NNYLN Board of Trustees
Zoom Video Conference Call
Thursday, May 13, 2021 10:00 a.m.

Please notify the Network Office if you are unable
to attend (315) 265-1119 ext 2

Join Zoom Meeting:
https://us02web.zoom.us/j/5168012686?pwd=ckdqWnZrakdMQ2UyZjQyelZiWk1Qdz09
Meeting ID: 516 801 2686
Passcode: NNYLN

Dial by your location
+1 646 558 8656 US (New York)
Meeting ID: 516 801 2686
Passcode: 026434

Agenda

1. Approval of Agenda
2. Minutes of March 18, 2021 Meeting
3. Financial Report: March 2021
4. 2021-2022 Budgets
5. Automation Committee Budget
6. Hospital Library Program Proposals 2021-22
7. 21-22 NNYLN Officers & NNYRC Board Members
8. Safety Committee report
9. NNYRC report
10. Director's Report
11. Executive Director's Annual Review
12. 2021-2022 Meeting dates

Northern New York Library Network
Board of Trustees Meeting
March 18, 2021
Zoom Video Conference

The March 18, 2021 meeting of the Northern New York Library Network Board of Trustees was called to order at 10:05 A.M.

Trustees Present: Andrew Kelly, President; Steve Kenworthy, Secretary; Ginger Tebo, Treasurer; Ellen Adams; Michelle Bishop; Krista Briggs; Gwen Cunningham; Ivy Gocker; Jill Tarabula and John Thomas.

Trustees Absent: Jeff Garvey, Susan Mitchell and Jenica Rogers.

Staff Present: Meg Backus and Phil Jones.

Agenda

Motion 20/21--26: Steve Kenworthy (Krista Briggs) moved to approve the March 18, 2021 meeting Agenda as distributed. Carried unanimously.

Minutes

Motion 20/21--27: Andrew Kelly (Jill Tarabula) moved to approve the minutes of the January 14, 2021 meeting as distributed. Carried unanimously.

Financial Statements

The Board reviewed the financial statements for December 2020, January 2021 and February 2021.

Motion 20/21--28: John Thomas (Michelle Bishop) moved to accept the December 2020, January 2021 and February 2021 financial statements as distributed. Carried unanimously.

Five Year Library System Plan of Service 2021-2026

The Board reviewed and discussed the Northern New York Library Network Five Year Library System Plan of Service 2021-2026.

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Motion 20/21--29: Ginger Tebo (Jill Tarabula) moved to approve the Northern New York Library Network Five Year Library System Plan of Service 2021 to 2026 as presented. Carried unanimously.

DRAFT

Hospital Library Program Proposals 2021-22

Item tabled for consideration at the May 13, 2021 meeting.

Director Report

Meg Backus noted her written report was included in the Board packet. Highlights of current issues include:

> The preliminary proposal NNYLN submitted to the Institute of Museum and Library Services (IMLS) for a National Leadership Grant in the "Research in Service to Practice" funding category has been invited for full consideration. The application is due March 26, 2021 and award notifications will be released in July 2021. Funding for the three year project would be approximately $300,000. The majority of the funding would go to researchers, with NNYLN receiving $30,000 to $40,000 for project administration.
>
> We have begun initial exploration of support we may be able to offer members for digital asset management (DAMS).
>
> Meg participated in a “Virtual Roundtable on Library Funding Needs” on March 3, 2021, held by committees in both the State Senate and the Assembly, a first since Senator Hugh Farley retired in 2016.
>
> The 2021-2022 state budget includes a proposal that acknowledges the role libraries play in providing digital equity. A statewide grant program has been proposed that would provide funds to libraries and other community-based organizations seeking to provide digital inclusion programs.
>
> The American Rescue Plan Act of 2021 (ARPA) designates $200 million in pandemic response funding for IMLS. The funding will enable IMLS to provide critical funding to libraries nationwide so that they can continue to respond to the COVID-19 emergency.
>
> The Governor’s executive 2021-2022 budget proposes a 7.1% cut in library aid, the Senate’s proposal offers no increase from the previous year and the Assembly is proposing a 2.3% increase over the previous year.

Executive Director’s Annual Review

Board members discussed the Executive Director’s annual review process and timeline.

Next Meeting Dates

Board members agreed to the proposed next meeting date for 2020-2021:

May 13, 2021 Thursday 10:00 A.M. – Zoom video

Adjournment

The Board meeting was adjourned at 11:11 A.M.

The March 18, 2021 meeting minutes are not yet approved.

✦ Next Board Meeting ✦
May 13, 2021, Thursday, 10:00 AM
Zoom Video Conference

Northern New York Library Network
Balance Sheet
As of March 31, 2021

	Mar 31, 21
ASSETS	
Current Assets	
Checking/Savings	
1010 · Community Checking	6,282.10
1020 · Community Money Market	1,475,308.77
1030 · Petty Cash	50.00
Total Checking/Savings	1,481,640.87
Accounts Receivable	
1400 · Accounts Receivable	9,895.00
Total Accounts Receivable	9,895.00
Other Current Assets	
1410 · Allowance for doubtful accounts	(9,895.00)
1500 · Prepaid Insurance	2,625.87
Total Other Current Assets	(7,269.13)
Total Current Assets	1,484,266.74
Other Assets	
1100 · Land	48,265.00
1110 · Buildings	621,473.00
1120 · Improvements	24,852.00
1130 · Office Equipment	343,350.05
1200 · Accum. Deprec.	(646,597.32)
1510 · Prepaid Databases	34,746.65
3030 · Building Impmnt Fund-Bd Restric	(23,484.95)
3040 · Donor restricted net assets	(107,063.56)
3050 · Equipt Purch Fund-Bd Restricted	(46,321.00)
3060 · Automation-Board restricted fun	(411,570.05)
Total Other Assets	(162,350.18)
TOTAL ASSETS	**1,321,916.56**
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2100 · Accounts Payable	5,596.15
Total Accounts Payable	5,596.15
Other Current Liabilities	
2000 · Comp Absences	20,774.69
2050 · Payroll Liabilities	
2140 · Sect 125 FSA	1,091.45
Total 2050 · Payroll Liabilities	1,091.45
2200 · Deferred Revenue	23,088.82
Total Other Current Liabilities	44,954.96
Total Current Liabilities	50,551.11
Long Term Liabilities	
2090 · OPEB - Current Portion	153.42
2091 · OPEB-Long Term Portion	16,135.15
5195 · Other Post Employee Benefits	49,529.31
Total Long Term Liabilities	65,817.88
Total Liabilities	116,368.99
Equity	
3000 · Opening Bal Equity	820,342.34
3010 · Retained Earnings	(201,643.19)
Net Income	586,848.42
Total Equity	1,205,547.57
TOTAL LIABILITIES & EQUITY	**1,321,916.56**

Fund Balance Summary

As of 3/31/2021

Operating Fund Balance		731,631.69
Current Restricted Funds Balance		
Automation Program 2019	0.00	
Automation Program 2020	111,094.59	
Automation Projects	435,460.40	
Building Fund	30,749.90	
Equipment Fund	42,215.51	
Hospital Library Prog. 2020-21	20,275.75	
Medical ILL	51,917.81	
Payroll Protection Program Loan	0.00	
Payroll Protection Program Loan II	58,295.22	
		750,009.18
Subtotal of Operating & Restricted Funds Balances		1,481,640.87
Plant Fund Balance		(162,350.18)
Other Current Assets: Prepaid Insurance		2,625.87
Liability: OPEB (Other Post Employment Benefits)		(65,817.88)
Liability: Deferred Revenue		(23,088.82)
Liability: Accounts Payable		(5,596.15)
Liability: Sect 125 FSA		(1,091.45)
Liability: Compensated Absences		(20,774.69)
TOTAL FUND BALANCE (EQUITY)		1,205,547.57

Northern New York Library Network

Operating Fund Budget Report

7/1/2020 Through 3/31/2021

	Current Month: 3/31/2021	Year-to-Date	Annual Budget	Proportion of Budget
INCOME				
4000 · Carry-Over from prior FY	0.00	180,958.71	180,959	100%
4020 · Fees	0.00	0.00	1,000	0%
4040 · Interest	24.30	193.38	148	131%
4050 · Member Dues	0.00	4,800.00	4,748	101%
4060 · Misc. Income	0.00	14,431.30	10,500	137%
4061 NNYRC	0.00	153,028.00	153,028	100%
4070 · Rental Income	2,225.00	19,850.00	26,500	75%
4081 · Basic Aid	58,797.00	293,983.00	293,983	100%
4082 · Supplemental State Aid	13,620.00	68,099.00	68,099	100%
Total Income	74,666.30	735,343.39	738,964	100%
EXPENSES				
5005 · Bldg Repair	0.00	4,620.21	10,000	46%
5010 · Bldg Service	1,908.55	10,503.63	18,500	57%
5039 · Board & Committee Travel	0.00	0.00	4,000	0%
5040 · Cont Educ	272.99	4,827.03	25,000	19%
5050 · Contracted Serv	13.50	121.00	12,000	1%
5060 · Delivery	177.38	5,688.50	6,400	89%
5080 · Disability Insur	170.64	2,294.12	3,360	68%
5090 · Dues	0.00	1,785.00	2,950	61%
5100 · Equipment	0.00	0.00	2,000	0%
5110 · Fuel	1,104.01	7,098.40	13,000	55%
5120 · Grants to Memb Lib	3,640.00	16,759.35	50,000	34%
5130 · Health Insur	0.00	14,547.16	53,487	27%
5168 · OCLC	115.79	977.37	1,500	65%
5169 · Office Supp	5.00	2,887.59	9,000	32%
5170 · Other	102.69	1,626.49	38,698	4%
5237 · Peril Insur	159.00	8,538.71	9,950	86%
5238 · Postage	0.00	207.71	400	52%
5240 · Pro Fees	0.00	15,420.60	18,000	86%
5245 · Professional Develop Award	0.00	4,535.15	15,000	30%
5252 · Publicity	0.00	0.00	2,000	0%
5255 · Rent & Maint	69.65	626.85	850	74%
5260 · Retirement	0.00	19,877.83	34,777	57%
5290 · Staff Travel	71.52	507.52	11,000	5%
5300 · Telephone	0.00	1,335.09	2,800	48%
5310 · Unemployment	0.00	35.26	551	6%
5320 · Worker's Comp	0.00	2,273.00	2,000	114%
6560 · Payroll Expenses				
5180 · Gross	0.00	145,928.50	290,734	50%
5190 · Insur Waiver	0.00	2,231.44	4,463	50%
5200 · Social Security Comp	1,809.82	10,138.65	18,597	55%
5210 · Medicare Company	423.25	2,311.81	4,216	55%
5220 · Medicare Prem HRA	0.00	1,470.50	2,707	54%
Total Expenses	10,043.79	289,174.47	667,940	43%
TOTAL INCOME/EXPENSE		446,168.92		

