

**EXECUTIVE DIRECTOR'S
SUMMARY OF MAJOR ACTION AND DISCUSSION ITEMS**

ACLA Board of Directors Meeting

February 22, 2010

- Jenkins briefed the Board on the Governor's preliminary 2010-11 budget that includes a further cut to library funding (despite increases to the overall Education budget). ACLA will be working with PaLA and PCBL to develop messaging for State legislators encouraging level or increased funding. An advocacy campaign, "Cuts Hurt", will highlight the impact of cuts in State funding across Allegheny County. In addition teams of local library trustees and Friends will be formed to meet with State legislators directly. A survey of library cuts (# of public service hours lost, # of staff hours lost, \$ reduction in materials budgets) will provide data for legislators regarding the impact of the State budget decisions. It will be important to thank legislators for the newly established support from table gaming revenues, but also to point out that these funds will not close the gap in funding due to State budget cuts. The Governor has also proposed reshaping the collection of sales tax statewide (including a reduction in the overall % collected but a broadening of categories that will no longer be exempt from collection). This could have the result of increasing RAD sales tax revenues. RAD revenues have been flat or declining. Boosting that overall revenue could directly benefit libraries through possible increases in allocations.

- The RAD Board will meet on Tuesday, February 23 at which time a 2010 RAD Library Committee will be established. That Committee will be working directly with ACLA representatives (Board members Shannon Debes and Shawn Flaherty, Executive Director Jenkins, and LAC Chair Christine McIntosh) to resolve remaining concerns relative to the distribution formula. Those concerns fall in three primary areas: calculation of and eligibility for distress aid, dual methods of recognizing local support, and a review of performance factors. Jenkins and Assistant Director Hrivnak provided extensive documentation and data to the RAD offices at the request of the Library Committee. This data will be shared with the ACLA team identified above for preliminary review. If a meeting invitation from the RAD is not received by early March, the Executive Director will lodge a specific request for a meeting to be scheduled. The ACLA Board expressed concern that the timeline of completing this work prior to presenting the Member Libraries with a proposed 2011 distribution is already extremely tight. President Gaetano requested that Board members Shannon Debes and Shawn Flaherty report out on progress relative to the Formula process at each Board meeting.

- Legal counsel for the Sewickley Public Library has drafted a management services agreement for review by Focus on Renewal. ACLA counsel also reviewed the agreement to determine whether there were any potential issues relative to the State Code. Based on his recommendations, Jenkins sent a revised draft to the Library for consideration. A meeting will be scheduled with representatives from the Library and FOR to work out any remaining issues.
- ACLA had presented some library service performance measures both to the Board and to at the General Membership meeting. Jenkins will be working with the LAC to set targets for performance relative to these measures.
- Jenkins provided the Board with a summary review of the Critical Issues process and a Task Force status report. The Board acknowledged the enormous amount of work accomplished by the various Critical Issues Task Forces, and together with the Members would like to see that work brought to fruition. Based on discussion among Board members as well as Member Library representatives in attendance, the ACLA Board made recommendations for follow up action (see separate report attached). It is the thinking of the ACLA Board overall that changes to the Board structure are unnecessary at this time. The Board indicated that current members are actively engaged and working effectively together, which may not have been the case when the CILOC process was begun. However, as the President stated it is the Member Libraries that must determine what if any changes should be made to the Board structure.
- The Board discussed the RAD requirement to develop a new Five-Year plan (covering 2011 through 2015) for submission by the end of 2010. Board members Shannon Debes, Brad Fish, and Al Kamper agreed to serve on a coordinating planning committee. Jenkins has requested volunteers from regions, both library directors as well as trustees. She also recommended the inclusion of at least one of the RAD Library Committee members to ensure productive flow of information throughout the process. Jenkins is meeting with regions over the next two months to begin to gather input on major issues libraries would like to see addressed in this plan. Staff is gathering sample plans from other federated systems. In addition, a review of the Member Library Agreement would be a focus. This agreement could be used as the vehicle to clarify the role and responsibilities of both the System as well as the Member Libraries.
- Future ACLA Board meetings are being scheduled in Member Libraries across the County. A complete list of those dates and locations will be provided at the March Board meeting.

