

METROPOLITAN NEW YORK LIBRARY COUNCIL Board of Trustees Meeting
Thursday, November 10, 2011 3:00 – 5:00 p.m.

MINUTES

Present: Sandra Galef, Milan Hughston, Norman J. Jacknis, James Neal, Jeffrey Olson, Patricia C. Skarulis *Not Present:* Colleen Cuddy, Thomas Galante, LaRuth Gray, Hal Higginbotham, Heike Kordish, Betty Rosa, Ann Thornton,
Staff: Jason Kucsma, Executive Director President Norm Jacknis called the meeting to order at 3:15 p.m. and welcomed members.

Jim Neal moved to accept the minutes from the September 8, 2011 Board meeting. Milan Hughston seconded. The minutes were approved unanimously.

Jacknis thanked the Board members for a successful search process. He confirmed that Jason Kucsma's status as the new Executive Director is confirmed and has been approved by the New York State Education Department.

Jacknis mentioned his involvement in the New York State Regents Advisory Council on Libraries draft document, "Creating the Future: A 2020 Vision and Plan for Library Service in New York State." Jacknis invited Board members to offer their feedback on the draft document, which will help shape the final draft to be distributed in early 2012. Jacknis noted that collaboration is a consistent theme in the draft document and that METRO has embraced and modeled this in the organization's work. Jason Kucsma presented the finance report with feedback from and on behalf of Hal Higginbotham (Treasurer), who was unable to attend the meeting. Kucsma noted that METRO continues to have a good cash balance *and clarified that the grant receivable amount consists of the HLSP grant receivable \$62,520 for expenses incurred by Metro during April 1 to June 30, 2011 and \$1,096 for legislative grant. Kucsma mentioned that those funds have been approved by New York State Education Department, but the Division of Budget has not yet released the funds.* Kucsma noted that METRO's expenses are well within the organization's YTD amounts budgeted. METRO is fortunate to have the substantial part of state funding in hand (73%). Other NY3Rs councils are not in the same position at this point in the year. Jacknis affirmed that METRO is in a better position than it was last year at this time, when a larger percentage of State appropriations had yet to be distributed. Kucsma noted that METRO now has the opportunity to work on the go-forward plan for the organization, looking onwards towards both a programmatic development investment plan and prep for FY13 budgeting. This will occur in concert with the evolution of the new Executive Director's plan and the board's decisions about the purpose and structure of the organization's investment fund/fund balance. Kucsma followed up from the September 8, 2011 meeting comments about METRO's annual audit, reporting that in addition to a clean audit, the organization received no comments on the management letter. Skarulis asked about the difference between the name, "New York Metropolitan Reference and Research Library Agency" name on the audit report and the more commonly used, "METRO" name for the organization. Jacknis asked if it would be possible to switch METRO's DBA name to its official name, and Kucsma said he would look into the naming requirements for the organization. Jim Neal reminded the group that at the last meeting, there was some discussion of recalibrating how

METRO handle's its fund balance. There are two questions/issues that need to be resolved: How much should METRO retain in endowment as a percentage of its operating expense; What should be the spending rule for funds in that endowment. Skarulis discussed 3% or 4% is often used as a rolling average to address fluctuations from year to year. Jacknis asked Neal and Skarulis to meet and make recommendations to the Board at the next Board meeting. Jacknis mentioned that he had invited Kucsma to discuss his future plans for the organization at this meeting in lieu of a Director's Report. Kucsma began with a brief summary of activities that METRO has been involved in since he stepped in as Interim Director in April.

- METRO recently joined the National Digital Stewardship Alliance, a project of the National Digital Information Infrastructure and Preservation Program. METRO was invited because of the work the organization has done to educate members on issues and strategies related to digital preservation.
- METRO's Collaborative Digitization Grants Program has successfully concluded the first year of grant projects since switching to a collaborative format. Four new projects are slated to launch this month for the 2011/2012 cycle.
- METRO successfully completed its annual audit.
- METRO successfully submitted the Annual Report required by the State as well as the Annual Report intended for the membership.
- METRO continues to fine-tune its delivery service to ensure efficient and reliable service for its members.
- Kucsma is working with other NY3Rs directors on a variety of potential collaborative opportunities, including collective purchasing for their members, drafting an RFP for a delivery service to replace the LAND delivery service (which ends in June 2012), and other related opportunities to provide leadership in the state.

Kucsma mentioned some of the immediate goals for the organization (3-6 months):

- Address METRO staffing vacancies including Digital Services Manager, Assistant to the Executive Director/Office Manager, business development specialist (contract/part-time)
- Expand METRO programs and services:
 - - Contract with members to establish "METRO Outposts" in five boroughs and Westchester County for training and special events, making METRO offerings more accessible to the region. - Work with public and school libraries to raise profile of libraries in work to address Common Core Standards in education; offer a "train-the-trainer" style symposium - Expand METRO's digitization initiatives, including the Internet Archive pilot program
 - - Offer Leadership Institute for directors aimed at helping provide succession strategies for retiring staff and providing leadership skills for management staff.
- Explore revenue generation options
 - Formalize METRO consultant and speakers bureau - Develop investment/sponsorship opportunities for vendors and service providers - Consider IMLS grant proposal in conjunction with membership - Explore foundation funds to sponsor/host exploratory research grants for members
- Formalize new member categories:
 - institutionalize myMETRO individual member level - implement new member level for corporate libraries and other knowledge management

organizations in the region - (Jacknis suggested these were priority issues and asked Skarulis and Kucsma to work on this for the next meeting)

Kucsma also mentioned that there were some items for consideration over near long-term (12-18 months):

- Revisiting space renovation and/or possible relocation in 2013
- Building a digital preservation solution for the organization's members (fee-for-service model)
 - Considering whether METRO needs to be rebranded

Kucsma stated that he would like to deliver a more formal report at the February meeting, which would include more details about budget modifications that would need to be made this year and considered for next year's budget. METRO's five year Plan of Service needs to be submitted to the NYSED in April. Neal asked if it would be possible to see METRO's most recent five-year plan, and Jacknis affirmed that the next Board meeting might be a good time to review that and the Strategic Plan 2009-2014 to reaffirm and/or modify priorities. Jacknis mentioned there may be some opportunities for METRO to provide leadership through:

- Working with libraries to provide entrepreneurs with resources and services (as is being done in some public libraries nationwide)
- Working with the NYC Chief Digital Officer to work with the office's open government data initiatives

Jacknis also stated that in his conversations with leaders in Albany, there is room for METRO to grow its programs and services above and beyond those traditional services that have been offered by NY3Rs, provided core services and the intent with which the organization was created is respected. Kucsma affirmed that much of the work METRO is considering is in line with the organization's mission. Jacknis stressed that one of the biggest challenges is reaching knowledge workers outside of METRO's traditional community and letting them know that METRO offers tools from which they could benefit. Jeffery Olson stated the importance of educating the library users how to take advantage of the services they offer (i.e. reference, search skills, etc...). Kucsma suggested that METRO's recent activity recording sessions might be expanded to feature librarians and information professionals in the region; short videos highlighting the work they do for their stakeholders. Jacknis asked Board Members to help bring additional members to the Board. Neal asked for a current roster of members, terms, and their respective institutions, and Kucsma agreed to send that information to the Board members. Norman Jacknis asked for a motion to adjourn the meeting. Neal moved. Hughston seconded, and the meeting was adjourned at 4:45.