Northern New York Library Network
Restricted Fund Summary
July 2020 through March 2021

04/19/21
Cash Basis

	Auto 19	Auto 20	Auto Projects	Building Fund	Equipment Fund
Ordinary Income/Expense					
Income					
2010 · PPP Loan	0.00	0.00	0.00	0.00	0.00
4000 · Carry-Over Inc	0.00	0.00	0.00	8,869.95	0.00
4005 · Digitization	0.00	0.00	58,842.14	0.00	0.00
4010 · DueNorth	0.00	0.00	19,040.00	0.00	0.00
4030 · Hospital Fees	0.00	0.00	0.00	0.00	0.00
4060 · Misc. Income	0.00	0.00	3,401.42	0.00	0.00
4065 · Pass Through	0.00	0.00	14,537.65	0.00	0.00
4080 · State Aid	0.00	194,455.00	0.00	0.00	0.00
Total Income	0.00	194,455.00	95,821.21	8,869.95	0.00
Gross Profit	0.00	194,455.00	95,821.21	8,869.95	0.00
Expense					
5005 · Bldg Repair	0.00	0.00	0.00	1,605.00	0.00
5050 · Contracted Serv	7,022.75	0.00	25,083.37	0.00	0.00
5100 · Equipment	0.00	0.00	0.00	0.00	4,105.00
5110 · Fuel	0.00	0.00	0.00	0.00	0.00
5130 · Health Insur	0.00	11,527.00	8,687.85	0.00	0.00
5160 · Online Search	66,355.84	335.41	200.00	0.00	0.00
5168 · OCLC	8,273.97	0.00	0.00	0.00	0.00
5169 · Office Supp	0.00	0.00	2,242.74	0.00	0.00
5170 · Other	0.00	0.00	49.25	0.00	0.00
5260 · Retirement	0.00	7,027.00	3,429.59	0.00	0.00
5300 · Telephone	0.00	0.00	0.00	0.00	0.00
6560 · Payroll Expenses					
5180 · Gross	0.00	59,961.00	28,579.89	0.00	0.00
5190 · Insur Waiver	0.00	0.00	0.00	0.00	0.00
5200 · Social Security Comp	0.00	3,631.00	2,941.27	0.00	0.00
5210 · Medicare Company	0.00	879.00	717.38	0.00	0.00
Total 6560 · Payroll Expenses	0.00	64,471.00	32,238.54	0.00	0.00
Total Expense	81,652.56	83,360.41	71,931.34	1,605.00	4,105.00
Net Ordinary Income	(81,652.56)	111,094.59	23,889.87	7,264.95	(4,105.00)
Net Income	**(81,652.56)**	**111,094.59**	**23,889.87**	**7,264.95**	**(4,105.00)**

Northern New York Library Network
Restricted Fund Summary
July 2020 through March 2021

04/19/21
Cash Basis

	HLP 20-21	Medical ILL	PPP Loan	PPP2 Loan	TOTAL
Ordinary Income/Expense					
Income					
2010 · PPP Loan	0.00	0.00	0.00	99,546.57	99,546.57
4000 · Carry-Over Inc	0.00	0.00	0.00	0.00	8,869.95
4005 · Digitization	0.00	0.00	0.00	0.00	58,842.14
4010 · DueNorth	0.00	0.00	0.00	0.00	19,040.00
4030 · Hospital Fees	7,790.00	0.00	0.00	0.00	7,790.00
4060 · Misc. Income	0.00	0.00	0.00	0.00	3,401.42
4065 · Pass Through	0.00	0.00	0.00	0.00	14,537.65
4080 · State Aid	85,103.00	30,036.00	0.00	0.00	309,594.00
Total Income	92,893.00	30,036.00	0.00	99,546.57	521,621.73
Gross Profit	92,893.00	30,036.00	0.00	99,546.57	521,621.73
Expense					
5005 · Bldg Repair	0.00	0.00	0.00	0.00	1,605.00
5050 · Contracted Serv	72,617.25	1,530.00	445.00	445.00	107,143.37
5100 · Equipment	0.00	0.00	0.00	0.00	4,105.00
5110 · Fuel	0.00	0.00	398.05	496.83	894.88
5130 · Health Insur	0.00	0.00	5,584.44	5,351.63	31,150.92
5160 · Online Search	0.00	0.00	0.00	0.00	66,891.25
5168 · OCLC	0.00	0.00	0.00	0.00	8,273.97
5169 · Office Supp	0.00	0.00	0.00	0.00	2,242.74
5170 · Other	0.00	0.00	0.00	0.00	49.25
5260 · Retirement	0.00	0.00	0.00	3,724.86	14,181.45
5300 · Telephone	0.00	0.00	188.42	192.41	380.83
6560 · Payroll Expenses					
5180 · Gross	0.00	2,000.00	12,041.47	31,040.62	133,622.98
5190 · Insur Waiver	0.00	0.00	2,231.44	0.00	2,231.44
5200 · Social Security Comp	0.00	0.00	0.00	0.00	6,572.27
5210 · Medicare Company	0.00	0.00	0.00	0.00	1,596.38
Total 6560 · Payroll Expenses	0.00	2,000.00	14,272.91	31,040.62	144,023.07
Total Expense	72,617.25	3,530.00	20,888.82	41,251.35	380,941.73
Net Ordinary Income	20,275.75	26,506.00	(20,888.82)	58,295.22	140,680.00
Net Income	**20,275.75**	**26,506.00**	**(20,888.82)**	**58,295.22**	**140,680.00**

Budget Committee Report

Attending: Ginger Tebo, Chair; Jeff Garvey, Meg Backus and Phil Jones

Summary: Members of the Budget Committee met on April 20, 2021 and voted to recommend approval of the attached draft operating budget, draft salary schedule and draft purpose-defined (formerly board-restricted) fund budgets.

Operating Budget: The Committee discussed the draft operating budget and salary schedule for fiscal year 2021-22. The intent of the 2021-22 NNYLN Operating Budget is to maintain or enhance Network member programs and services. Current issues include:

The repercussions of the COVID 19 pandemic on NNYLN financials has been significant. NNYLN received two Payroll Protection Program Loans, the first loan $100,626 has been forgiven and the second loan $99,546 has been received and is anticipated to be expended by mid-May. Both loans were placed in segregated restricted funds with qualifying expenses from the Operating fund and Automation Projects fund transferred to the Payroll Protection Program loans. The results are savings in Fuel, Health Insurance, Retirement, Telephone, Internet costs and Salaries.
The pandemic also resulted in expenditure decreases in a number of Operating accounts, such as Continuing Education's transition to webinars, Travel had very few expenditures and office supplies are not being used.

Income

Operating State Aid: The NYS Budget was approved April 9th; Library State Aid will remain the same amounts as last year.

Carryover: (unspent-budgeted-funds from the previous fiscal year rolled into the new fiscal year as income) Is estimated to be over $306,000 due to savings from the 2 Payroll Protection Program loans coupled with significant reductions in expense accounts in 2020-21. The large carry-over amount eliminates the need for a NNYRC contribution in 2021-22.

Miscellaneous Income: Our business management agreement with CNY ConnectNY, Inc. will remain in place. This line item also includes a small amount for incidental income.

Rental Income: A three-year lease for the property at 7 Commerce Lane Canton was negotiated in 2019-2020; the lease with CSEA maintains the same rent amount for 2020, the first year, and increases the annual rent in 2021 and 2022.

Expenses

Member services are maintained or enhanced in the 2021-22 budget. Continuing Education will remain the same as 2020-21, Delivery which includes Empire State Library Delivery service for NCLS and CEFLS remains the same. Professional Development grants remain the same. Grants to Member Libraries are increased $20,000 enabling NNYLN to offer a number of large awards, while dedicating a portion to a series of smaller awards. Professional Fees are increased to add an Ask the HR Expert service, the Ask a Lawyer service remains.

Operating services remain constant with a few increases. Building Services are increased due to the cost of cleaning and sanitizing. Disability Insurances increase due to the increased premiums for NYS Paid Family Leave. Health Insurance drops due to an employee moving to a cost savings Medicare Premium HRA. Telephone drops slightly due to the phone conferencing service being cancelled. Unemployment has a significant increase due to NYS increasing the wage base and premium rates. Workers Compensation also increases due to rate increases.

Gross Salaries: A 3% increase in salary is recommended for all staff, in line with the most commonly cited "Average Percentage Increase Planned for 2021" in Payscale's *Best Practices for Compensation Report* (see enclosed pages from the report). An hourly Scanning Digitization Technician position has been eliminated. RBDB, MISP and Automation Project funds are used to offset portions of the IT Coordinator, Regional Services Librarian and Scanning Digitization Technician salary costs in 2021-22.

The 3% increase is intended as a cost-of-living adjustment to account for inflation, to maintain competitive wages, and support employee retention and engagement. The federal Paycheck Protection Program was designed to stabilize the economy and keeping salaries on track cooperates with the PPP's intended impact. Employee engagement is ranked among the biggest HR challenges facing organizations in 2021. Freezing wages is not necessary and the savings are not worth the damage to morale and long-term organizational health.

Purpose-Defined Funds

In the 2019-20 audit Dannible McKee recommended the budget process recognize Purpose-Defined funds (formerly "restricted funds") as well as Operating. Automation Projects, Building, and Equipment are the three board-designated funds without donor restrictions intended as mechanisms to save for larger occasional expenses, or to support special projects, or opportunities beyond standard operating costs.

