 year
Wargo	Suzanne	Millbury High School	Millbury	School	Director of School Library Services	3 years
Watkins	Sarah	USS Constitution Museum	Boston	Special	Director of Collections and Learning	3 years

**Officers**

**Office**

Patrick	Marshall	Jonathan Bourne Public Library	Bourne	Public	Director	3 years	Vice President/ President/ Past President
Betty	Johnson	Griswold Memorial Library	Colrain	Public	Director	1 year	Secretary
Jean	Macguire	New England Historic Genealogical Society	Boston	Special	Technical Services Librarian	1 year	Treasurer