Moving Forward – Summary Reports on Consulting and Development Services
February 2016

A. Plan of Service
1. Goal Statement: MHLS will provide services designed to meet the varying needs expressed by member libraries.
2. Intended Result(s): Member libraries will have access to assistance (including onsite visits) for:
   a. Board development
   b. Director development
   c. Community-based planning, sustainable funding, growth and development
3. Evaluation Method(s):
   a. Number and topic of consultations
   b. Number of visits to libraries
   c. Surveys to assess the impact of these services on director and trustee skills, behavior and knowledge
   a. The 2014 Survey of Library Directors rated MHLS Consulting & Development Services as being Highly Successful.
   b. Responded to approximately 19,000\(^1\) requests for assistance.
   c. Made over 240\(^2\) on-site visits to member libraries for consultation, information, program support, problem solving, technology support and training.

B. Outputs (2014)
1. Number of Consultations/Requests\(^3\) = 3,008 for 66 member libraries
   a. Technical assistance in areas including:
      i. Municipal and School District Ballot Initiatives\(^4\)
      ii. Public Vote Strategy
      iii. NYS Property Tax Cap
      iv. Open Meetings Law; use of executive session
      v. Civil Service
      vi. Oaths of Office
      vii. Freedom of Information Law requests
      viii. Non-profit Revitalization Act implications for public libraries and Friends Groups
      ix. Charter amendments

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\(^1\) 19,000 is the estimated number of contacts in 2014 with member libraries on ‘Consulting and Technical Assistance Services’ as required by NYS in the System Annual Report. As per the instructions: This is the number of contacts (customers) relating to predetermined categories of System expertise; It includes contacts made between System staff of all kinds and the System’s member libraries; Visits, e-mail, phone and written correspondence are all counted here.

\(^2\) Total number of all MHLS staff on-site visits.

\(^3\) Number of Consultations/Requests represents the number of phone and email communications between member libraries and the MHLS Coordinator for Library Sustainability in a 12-month span in the areas of charter/registration; director development; Friends Groups; funding; organizational growth; personnel/management; planning; policies; Trustees; and some aspects of vote support.

\(^4\) For example, in 2014 the MHLS Coordinator for Library Sustainability assisted two libraries with their very first public votes, stabilizing their funding for the first time in each library’s history.
x. Registration for libraries that had converted from association to special district libraries
xi. Meeting Minimum Standards for Public Libraries in New York State
xii. Budget planning
xiii. Conflicts of interest
xiv. Bylaw revisions
xv. Removal of a trustee
b. Policy development assistance

c. Consultations on fiscal accountability/transparency
d. Board president assistance
e. Support for boards in hiring a new director
f. Support for interim directors
g. Friends Group support
h. Special District initiatives
i. Consultation on personnel issues
j. Risk management assistance and disaster recovery support

2. Number of On-Site/In-Person Visits to Libraries = 97 for 36

a. On-Site/In-Person Consultation topics/types:
   i. Sustainable Funding Informational Sessions
   ii. Campaign Strategy Consultations for successful public votes
   iii. Long-range and strategic planning consultations
   iv. Facilitation of community focus groups
   v. Mediation:
      - Between boards and directors
      - Amongst trustees
      - Between boards and municipal officials
   vi. New director orientation and on-boarding
   vii. Director development sessions
   viii. Planning and facilitation of board retreats

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5 Between 2012-2014:
- 12% increase in the number of libraries who improved their internal financial controls
- 16% increase in the number of libraries addressing the confidentiality of patron records through policy
- 19% increase in the number of libraries with a Media/PR policy
- 22% increase in the number of libraries addressing workplace safety issues through policy
- 23% increase in the number of libraries that put a process in place to handle Freedom of Information Law (FOIL) requests

6 Friends Group Support topics such as: reporting requirements; tax issues; relationship with the director and board; recruitment strategies; and fundraising ideas

7 Consultation on personnel issues such as job descriptions; evaluation methodologies; and use of progressive discipline

8 In 2014

9 Between 2012-2014 there was a 27% increase in the number of libraries with a current long-range plan based on community input

10 5 new directors in 2014
C. **Outcomes**

1. Library directors and trustees will increase skills and knowledge regarding Board development, director development, community-based planning, sustainable funding, and library growth and development.

2. Library directors and trustees will fulfill their roles and responsibilities to proactively meet the current and future challenges of ensuring library patrons are supported in their formal and informal educational endeavors through public library services.