Budgets for the State Aid programs of Regional Regional Bibliographic Data Bases and Interlibrary Resources Sharing (RBDB, formerly called Automation Program), Hospital Library Services (HLSP, formerly called HLP), and Medical Information Services (MISP, formerly called MedILL) each have a budget process in place:

The Automation Committee composed of staff from member organizations met May 4th to recommend a budget for the RBDB state funds, to be approved by the full Board on May 14.

HLSP and MISP funds will be budgeted according to proposals submitted for approval by the full Board on May 14.

Northern New York Library Network
Budget Committee
Recommendations for 2021-2022

	Budget FY2020-21	Actual as of 3/31/2021	Anticipated by 6/30/2021	Recommended Budget FY2021-22	Change from 2020-21 Budget
INCOME					
Carry-Over from Prior FY's	180,959	180,959	180,959	306,395	69%
Fees	1,000	0	0	250	-75%
Interest	148	193	263	250	69%
Membership Dues	4,748	4,800	5,385	5,385	13%
Misc. Income	10,500	14,431	14,431	10,500	0%
Rental Income	26,500	19,850	26,525	26,800	1%
State Aid - Basic	293,983	293,983	293,983	293,983	0%
State Aid - Supplemental	68,099	68,099	68,099	68,099	0%
NNYRC	153,028	153,028	153,028	0	-100%
Total Income	738,965	735,343	742,673	711,662	-4%
EXPENSES					
Bldg. Service Contracts	18,500	10,504	18,257	19,500	5%
Building Repair	10,000	4,620	10,000	10,000	0%
Board & Committee Travel	4,000	0	0	4,000	0%
Continuing Education	25,000	4,827	6,377	25,000	0%
Contracted Services	12,000	122	162	12,000	0%
Delivery	6,400	5,689	6,000	6,400	0%
Disability Insurance	3,360	2,294	3,343	4,040	20%
Equipment	2,000	0	0	2,000	0%
Fuel & Utilities	13,000	7,098	9,413	13,000	0%
Grants to Member Libraries	50,000	16,759	60,000	70,000	40%
Health Insurance	53,487	14,547	21,630	43,953	-18%
Membership Dues	2,950	1,785	1,785	2,950	0%
OCLC Charges	1,500	977	1,325	1,500	0%
Office Supplies	9,000	2,888	4,500	9,000	0%
Other/Contingency	38,698	1,626	4,126	65,239	69%
Payroll:					
Insurance Waiver	4,463	2,231	2,231	4,534	2%
Gross Salaries	290,734	145,929	194,367	289,339	0%
NNYLN FICA & Medicare	22,813	12,450	16,131	23,246	2%
Medicare Prem HRA	2,707	1,471	1,667	4,414	63%
Peril & Bond Insurance	9,950	8,539	10,289	10,426	5%
Postage	400	208	358	400	0%
Professional Dev Grant	15,000	4,535	15,000	15,000	0%
Professional Fees	18,000	15,421	16,821	19,000	6%
Publicity & Printing	2,000	0	350	2,000	0%
Rent/Maint. of Ofc. Equip.	850	627	836	850	0%
Retirement	34,777	19,878	25,465	36,465	5%
Staff Travel	11,000	508	750	11,000	0%
Telephone	2,800	1,335	1,635	2,700	-4%
Unemployment Insurance	551	35	1,188	1,365	148%
Worker's Compensation	2,000	2,273	2,273	2,341	17%
Total Expenses	667,940	289,175	436,278	711,662	7%

Purpose-Defined Funds

Purpose-Defined Funds include funds designated by the Board that target special opportunities or needs related to programs, services, or capital assets,with no donor restrictions (Automation Projects, Building, and Equipment), and funds with state-regulated or donor restrictions (RBDB, MISP, HLSP, grants).

Automation Projects

The Automation Project Fund is intended to support the New York State Historic Newspaper project and other special technology-based operations. Income is generated from services such as digitization and cooperative programs offered through NNYLN to its membership. Expenses include annual recurring costs such as personnel, hosting, and subscription fees, and occasional expenses such as hardware, software, web development, migration and other costs or opportunities to sustain or improve services.

		20-21	21-22
Income			
	Carryover	$411,571.00	$432,720.00
	DueNorth	$22,610.00	$22,610.00
	Digitization	$58,842.14	$85,000.00
	Pass Through	$23,245.00	$27,950.00
	Misc Income	$10,668.00	$2,000.00
Expenses			
	Cooperative programs (includes	$39,772.00	$31,030.00
	Equipment & Supplies	$2,242.74	$5,000.00
	Contracted Services	$7,845.72	$17,000.00
	Payroll Expenses	$44,356.00	44,000.00
	Other/Contingency	$432,719.68	$473,250.00

Building

The Building Fund is a mechanism for accumulating cash for future capital outlays, funded anually from transfers of unexpended balances in Building Repair of operating budget. Upon duly recorded authorization, funds may also be transferred from NNY Resources Corporation to cover anticipated costs.

		20-21	21-22
Income			
	Carry-over	$23,485.00	$30,750.00
	Transfer from Operating	$8,870.00	$5,380.00
	Total	**$32,355.00**	**$36,130.00**

Equipment

The Equipment Fund maintains a balance to replace or repair assets, costs which do not recur annually. Fund balance will mitigate property depreciation. Upon duly recorded authorization, funds may also be transferred from NNY Resources Corporation to cover anticipated costs.

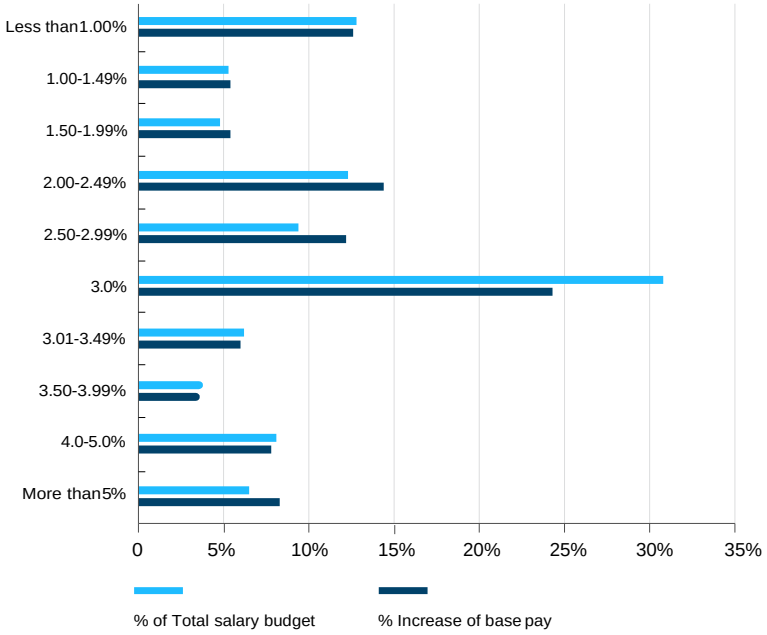
		20-21	21-22
Income			
	Carry-over	$46,320.00	$42,216.00
	Total	**$46,320.00**	**$42,216.00**

Northern New York Library Network
Salary Schedule
FY 2021-2022

Position	Salary FY2020-2021	Salary 3% increase FY2021-2022	Retirement	FICA & Medicare	Health Insurn/ Insurn Waiver*
Executive Director	106,090.00	109,272.70	13,112.72	8,359.36	17,926.00
Integrated Technologies Coordinator					
NNYLN	38,995.50	39,272.11	4,712.65	3,004.32	11,150.68
Automation Projects	22,439.83	23,150.00	2,778.00	1,770.98	5,301.02
Automation Program (RBDB)	28,324.00	30,030.00	3,603.60	2,297.30	6,569.10
Totals	89,759.33	92,452.11	11,094.25	7,072.59	23,020.80
Regional Services Librarian					
NNYLN	47,368.17	49,089.21	7,090.71	4,520.32	4,533.65 *
Automation Program (RBDB)	8,000.00	8,000.00	0.00	0.00	0.00
MISP	2,000.00	2,000.00	0.00	0.00	0.00
Totals	57,368.17	59,089.21	7,090.71	4,520.32	4,533.65
Associate Director for Business Services	88,569.48	91,226.56	10,947.19	6,978.83	4,413.84
Scanning & Digitzation Technician (Part-time)					
NNYLN	923.26	478.33	57.40	0.00	10,839.28
Automation Projects	6,140.06	6,536.00	784.32	500.00	3,179.68
Automation Program (RBDB)	23,637.00	24,607.00	2,952.84	1,882.44	5,057.72
Totals	30,700.32	31,621.33	3,794.56	2,419.03	15,897.00
Total Salary	372,487.30	383,661.92	46,039.43	29,350.14	65,791.29
Automation Projects	28,579.90	29,686.00	3,562.32	2,270.98	8,480.70
Grants	61,961.00	64,637.00	6,556.44	4,179.73	11,626.82
NNYLN Operating Fund	281,946.40	289,338.92	35,920.67	22,899.43	45,683.77

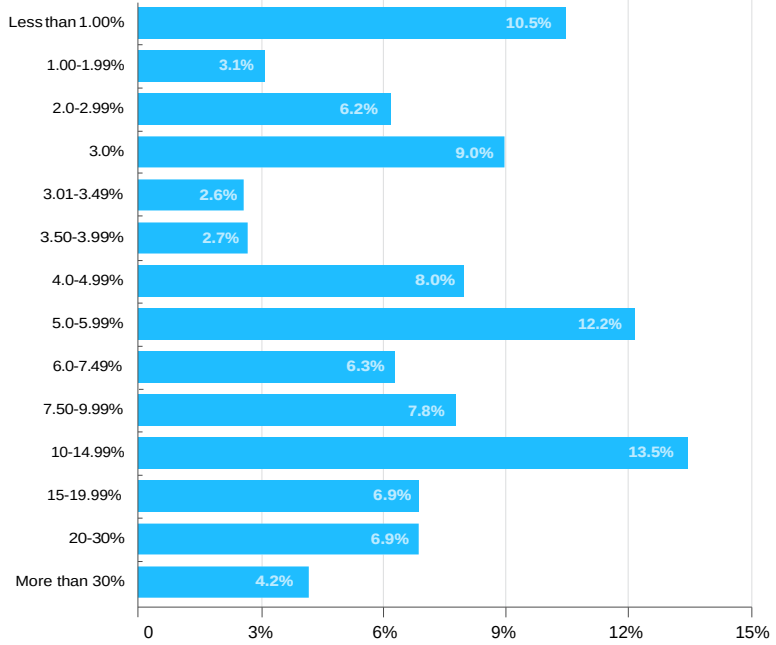
	Insurance Waiver	Retirement	FICA & Medicare
	4,533.65	544.04	346.82
	Total	36,464.71	23,246.25