CRITICAL ISSUES PROCESS

Current Status and Timeline

February 2010

At its meeting on February 22 the ACLA Board reviewed the history of the Critical Issues process, the charges for the various Task Forces, and the current status of Task Force work. Based on that review and subsequent discussion, the ACLA Board recommends the following action going forward (Board recommendations in red):

- Mission Statement: *This was completed at the January 29, 2009 General Membership meeting with the revision of the Mission Statement to clearly identify ACLA as a “federated library system.”* No further action required.

- Communications Plan: *This is currently in progress and recommendations will be made to the Librarians Advisory Council and Membership by mid-2010.* Have the Task Force reconvene and focus its efforts on recommending steps to simplify and clarify communications across the organization.

- Easily Understood Financials and ACLA Budget: *Recommendations were developed and are currently being implemented. These include, among other items:*
 - A workshop for local library staff and trustees on understanding basic financial statements (delivered in 2009).
 - Narrative explanation with the ACLA budget to explain key points (implemented for 2010 budget).
 - Regional budget forums (implemented).
 - Sample charts of accounts for various size libraries (available).
 - Guidelines on how to tie various account lines to the financial sections of the State reports (available through ACLA office).No further action required.

- ACLA Structure: *This Task Force had two separate sub-groups (Organizational Structure and Direct Outreach and Member Services).* The Board recommends the following:
 1. The sub-group on Organizational Structure should present any recommended changes to the ACLA Board structure, assuming a 9-member parameter, at the March Board meeting, anticipating a vote of the Members at the April General Membership meeting.
 2. Recommendations made by the Direct Outreach and Members Services sub-group will be reviewed at the April Board meeting. These recommendations will help to inform members of the ACLA Board as they examine these ACLA functions in 2010.
 3. The Librarians Advisory Council should complete work on its recommendations relative to authority over library operations matters and present these to the Board as soon as completed. The LAC Chair is asked to give a status update at the March Board meeting.

- Governance and Organizational Revisions: *This Task Force should be prepared to review the ACLA bylaws relative to recommendations from the Structures Task Force.*
- Position Descriptions: *This work is pending completion of the work of the Structure and Governance and Organizational Revisions Task Forces. This work should be incorporated into the work of the Governance and Organizational Revisions Task Force and/or the Governance Committee of the ACLA Board.*
- Sharing System Resources: *Recommendations from this Task Force were directed to the Librarians Advisory Council. The Board asks that this Task Force report out its findings and recommendations at the April Board meeting.*

Future of Libraries: *This was completed at the July 29, 2009 General Membership meeting when the Members adopted the recommendations and an on-going Committee was established (Chaired by ACLA Board member Brad Fish). No further action required.*

- State Standards: *Recommendations were presented to the Members through regional discussion in 2009. Those recommendations are under current consideration. A presentation of recommendations from the Standards Task Force (incorporating work done by the Distressed Communities Task Force) is to be presented at the March Board meeting (including an explanation of existing standards and compliance of Member Libraries).*
- Service in Distressed Communities: *Recommendations from this Task Force were incorporated into the Standards Task Force recommendations. The work of this Task Force will be considered together with the recommendations from the Standards Task Force.*

Background: The Critical Issues process was initiated in 2008 as the first part of the Formula Development process. ACLA Members identified numerous organizational issues they wished to consider in more depth and develop recommendations for improving the organization overall. Information and interim progress has been reported on the ACLA wiki throughout the process: <http://acla.pbworks.com/Critical-Issues-Process> Here you will find links to the various Task Forces including charges, membership, reports, findings, and recommendations. The original timeline for completion of this work and bringing recommendations to the Members was substantively interrupted as the organization's focus in 2009 was necessarily on issues related to the RAD Formula. Now in 2010 the process will be re-activated, and the Membership can expect topics on General Membership meetings this year related to this work.