D. **Costs Associated with MHLS (2014)**

<table>
<thead>
<tr>
<th>MHLS STAFF</th>
<th>Percent Consulting &amp; Development Services</th>
<th>Salary</th>
<th>Benefits</th>
<th>Consulting &amp; Development Services TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rebekkah</td>
<td>45%</td>
<td>29,857</td>
<td>11,431</td>
<td>41,288</td>
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</table>

<table>
<thead>
<tr>
<th>CONTRACTED SERVICES</th>
<th>Total Cost</th>
<th>Consulting &amp; Development Services Cost</th>
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<tr>
<th>TELCOM SERVICES</th>
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<tbody>
<tr>
<td>Network &amp; Phone Services</td>
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<tr>
<td>30,325 – 5,596 (Teleforms) = 24,729</td>
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<thead>
<tr>
<th>IT SERVICES</th>
<th>Total Cost</th>
<th>Consulting &amp; Development Services Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardware</td>
<td>9,083</td>
<td>319</td>
</tr>
<tr>
<td>Software</td>
<td>5,445</td>
<td>191</td>
</tr>
<tr>
<td>IT Supplies</td>
<td>2,213</td>
<td>78</td>
</tr>
</tbody>
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<thead>
<tr>
<th>GENERAL OVERHEAD</th>
<th>Total Cost</th>
<th>Consulting &amp; Development Services Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplies</td>
<td>5,732</td>
<td>202</td>
</tr>
<tr>
<td>Equipment Rental</td>
<td>16,472</td>
<td>579</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>25,189</td>
<td>886</td>
</tr>
<tr>
<td>Postage</td>
<td>4,505- 2,875 (ILL) = 1,630</td>
<td>57</td>
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|              |            |                                       |
|              |            | 1,724                                 |
## FACILITIES OVERHEAD

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<thead>
<tr>
<th></th>
<th>Total Cost</th>
<th>Consulting &amp; Development Services Cost</th>
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<tbody>
<tr>
<td>Staff/Benefits</td>
<td>51,696</td>
<td>1,818</td>
</tr>
<tr>
<td>Utilities</td>
<td>27,973</td>
<td>984</td>
</tr>
<tr>
<td>Custodial Supplies</td>
<td>1,736</td>
<td>61</td>
</tr>
<tr>
<td>Other Ops/Maint</td>
<td>35,776</td>
<td>1,258</td>
</tr>
<tr>
<td>Liability Insurance</td>
<td>15,423</td>
<td>542</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,663</strong></td>
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## ADMINISTRATIVE SUPPORT

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<tr>
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<th>Total Cost</th>
<th>Consulting &amp; Development Services Cost</th>
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</thead>
<tbody>
<tr>
<td>Staff/Benefits</td>
<td>361,059</td>
<td>12,696</td>
</tr>
<tr>
<td>Professional Development</td>
<td>31,532</td>
<td>1,109</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>13,804</strong></td>
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<table>
<thead>
<tr>
<th></th>
<th>Total Cost</th>
<th>Consulting &amp; Development Services Cost</th>
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<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>62,938</strong></td>
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### E. Primary Funding Sources

1. State Aid - General
2. Member Assessment Fees

### F. Value of Services

1. Number of Hours - Consultations/Requests = $100,200
   a. Number of consultations/requests (3,008) X time per consultations/requests (10 minutes) = 501 hours X $200\(^{11}\) = $100,200
2. Number of On-Site/In-Person Visits to Libraries = $102,375
   a. On-Site/In-Person Visits (97) X $1,125\(^{12}\) = $102,375

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\(^{1}\) Percentage of total Telcom costs – After staff FTE assigned, breakout of telecom costs by service (break out Teleforms & all other by staff FTE per service)

\(^{2}\) Minus Teleform costs

\(^{3}\) Percentage of General Hardware/Software costs - After staff FTE assigned (allocate on a per staff calculation)

\(^{4}\) OCLC charges to Cataloging Services

\(^{5}\) Percentage of General Overhead costs - After staff FTE assigned (allocate on a per staff calculation)

\(^{6}\) Ibid.

\(^{7}\) Ibid.

\(^{11}\) $200 hourly rate is the average hourly rate of a library development consultant, based on conferring with three (3) consultants currently providing services to public libraries in New York

\(^{12}\) $1,125 is average cost of an in-person consultation with a library development consultant working in New York State including preparation and planning, travel, leading a 2 hour (minimum) on-site session, and follow-up including assessment