The Average Percentage Increase Given in 2020



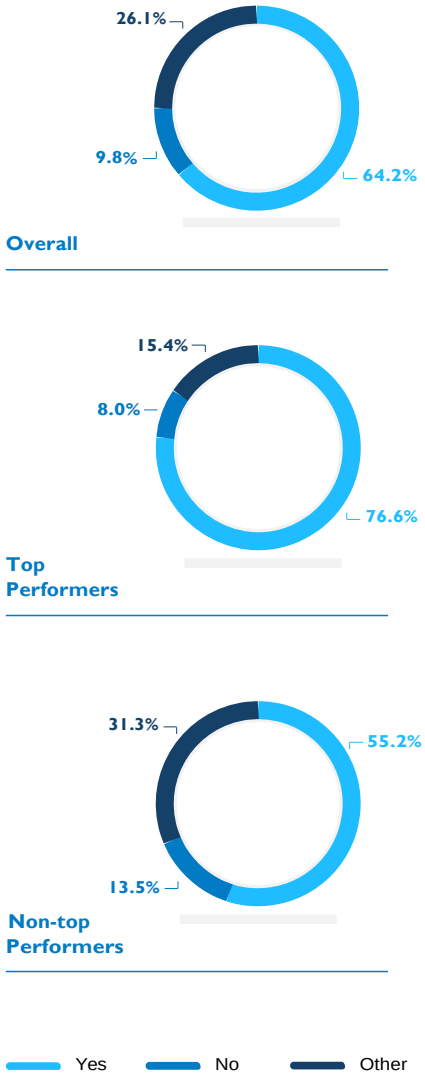
The vast majority of organizations (74.3 percent) gave an average base pay increase of 3 percent or less. This is close to what organizations said they budgeted for average base pay increases in 2020. However, only 68.4 percent of top performing organizations gave 3 percent or less as an average base pay increase, indicating that higher annual increases in pay correlate to higher revenue, especially increases of more than 3 percent, which was 31.6 percent for top performing organizations vs. 22.6 percent for non-top performing organizations.

The Highest Increase Given Excluding Promotions in 2020



Although the average base pay increase was 3 percent or less for 2020, a majority of organizations (57.9 percent) gave 5 percent or more to their most deserving employees. However, 10.5 percent of organizations said their highest increase was less than one percent. In 2019, only 0.7 percent of organizations said their highest increase was less than one percent.

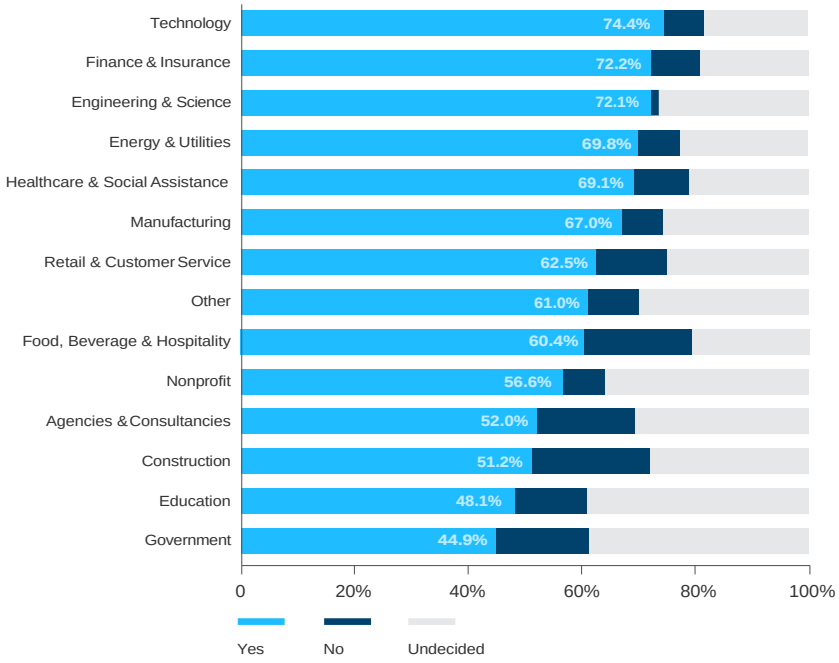
A majority of organizations (59.6 percent) said that annual increases hit payroll within the first four months of the year. However, 22.7 percent of organizations say they don't know when increases will hit payroll.



2021 Base PayIncreases

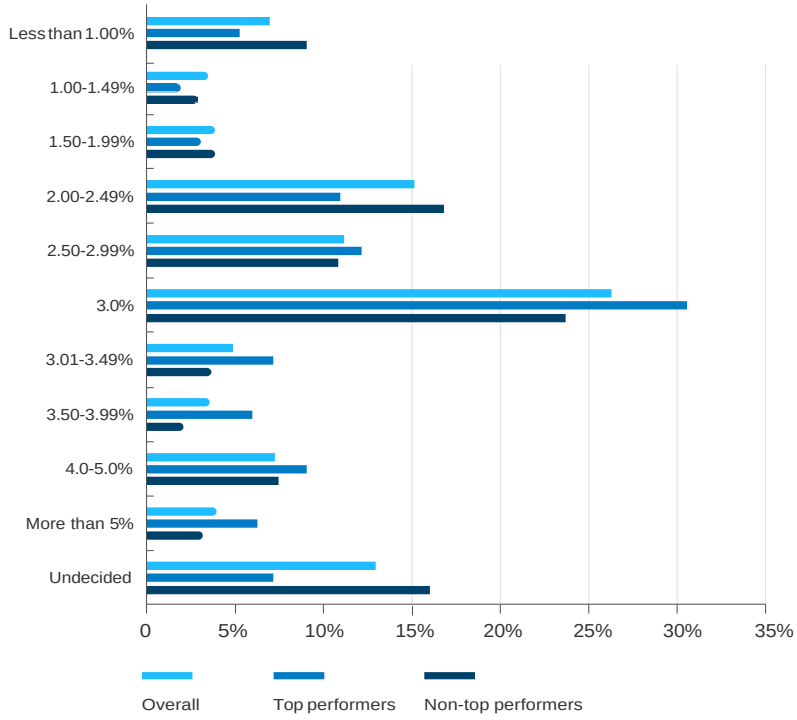
It looks like 2021 will be similar to 2020 when it comes to base pay increases. A majority of organizations (64.2 percent) still said they plan to give base pay increases in 2021, but this is well below the percentage of organizations that predicted they would give base pay increases in previous years (usually over 80 percent). Once again, top performers are differentiated, with 76.6 percent of top performing organizations versus 55.2 percent of non-top performing organizations planning to give base pay increases in 2021.

Base Pay Increases by Industry Planned for 2021



Industries that fared better overall during the pandemic are unsurprisingly more likely to give base pay raises in 2021. Industries with more highly skilled employees are also more likely to give base pay increases, which could be a factor that leads to widening income inequality between professional and non-professional occupations when the economy rebounds.

The Average Percentage Increase Planned for 2021

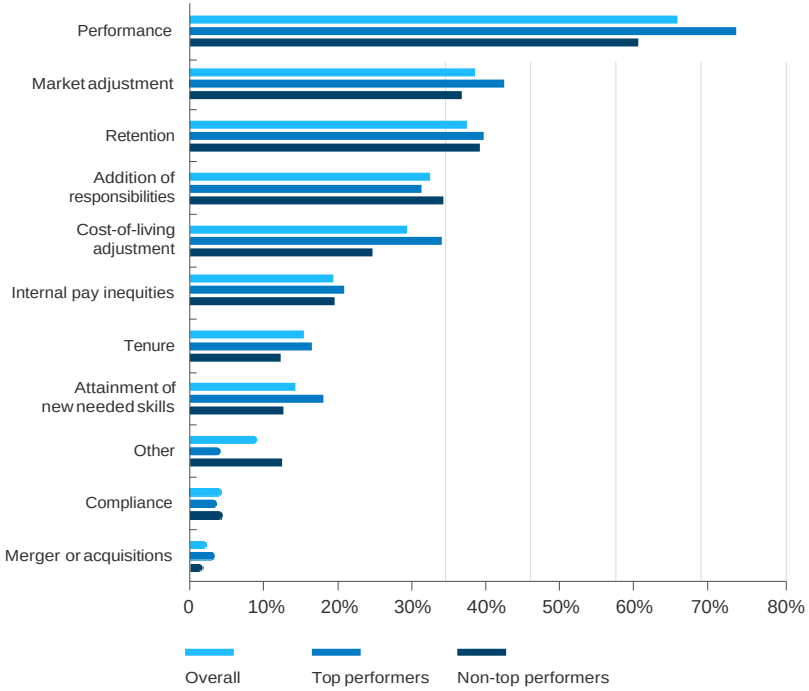


In 2021, a smaller majority of organizations (67.2 percent) plan to give a base pay increase of 3 percent or less than in 2020. However, 13 percent of organizations remain undecided about the percentage increase they will give in 2021. Top performing organizations are slightly less likely to give base pay increases of 3 percent or less. They are also less likely to be undecided about increases in 2021.

Reasons to Increase Pay

The top reasons for giving base pay increases include performance (66.1 percent), a market adjustment (38.8 percent), retention (37.5 percent), and additional responsibilities (32.6 percent). Top performers were shown to be more likely to give base pay increases for every reason except compliance, demonstrating the importance of rewarding employees as an aspect of overall business strategy and success. Top performing organizations particularly differentiated in rewarding performance, with 74.1 percent of top performing organizations citing performance as a top reason to adjust pay compared to 60.8 percent of non-top performing organizations.

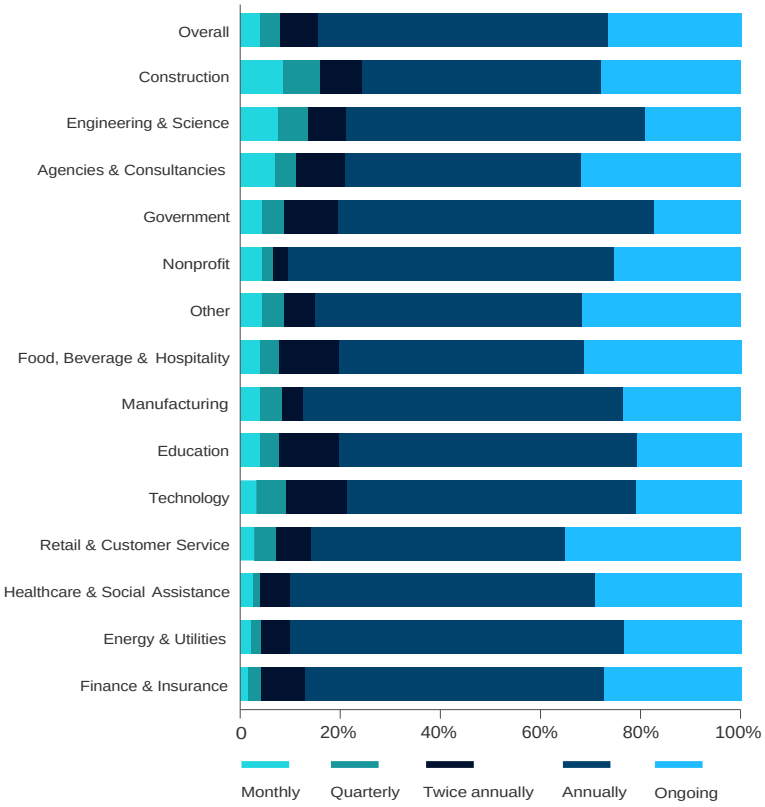
Top Reasons for Giving Base Pay Increases in 2020



Frequency of Pay Changes

Although annual increases are still the most common at 58.0 percent, it varies by industry. Organizations with a more transient workforce are more likely to adjust pay anytime throughout the year while industries that rely on a workforce where skills are in high demand are more likely to adjust pay at least twice a year to retain talent.

How Often Organizations Go Through Pay Changes



Board-Restricted Funds

Automation Projects

The Automation Project fund is intended to support the New York State Historic Newspaper project and other special technology-based operations. Income is generated from services such as digitization and cooperative programs offered through NNYLN to its membership. Expenses include annual recurring costs such as personnel, hosting, and subscription fees, and occasional expenses such as hardware, software, web development, migration and other costs or opportunities to sustain or improve services. Unexpended funds carry over.

Income		20-21	21-22		
	Carryover	$411,571.00	$432,720.00		
	DueNorth	$22,610.00	$22,610.00		
	Digitization	$58,842.14	$85,000.00		
	Pass Through	$23,245.00	$27,950.00		
	Misc Income	$10,668.00	$2,000.00		
Expenses					
	Cooperative programs (includes NNYLN Subsidies)	$39,772.00	$31,030.00		
	Equipment & Supplies	$2,242.74	$5,000.00		
	Contracted Services	$7,845.72	$17,000.00		
	Payroll Expenses	$44,356.00	44,000.00		
	Other/Contingency	$432,719.68	$473,250.00		

Building

The Building Fund is a mechanism for accumulating cash for future capital outlays, funded annually from transfers of unexpended balances in Building Repair from the Operating budget. Funds may also be transferred from NNY Resources Corporation to cover anticipated costs. Unspent Building funds carry over into new FY unless transferred elsewhere by the Board of Trustees.

Income		20-21	21-22		
	Carry-over	$23,485.00	$30,750.00		
	Transfer from Operating	$8,870.00	$5,380.00		
	Total	**$32,355.00**	**$36,130.00**		
Expense					
	Building Repair	$1,605.00			

Equipment

The Equipment Fund maintains a balance to replace or repair assets, costs which do not recur annually. Fund balance will mitigate property depreciation. Funds may also be transferred from NNY Resources Corporation to cover anticipated costs. Unexpended funds are carried over into new fiscal year unless transferred elsewhere by the Board of Trustees.

Income		20-21	21-22		
	Carry-over	$46,320.00	$42,216.00		
	Total	**$46,320.00**	**$42,216.00**		
Expense					
	Equipment	$4,105.00	$3,300.00		

NNYLN Automation Committee
May 4, 2021
Via Zoom

Present: Meg Backus, Christi Sommerfeldt, Chuck Henry, Peter Morris, Andrew Kelly, Emily Hastings, David Fuller, Meghan Gartland, Glen Bogardus, Natalie Panshin

Committee Members absent: Matt Corey

1. Update on the future of Regional Bibliographic Data Bases and Interlibrary Resources Sharing Program (RBDB)
    - Technical amendment to combine certain restricted funds like RBDB into Basic Aid was introduced in the Assembly in April 2021, bill number A701. The state Senate is expected to follow suit. Opposition is not anticipated.
    - If passed, 21-22 would be the final program year for RBDB. Funds formerly restricted for eligible RBDB expenses would be released into unrestricted Operating funds.

2. Restoration of 20% withheld from 20-21
    - In March 2021, NYS dispersed aid previously withheld, totaling $38,891 for RBDB. We had reduced RBDB expenses in 20-21 budget, prepared for the 20% cut to be permanent.
    - In the event that NNYLN's application for IMLS funds does not get selected (notice will be sent in July '21), restored funds would proceed with a modified version of the project to advance support and understanding for cultural orgs' success being measured in terms of community well-being. More specifically, it would collect social well-being indicators in North Country communities and invite members to help map the contact their operations and policies have with those indicators, so that opportunities to contribute library resources toward greater well-being can be identified.

3. Committee Recommendation for Budget 2021-22

RBDB	Year 20-21	Year 21-22	Notes
	$194,455	**$194,455**	
Digitization	$29,153	$39,613	Support for NYSHN/NYH work
Personnel	$40,000	$50,500	salaries, support & dev digital projects
WorldShare ILL	$7,192	$8,793	OCLC fee + pay NCLS, CEFLS, and O2CM $500-600 ea to field ILL requests
Collaborative Digital Projects	$6,500	$12,747	ESLN waived fee in 2020. Projects incl. NY Heritage, ESLN, EADC
Databases	$73,492	$82,802	
Ebsco Omnifile FT	$46,265	$46,500	Ebsco Usage Stats
Newsbank	$27,227	$34,972	Add image edition in 21-22, +$6,920
Informed Librarian Online	--	$1,330	LIS content for 300 seats, email digest
Total	**$156,337**	**$194,455**	Budgeted at 80% in 20-21, used PPP for salaries

NNYLN Proposed HLSP & MISP Budgets, 2021-22

INCOME	HLSP	MISP	
State Funding	**$ 85,103**	**$ 30,036**	
EXPENSE			
SMC (see proposal summary below. Supporting 830 beds)	$ 53,564	$ 18,738	Sum: $72,302
CVPH (see proposal summary below. Supporting 310 beds)	$ 26,294	$ 6,262	Sum: $32,556
Travel/Training	$ 4,245		
NNYLN Support		$ 2,000	
Cataloging (OCLC charge)	$ 1,000		
ILL Cost Reimbursements		$ 3,036	
Total Expenses	**$ 85,103**	**$ 30,036**	

State aid to the system will make grants to hospitals according to a plan submitted annually to the Network describing the proposed use of the funds, and proportional to bed count.

The Hunter-Rice Health Sciences Library at **Samaritan Medical Center (SMC)** provides clinical and research support to the employees of 8 community hospitals in Northern New York, including SMC itself. The library operates primarily via its two digital portals—one at SMC with a large selection of online databases, ejournals and ebooks, and "satellite" digital library portals that provide access to a smaller collection of fulltext journals, ebooks, and a support helpdesk for the 7 other member hospitals. The library proposes new outreach in 21-22 for behavioral health research support services in 4 counties (Oswego, Jefferson, Lewis, and St. Lawrence).

The Medical Librarian at **Champlain Valley Physicians Hospital (CVPH)** has been forging relationships with staff and administration at Alice Hyde Medical Center (AHMC) and Elizabethtown Community Hospital (ECH) to regionalize services, extending library service to small hospitals without libraries. Funding will be used to support direct local access to medical information for staff at ECH and AHMC, plus support from CVPH in the forms of document delivery, interlibrary loan and literature searches.

Programs will be evalauted by usage of fulltext databases and other support components available to each hospital, and by indicators of improved collaboration and resource sharing, including contact with committees or meetings across organizations.

2021-22 Hospital Member Program Budgets

Samaritan Medical Center Library

Library Platform for member sites	$	24,762
Fulltext Resources available at all sites	$	22,700
Samaritan Library Resources Additional Research Support	$	43,840
Community Mental Health PT Research Support	$	5,000
TOTAL PROGRAM SUBTOTAL	$	96,302
Revenue to SMC from Hospital Fees	$	(24,000)
TOTAL SMC GRANT 2021-22	**$**	**72,302**

Champlain Valley Physician's Hosp Library

Online Resources onsite at AHMC + ECH	$	27,556
Print journals onsite at AHMC	$	5,000
TOTAL CVPH GRANT 2021-22	**$**	**32,556**

Grants to Hospital Libraries 21-22 **$104,858**

Meeting Minutes
Northern New York Resources Corporation
Board of Directors
March 31, 2021
Zoom Video Conference

Attendance: Jeff Garvey, Steve Kenworthy, Jenica Rogers, Ginger Tebo, Meg Backus and Phil Jones

Guests: Peggy Rowe and Shannon Forkin, Dannible & McKee, LLP; Don Simmons and Darren Leader, Simmons Capital Group

Jenica Rogers called the meeting to order at 11:01 A.M.

Steve Kenworthy, seconded by Jeff Garvey, made a motion to approve the November 12, 2020 meeting minutes. The motion carried unanimously.

Peggy Rowe, Dannible & McKee, LLP Gave a brief overview of the reviewed financial statements for fiscal year ending December 31, 2020, as prepared by Dannible & McKee, LLP. Shannon Forkin, Dannible & McKee, LLP summarized the draft IRS form 990 and draft NYS form CHAR500 of the Northern New York Resources Corporation fiscal year ending December 31, 2020, as prepared by Dannible & McKee, LLP.

Steve Kenworthy seconded by Ginger Tebo, made a motion to accept the financial statements, IRS form 990 and NYS form CHAR500 as prepared by Dannible & McKee, LLP. The motion carried unanimously

Darren Leader, Simmons Capital Group briefly gave an overview of current economic indicators and market trends. He then reported the portfolio is currently in a defensive position with holdings at roughly 48% in stock mutual funds, down from the historical average of 60%. At the end of 2020, the portfolio was up 4.1% or $180,461, net after all fees. As of March 15, 2021 the portfolio is currently up 19.3% or $748,558, net after all fees, over the last 12 months. The portfolio has an average return of 7.1% per year over the last 2 years.

Darren indicated that as a result of anticipated increasing interest rates and rising inflation expectations Simmons Group recommends several shifts in the portfolio. They recommend a reduction of intermediate-term bonds, the addition of short-term bonds and the addition of commodities.

Trades Recommended for March 2021

Sell Am't	Sell What?	Reason
$150,000	JHancock Investment Grade Bond I (TIUSX)	Reduce Intermediate-Term Bonds
$165,000	SPDR Portfolio Aggregate Bond ETF (SPAB)	Reduce Intermediate-Term Bonds
$67,000	JP Morgan Hedged Equity (JHEQX)	Fund Commodities Purchase
$67,000	Swan Defined Risk (SDRIX)	Fund Commodities Purchase
$449,000		

DRAFT

Buy Am't	Add to?	Reason
$315,000	Eaton Vance Duration Short Government I (EILDX)	Increase Short-Term Bonds
$67,000	SPDR Global Natural Resources (GNR)	Increase Commodities - Inflation Hedge/Recovery Play
$67,000	First Trust Tactical Commodities Fund (FTGC)	Increase Commodities - Inflation Hedge/Recovery Play
$449,000		

* Please note that there will be numerous other small rebalancing trades as our system rebalances the holdings back to our targets. The trades highlighted above highlight the notable changes and trades.

The Board engaged in a discussion concerning the performance of the NNY Resources Corporation Pershing portfolio.

Ginger Tebo, seconded by Jeff Garvey, made a motion to approve the sell and buy recommendations as presented by Simmons Capital Group. The motion carried unanimously.

The Board reviewed and discussed Values-Based investing. Don Simmons indicated his firm is very active in socially responsible investing and offers several models to choose from. The service would add 30 basis points to the current portfolio fee.

The next meeting date is to be determined.

The meeting was adjourned by unanimous consent at 12:22 P.M.

Executive Director's Report
May 13, 2021

1. Development of Research Resources
   - Thorough refresher needed to reestablish awareness and proper connections from member sites to NNYLN databases (Ebsco Omnifile, Watertown Daily Times, and resources for staff like Tech-Talk and Informed Librarian Online—pending budget approval).
   - Christi is working on a member directory using AirTable that includes more information about the holdings of members' special collections.

2. Resource Sharing
   - A Resource-sharing series for an academic audience has been developed via ESLN collaboration, starting with a program featuring Siena College on Controlled Digital Lending, SUNY on Alma, Empire Library Delivery, IDS, Connect NY, and others. Called *Changing Environment of Resource Sharing in Academic Libraries*, June 11, 9:00am-12:00pm. https://www.esln.org/resource-sharing-series

3. Support Services
   - Developing a structure for a grant program with rolling deadlines throughout the year. Funding range ($500-$3000), eligible recipients (allow indirect members?), eligible expenses (programs and services), application and reporting processes (not too onerous, but effective and accountable), review committee and frequency (Board subcommittee or member panel), etc. Pending budget approval, will launch at Fall Meeting in Oct 21.

4. Professional Development
   - Annual Meeting will take place 2-4pm on May 20th as a virtual event with speaker Fobazi Ettarh. Breakout rooms planned for discussion among attendees. Incoming board members will be Erin Kovalsky of SUNY Oswego and Jackie Madison of the North Country Underground Historical Association. Michelle Bishop's term will end this year (June 30). Excellence in Librarianship award has been decided.
   - Current thinking is for the Fall Member Meeting to be virtual also, and then next May's Annual Meeting will be in person at the Wild Center in Tupper Lake.
   - The April program about symbols of authoritarianism and fascism was attended by 155 live and the recording has over 500 views. Emails rolled in afterwards with positive feedback and new introductions to people who want to stay connected with our work.
   - Staff continue to take advantage of virtual training opportunities. Chuck has attended programs about the technical side of digital preservation, Meg attended sessions in the International Coalition of Library Consortia (ICOLC) related to Continuing Education, Open Access, and Diversity, Equity, and Inclusion. Phil is registered for a class on Nonprofit Accounting and Bookkeeping to make sure we're following best practices according to a set of CPA panelist-presenters.

5. Advocacy and Awareness

- Participating with State Librarian and others in a forum arranged by Jen Lunsford, chair of a new Digital Libraries subcommittee Friday, May 14th 9:30-11:30. Planning to talk about the NYS Historic Newspapers, and possible futures for it and other other digital repositories. AM Lunsford's goals for this forum are to:
    (1) develop a better understanding of the scope of digital library services available now,
    (2) identify areas of improvement for digital libraries, and
    (3) identify areas of focus or concern for the subcommittee so the Assembly can assist our work.
- NYS passed a budget with flat funding for Library Aid ($94.1M total funding) and $20M increase in Construction Aid for Public Libraries ($34M total funding). We may be tasked with duties related to the $15M for Digital Inclusion Grants passed as part of the state budget.
- Federal Covid-19 rescue package (ARPA) adds $6.2M for NYS libraries. The state library is still deciding how to distribute those federal funds.

6. Miscellaneous
    - As promised, the remaining 20% of 20-21 state funding was dispersed in March.
    - Our first PPP loan has been forgiven and our second will be spent within this FY (20-21).
    - All staff and cleaning crew will be fully vaccinated by the end of May. "Fully vaccinated" means two weeks have passed since receiving the last required dose of a vaccine. Will transition back to working from the office, being flexible with staff needing to take precautions on behalf of unvaccinated kids at home.

Northern New York Library Network

Executive Director Performance Review

Prepared by:

Andrew M. Kelly, Board of Trustees President

May 2021

Evaluation Process

The executive director evaluation process has been carried over from previous years' work to establish this regular evaluation process for the Executive Director and Board of Trustees to share their collective feedback on the Executive Director's work and leadership of the organization. This process began with a self-assessment by Meg Backus, NNYLN's Executive Director which was provided to the Board who then completed a survey structured on the same questions. This feedback from the Board is then compiled into this report by the Board President. The Executive Director and Board of Trustees President worked with the and retained the same survey instrument from the 2020 review cycle. This document includes a list of Board participants, a summary of survey results, the Executive Director's Reflection, and an anonymized version of the full survey responses.

Participants

The survey received responses from 10 of 12 board members, 2 vacant positions

Board Member	Position	Title & Institutional Affiliation	Completed
Ellen Adams	Member	Director/Curator, Alice T. Miner Museum	Yes
Michelle Bishop	Member	Penfield Library	Yes
Krista Briggs	Member	Senior Librarian, Gouverneur Correctional Facility	No
Gwen Cunningham	Member	Science Librarian, St Lawrence University	Yes
Jeff Garvey	Member	Retired Library Director, Samaritan Medical Center	Yes
Ivy Gocker	Member	Library Director, Adirondack Experience	Yes
Andrew Kelly	President	Cataloging & Electronic Services Librarian, Paul Smith's College	Yes
Steve Kenworthy	Secretary	Director, Clinton-Essex-Franklin Library System	Yes
Jenica Rogers	Member	Director of Applied Learning, SUNY Potsdam	No
Jill Tarabula	Member	Medical Librarian, Champlain Valley Physicians Hospital	Yes
Ginger Tebo	Treasurer	Director, St. Lawrence-Lewis School Library System	Yes
John Thomas	Member	Assistant Librarian, Systems & Local History, Jefferson Community College	Yes

Evaluation Categories & Summary

Each section of the Board of Trustees Survey is reproduced below, with average scores (on a five point scale) and a summary of comments. Anonymized full survey results are reproduced in this document's final section.

Board of Trustees Interaction

Clearly communicates with the Board of Trustees.	5.0
Prepares appropriate materials for meetings and distributes them in advance for Board review.	5.0
Works successfully with Board committees.	4.8
Advises and collaborates with the Board on policy development.	5.0
Executes policies and initiatives developed by the Board.	5.0
Coordinates and implements the NNYLN Plan of Service (5-Year agreement with State).	5.0

Meg fosters a positive, clear and productive relationship with the Board of Trustees and has worked hard to submit the Network's updated Plan of Service.

General Administrative Activities

Executes the NNYLN Personnel Policy Manual established by the Board.	5.0
Prepares and manages a balanced budget.	5.0
Makes cost effective and sustainable recommendations on the use of NNYLN resources.	4.9
Makes cost effective and sustainable recommendations on the use of New York Resources Corporation resources.	4.8
Represents and promotes NNYLN to the library community.	5.0

Meg has continued to provide effective management of the Network's personnel and budget throughout this incredibly challenging year for both working conditions during COVID and state funding uncertainty.

Membership Activities

Actively communicates with NNYLN Members.	4.9
Provides strategic direction in the development of continuing education programming.	5.0
Plans, develops, and promotes effective services to the membership.	5.0
Successfully manages cooperative grant projects.	5.0
Acts as a strong liaison and advocate for NNYLN with sponsored and affiliated groups.	5.0

The work Meg does in service to members is exceptional and she has made a number of important adjustments to programming and grants this year and continues to do strong work in promotion of those services to members.

New York State Activities

Advocates and represents NNYLN to New York State agencies and legislators.	5.0
Assists members with advocacy activities in the capitol region.	5.0
Collaborates with other library organizations in advocacy and lobbying in the capitol.	5.0
Reports on NNYLN activities and expenditures with the State of New York.	5.0
Maintains a liaison relationship with state library.	4.9

This ongoing, long-term work appears to be very much on the right track and Meg's continuing work to build and foster relationships across the state and within state government are significant.

Professional Development

Participates in professional activities.	5.0
Maintains awareness in the field of librarianship and related fields.	5.0
Collaborates with colleagues in the field promoting librarianship and related activities.	5.0

Meg's clear commitment to her own professional development is of the highest quality and it plays an important role in her work as Executive Director as she clearly leverages it to improve NNYLN and members.

Long Range Planning & Innovation

Has sense of where library network has been and where it needs to go.	5.0
Embraces change and innovation in order to move the network forward.	5.0
Stays up to date with library law and related laws and keeps the board informed.	5.0

Meg's willingness to carefully appraise existing programs and thoughtful planning for the Network and member's futures is exceptional. Her work to update the plan of service shows clearly her commitment and success in this area.

Final Comments Summary

Board Members feel that NNYLN under Meg's leadership and work are an asset to the region, member libraries, and the NNYLN staff. Working with her as part of the Board of Trustees is a pleasure and we all are incredibly appreciative of her thoughtful leadership of NNYLN.

Executive Director Reflection

Meg Backus
April 1, 2021

Board of Trustees Interactions

I'm earnestly grateful for the attendance and the attention each board members gives the Network. My goals for Board interactions are to build trust and transparency among the Trustees and NNYLN's operations. I rely on Board meetings as the key venue for communication and action. Our meetings might last up to 2 hours, but I prefer that to slinging loads of emails around in between, trying to conduct time-sensitive business in long threads. Our office makes an effort to prepare an agenda and provide necessary background to make the most of board members' time, trying to be articulate the questions at hand so the board can discuss right at the point(s) of decision and take appropriate action. I organize my director's report according to the focus areas of the Plan of Service to make sure our activities, progress, and attention stays focused on the work NNYLN is committed to. Misc is used for administrative business. It takes some discipline not to let the Misc category take over, especially in an unusual year like this past one. This past year we approved a temporary remote work policy, safety plan, updated sick leave policy, and a new Plan of Service. I am interested in making more time and room for discussion and sharing among board members.

General Administrative Activities

I am a stickler for following the manual, applying policies consistently and making sure everyone knows what the rules are. It creates predictability and I think it builds trust among the staff to know that the written expectations accurately describe the circumstances and procedures everyone, including the director, is expected to follow. I am pleased to discuss policies with staff and probe for provisions that work or don't work for them. I place a high value on employees believing in the sensibility of our administrative and operational practices. I was pleased to bring a request to the board to put a stay on vacation expirations in 2020 when travel was restricted or unwise, and I was just as pleased to assert the return of those expirations in 2021, explaining how compensated absences are carried as liabilities on our books and it's responsible to limit those.

I am satisfied in our org's smooth management of a budget year where 20% of expected state aid was withheld with no way of knowing if that cut was permanent or temporary (it turned out to be temporary and the 20% was just released in March 2021). Even in the most severe budget scenario we maintained funding for highly valued member services like grants, legal consultations, and continuing education programs, and we supported cost of living increases in staff salaries. We acted on federal legislation to receive PPP loans, kept the draw on NNYRC under 5%, continued NNYLN programming, and gave the staff safety and control of their work environment. It's been a stressful, sometimes grueling year making sure everyone was okay and our work stayed on track, but we are really okay—our care and attention paid off. Our finances

are fine, staff morale is fine, our office had no connection to any transmission of Covid, and parts of our programming found new inspiration and momentum.

Over the year I have gotten increasingly involved in state-level activities through NYLA, the Regents Advisory Council on Libraries (RAC), and the Empire State Library Network (ESLN), which had been a goal of mine because it opens up avenues for awareness and advocacy, an area in which I need to grow my skills.

Membership Activities

I am one of two librarians in our office, and this year has included a lot of explicit discussion about how to optimize the sharing of program duties between the two of us. Our staff is not large enough to have a director who only does managerial or administrative work, and we offer more member services than one librarian could manage on their own, so I am and will continue to be directly engaged in membership activities. I want that engagement to be strategic though, designed to best-serve our members of course, and also to build the skills and experience of the librarian staff member. So far this has meant a lot of working closely together on programs, communications, and planning documents, having both of us doing things in tandem that eventually, I'd like to be able to have just one of us do. We have started meeting weekly for 30 minutes to discuss, plan, or debrief, which is new this year and proving useful. All program staff need to maintain some direct contact with members to stay in touch with their needs and plans, and we also need sustainable workloads. The interpersonal dynamic is healthy and positive, but this concentrated attention on one early-career librarian, coaching and training her in the type of work I want our outfit to be capable of producing, is not something other environments have afforded, so this is new for me. I'm leading a professional librarian team of one, which is a very focused form of leading. My aim is for the two of us to arrive at a shared vision for our membership activities and a shared understanding of and confidence in how that work is completed every day.

New York State Activities

As mentioned above, I have made progress over the past year connecting myself and NNYLN to statewide groups and initiatives. We worked with the NY State Library and METRO in NYC to cohost a digital inclusion series before the pandemic elevated the issue to the top of everyone's mind as an urgent issue, and I am encouraged by the rapport we are building with the new state librarian and the Division of Library Development. I was designated by 3Rs colleagues to represent ESLN on the Legislative Committee of the New York Library Association, which led to several opportunities to present to legislators and their staffers about library systems in NY, and why Library Aid is so crucial.

The challenge is to balance the care and attention given to the state, the region, and the home base at NNYLN. It's easy to neglect one of these layers when another is hopping with action, the risk being that inattention in one arena could compromise my legitimacy or others' trust of me in that space. I added to the challenge this year by pursuing a federal IMLS grant about public library value (which if funded, will last 3 years), but all these activities are valuable and I expect synergy among them. NNYLN is my top priority and routine communication is my method for

guarding against getting swept away by other commitments—the Network staff kept a schedule of short daily meetings for the first full year of working remotely. We now meet twice/week for 30 minutes each and they hear more than they probably care to about what is happening in the state. My reason for filling them in is about building awareness of our work's greater context, building a culture of openness and transparency about my own work and thinking, and I think we're more ready to collaborate with others if we know the rough outlines of who else is active and what is happening.

Professional Development

I'm not just thinking of just my own PD here but my support and direction for that of the Network staff and for members, with the aim of building local knowledge and promoting a culture of learning. I myself don't do much of anything without reading about it first. This has upsides and downsides. The upsides are that my movements are well-informed and the work I produce is intentional, and directed toward an explicit purpose or outcome that I can name. The downsides are the time required, and I think it can discourage others because if their work lacks background research it seems half-baked to me, but thorough investigation is not everyone's process and may not always be necessary. I don't know how to have confidence in a product or idea if it hasn't interacted with or been checked by related prior work or findings. This sounds defensible—like good, evidence-based practice—but I'm watching for the effect it might be having on colleagues and collaborators before I defend it.

Supporting PD has been very easy over the past year: staff have a lot of discretion over the way they spend their time and they know I am a proponent of training and development. I pass links to them for events I think might serve them, and they find programs themselves and take the initiative to attend.

Long Range Planning & Innovation

The past year felt like a lot of reacting more than planning, but now that I think about it, it involved one creative exercise after another in spooling out the various possible futures and creating safe, legal, agreeable-enough plans for each scenario. The governor's office released a steady stream of executive orders, many of which required communication with or among members affected, or called for the help of our Ask-the-Lawyer service. The big long-range item of the year was the work we did to create an updated Plan of Service, the 5-year document we submit to the State describing our goals and intended results. The Plan of Service is not itself a device intended to disclose the details of meaningful, actionable plans, so I have identified five affiliated documents that our office is developing to support the Plan of Service. They include planning documents for **communication, the newspaper project, anti-racism action, continuing education, and advocacy** (bold because these are the documents I referenced in our board meeting and promised to identify in my self-eval). As these documents take form, the staff related to them will present them at a board meeting for feedback. There is also an exploratory look into digital supports we might be able to offer our members that is not yet a plan, but a possible innovation to our services.

Full Board of Trustees Survey Responses

Board of Trustees Interactions

Clearly communicates with the Board of Trustees.	5	5	5	5		5		5	5	5
Prepares appropriate materials for meetings and distributes them in advance for Board review.	5	5	5	5	5	5		5	5	5
Works successfully with Board committees.	5	5	5	5	4	5		4	5	5
Advises and collaborates with the Board on policy development.	5	5	5	5	5	5		5	5	5
Executes policies and initiatives developed by the Board.	5	5	5	5	5	5		5	5	5
Coordinates and implements the NNYLN Plan of Service (5-Year agreement with State).	5	5	5	5	5	5		5	5	5

Comments:

Meg is both professional and approachable in her role as director. She clearly values board input and is very receptive to suggestions.
Meg has a great relationship with the Board. She fosters an environment of respect and thoughtful discourse.
Meg works in all the above-mentioned tasks very well. The updated 5 year plan of service is a good step forward and her work with the board to shit NNYLN's services as circumstances change with input from the board and members is great, especially the HSLP and Automation committee.
As far as I have observed, Meg's relationship with the Board has been universally positive.
Meg has consistently and clearly communicated with the Board throughout the year.
I have been working closely with Meg on the Hospital Library and Medical Information Services Programs and I am very excited to see that she is creative with funding and looking for ways to be more equitable in supporting all of the hospitals within the NNYLN service area. She truly has been a pleasure to work with on this. Meg is very aware of the issues that impact this region - mental health, substance abuse, etc., and has offered ideas for how NNYLN can support the healthcare providers in our region to ensure the NYS funds are used to meet the needs of the communities being served.
Very much appreciate the time and level of detail Meg's director reports provide. She also maintains email communications when necessary.
Meg makes it so easy to be a board member! She is very clear in her communication, especially when she needs input from the board. She welcomes feedback and discussion but also keeps things on track.
As a Board member, I feel very informed about the direction in which Meg is going. She does a great job of explaining her reasoning for whatever actions she takes, and she makes well thought out recommendations when necessary. I feel that she is very clear about the responsibilities of the director vs. the responsibilities of the Board.

General Administrative Activities

Executes the NNYLN Personnel Policy Manual established by the Board.	5	5	5	5	5	5		5	5	5
Prepares and manages a balanced budget.	5	5	5	5	5	5		5	5	5
Makes cost effective and sustainable recommendations on the use of NNYLN resources.	5	5	5	5	4	5		5	5	5

Makes cost effective and sustainable recommendations on the use of New York Resources Corporation resources.	5	5	5	5	4	5		4	5	5
Represents and promotes NNYLN to the library community.	5	5	5	5		5		5	5	5

Comments:

Meg does a good job administering NNYLN and NNYRC.
Meg has followed the manual carefully, while at the same time, made sensible adjustments based on the challenges Covid-19 has presented the organization.
With my limited interactions outside of the HLSP, based on conversations at meetings and the minutes, I get the strong feeling that Meg is advocating for NNYLN and its constituents in Albany and working diligently to represent the needs of the North Country while overseeing the day-to-day onsite in a responsible and hands-on manner.
Meg has done a great job securing and managing the CARES Act and other federal aid to meet staffing and other needs.
Meg is very mindful of using NNYLN resources to the best advantage of our members. I appreciate that she's willing to make changes to business-as-usual so that the organization can better achieve its goals. She is overall very conscientious about where NNYLN's energies and resources can have the greatest impact.
Meg has a great staff and she makes use of their strengths well to accomplish the daily tasks and larger goals of the organization. She does her research and always seems well prepared.
Meg does a spectacular job of managing NNYLN staff fairly and is proactive about finding solutions that work both for the organization and the people who work there. It's been especially tough over the past year with so many unknowns and potential cuts to funding and she's handled it all with aplomb (sorry, what a pompous word but it's the right one to describe how Meg has weathered the past year!)
Meg is a responsible, engaged steward of the Network's resources and she worked well with the budget committee and Phil to mange the network's finances through the last year of incredible change and uncertainty in the State's funding, Covid relief grants, and volatile investment environment.

Membership Activities

Actively communicates with NNYLN Members.	5	5	5	5		5		5	4	5
Provides strategic direction in the development of continuing education programming.	5	5	5	5	5	5		5	5	5
Plans, develops, and promotes effective services to the membership.	5	5	5	5	5	5		5	5	5
Successfully manages cooperative grant projects.	5	5	5	5		5		5	5	5
Acts as a strong liaison and advocate for NNYLN with sponsored and affiliated groups.	5	5	5	5	5	5		5	5	5

Comments:

Meg is such a strong advocate for all kinds of libraries in the North Country and, more importantly, the people who work in them. She presents common sense solutions to issues as they arise and is a wonderful advocate for all of us. It is tough to provide access to professional development that suits so many different kinds of libraries and library staff so sometimes the offerings provided from NNYLN (as opposed to other chapters) feel a bit broad but there is very little chance everyone's niche needs can be met by this organization. That said, Meg and Christi do a great job of keeping us informed about all kinds of opportunities.
Meg's work in the area of member services, grants and outreach is also done at a high level. These services are great for members and their expansion / broadening of focus over the last few years is also valuable.
As a Board member and a NNYLN member organization my estimation for Meg's promotion and advocacy is unsurpassed.
I appreciate the work Meg puts forth in relation to coordinating membership activities with her staff. She also freely gives her time to individual members when they seek guidance or need assistance.
Via email after a request I submitted, Meg made me aware of PD resources available through LILYRC that I otherwise would not have known about. Based on this and other correspondence received, it is evident that Meg is networking with other organizations to benefit ours.
Meg is connecting with organizations and library councils across the state, and she does so strategically so that the North Country has a voice in statewide decision making and initiatives. I've been really glad to see her trying out new approaches to continuing education, especially given the upheaval of worklife in the last year. All of her efforts are geared toward meeting the members' needs, and we all benefit from it.
Meg is great at making connections with other professionals and organizations. Thanks to Meg's input, the grant programs now seem better organized and targeted to NNYLN's goals.

New York State Activities

Advocates and represents NNYLN to New York State agencies and legislators.	5	5	5	5		5		5	5	5
Assists members with advocacy activities in the capitol region.	5	5	5	5		5		5	5	5
Collaborates with other library organizations in advocacy and lobbying in the capitol.	5	5	5	5	5	5		5	5	5
Reports on NNYLN activities and expenditures with the State of New York.	5	5	5	5	5	5		5	5	5
Maintains a liaison relationship with state library.	5	4	5	5	5	5		5	5	5

Comments:

From Meg's self reflection, it sounds like activities in this area have been a focus of late which is great! It's tough to judge some of these categories as I'm not totally aware of her relationship with certain entities (state library?) but I do know she's out in the state representing the North Country which it vital to our community.
Meg's work in outreach to other state networks and with state level organizations like the state archives is also extremely valuable for both the network and member's future work. I believe Meg's work here has the potential to be a great force for good for the North Country's visibility to funding

organizationsand state orgs in Albany. I think her work to manage these activities at all layers shows a kind of deeply thoughtful, intentional work that has served the Network well to date.
Meg's work on the virtual Legislative Advocacy Day this year is a great example of her advocacy and cooperation.
Meg's work with statewide organizations is significant; especially notable is her work representing ESLN on the Legislative Committee of the New York Library Association. Her advocacy and work on the IMLS grant is very beneficial as well.
I have read in various messages Meg's involvement in NYLA, lobbying activities and discussions about use of NYS Library funds, so it seems to me she is well-versed and immersed in NYS activities.
Again, glad to see that Meg is connecting with statewide networks and organizations to represent the needs and interests of the North Country library community. She's also done a lot to invite members into the advocacy process by offering webinars in advance of Advocacy Day -- a great way to build support!
While I think this is somewhat still a work in progress, Meg has taken a strong lead in North Country advocacy efforts. System directors are kept informed and Meg actively seeks out opportunities to share information and involve others in advocacy. She has taken a lead role among the ESLN's, which gives our region more of a voice.

Professional Development

Participates in professional activities.	5	5	5	5	5	5		5	5	5
Maintains awareness in the field of librarianship and related fields.	5	5	5	5	5	5		5	5	5
Collaborates with colleagues in the field promoting librarianship and related activities.	5	5	5	5	5	5		5	5	5

Comments:

Meg is clearly active with many other state/national organizations and I've been happy to witness her own PD in her anti-racism work. She is obviously committed to life-long learning for herself and others and this benefits us all.
From Meg's assessment, I think her approaches to her own and to network staff's professional development are sound and effective. I think her own meta-assessment of how she works on her own professional development is a good strategy for ensuring that not just her professional development but also her process for doing so remains sound over time.
Meg is an example of what a library influencer should be. She creates opportunities for member's growth, also.
Meg's efforts to maintain her own professional development, as well as encouraging and supporting her staff in their PD is noteworthy.
She supports and encourages professional development and makes members like me aware of opportunities that are available to us.
Meg is very proactive, and seeks knowledge when she needs it!
Meg seems to take her professional development responsibilities seriously, both for herself and in seeking out opportunities for others.

Long Range Planning & Innovation

Has sense of where library network has been and where it needs to go.	5	5	5	5	5	5		5	5	5
Embraces change and innovation in order to move the network forward.	5	5	5	5	5	5		5	5	5
Stays up to date with library law and related laws and keeps the board informed.	5	5	5	5	5	5		5	5	5

Comments:

As a fairly new board member, I'm still learning about the programs facilitated by NNYLN in detail but it seems like Meg is working hard to ensure those programs (i.e. hospital libraries) make sense given limited resources. She has proposed changes over the past year to these programs and grants that are thoughtful and responsible.
Meg's work in this area continues to be exceptional. She works to both move the network carefully forward while also doing so with vision for the Network's abilities to have a huge positive impact for members while being transparent and detailed about long-term planning goals. I look forward to working on these goals and on the area-specific documents Meg is preparing for the Board.
Meg takes planning and innovation seriously as she guides NNYLN into the future.
Meg did a great job this year, planning for the future while dealing with a rapidly changing present!
I've learned more about the legal aspects of our network since joining the board then I've ever known since becoming involved in NNYLN 10 years ago - personnel, financial, liability, etc. As mentioned previously, the fact that Meg is so willing to shake up the HLSP and MISP programs instead of keeping things as they've always been done lets me know that she is very much about innovation and embracing change for the good of the network and all of its members.
Meg continues to work to address areas where NNYLN could better serve its members. From increased grant funding to anti-racism initiatives, her creative approach to leading NNYLN will have long-term impacts.
As I said before, I really appreciate Meg's willingness to rethink old habits and procedures to offer the best support to NNYLN members. She is constantly seeking ways to improve on existing programs (like the member grants) and creates new initiatives when she sees a need in our community.
This is definitely an area of strength. The newly updated Plan of Service clearly demonstrated an understanding of the Network's current place and defined clear goals for ideas that have been discussed with members and the Board.

Final Comments

Meg is awesome and we are so lucky to have her!!
Meg's work continues to be incredible, thoughtful and focused. She is a pleasure to work with and I am proud to serve with her on the Board with my colleagues in service to NNYLN's members and other staff.
Meg has my full confidence as Director of NNYLN. She has been a mentor to me. I give her highest marks for her performance.
Meg is a pleasure to work with. The NNYLN is in great hands.
I truly appreciate how welcome and represented I feel in this organization. Meg has been a pleasure to work with and we've had several great discussions about a variety of topics. I feel safe voicing my thoughts and concerns, and I know we can have a very productive and professional conversation,

even if we don't fully agree. Meg thinks outside the box, and she makes me do this too, and this is not something I've always been able to do. Thank you, Meg, and all of the folks at NNYLN, for making this experience on the board a very positive one. I enjoy serving and look forward to working together serving the North Country.
Meg has provided creative leadership throughout this year of many challenges. As result, NNYLN has done well in identifying member needs and being able to respond in support.
Meg has been a real leader during this past year when so many libraries in our region were at a loss as to how to deal with the challenges of the pandemic. She's been nimble to roll with the changes, and has provided many many opportunities for NNYLN members to connect and help each other navigate the uncertainties of the past year.
Meg is doing a fantastic job, and continues to grow as a leader. She is an asset not only to the Network, but the North Country community at large.