FINAL RECOMMENDATION REPORT OVERVIEW

# Recommendation Report
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# Acknowledgments

The Public Library System Redesign Project (PLSR) Steering Committee would like to thank the following for their assistance and input on the project.

- Kurt Kiefer, Assistant State Superintendent, Department of Public Instruction (DPI)
- DPI Division for Libraries and Technology: Public Library Development Team and Resources for Libraries and Lifelong Learning staff
- WiLS (Wisconsin Library Services)
- Russell Consulting, Inc. (RCI)
- Wisconsin Council on Library and Network Development (COLAND)

A special thank you to the Wisconsin library community for sharing their time, expertise, and insights throughout the project as well as their passion for improving services to libraries and the communities they serve.

# Executive Summary

Introduction

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# Executive Summary--Participation, Communication, and Engagement

This project was informed by hundreds of individuals from across the state who served on workgroups and subcommittees, provided feedback, completed questionnaires, answered surveys, made comments, asked questions, or participated at summit meetings.

• The Steering Committee formed four subcommittees, which, with the addition of the CRC members and Recommendation Development Summit participants, resulted in 71 Wisconsin library community members helping the Steering Committee shape the recommendations in this report.

• More than 70 public library system service experts comprised the workgroups that developed public library system service model recommendations provided to the Steering Committee. The workgroups received input from over 40 review panel library services experts.

• Others involved in sharing information with the project include the staff at each of the 16 Wisconsin public library systems, with key assistance from the directors and business managers assisting with public library system funding and expense information gathering, past Wisconsin library leaders, and library professionals from nearly 30 other states.

• DPI staff at the Division for Libraries and Technology had a vital role in the process, assisting the Steering Committee and serving as expert resources to assist all committees and workgroups that were formed during the project.

# Executive Summary--Participation, Communication, and Engagement

Both the workgroup process and Steering Committee's recommendation development process included numerous times the committee communicated project information and progress and asked for feedback, in addition to the 45 open meetings the Steering Committee held in person or online.  This included:

- All project information and resources were maintained on the PLSR Project Website.  This site also contained contact forms for the Steering Committee and workgroups which many library community members used to share feedback.

- A network of communication liaisons created with staff from each of the 16 public library systems to regularly share project communications with the public library community.

- Other communication channels, including the Division for Libraries and Technology *Libraries for Everyone* blog, were utilized.

- Steering Committee members traveled around the state three different times, holding 33 meetings in the regional public library systems to provide project updates and gather input.

- The workgroups shared information and solicited feedback throughout their work at state library conferences and through surveys, including utilizing a voluntary survey panel of 226 library community members as needed.

- To keep the library community up-to-date on the process and provide another opportunity for feedback, the project manager and Steering Committee held 16 hour-long Virtual Q & As via webinar. PLSR Project Website, http://www.plsr.info/ (last accessed 4 Dec. 2018).

# Executive Summary--Participation, Communication, and Engagement

◦ The Steering Committee provided project updates and opportunities for input at regular meetings of the System and Resource Libraries Administrators Association of Wisconsin (SRLAAW), COLAND, DPI State Superintendent, Wisconsin Library Association (WLA) Board, and WLA's Library Development and Legislation (LD&L) committee.  In addition, the committee held eight one-hour calls with public library system directors on non-SRLAAW meeting months to discuss the project.

◦ The Steering Committee also shared information and solicited feedback at state library conferences.  In addition, the committee gathered feedback at four main points in the last year of the project for their recommendation development process.

  ◦ In February of 2018, a consultant was hired to conduct a broad assessment of public library needs, perceptions, and expectations in respect to their current public library system and its services and what an ideal system might look like. The consultant held three focus groups of nearly 40 public library directors followed up the administration of a survey to all 381 public library directors, with 311 libraries responding.

  ◦ During April of 2018, a survey form was open for four weeks following the release of the PLSR Workgroup Recommendations Report that gathered feedback from 145 respondents.

  ◦ In June and July, 155 members of the library community completed a survey, open for six weeks, providing feedback on the initial Steering Committee Recommendation Report model ideas.

  ◦ A survey was administered between December 3-9, 2018 that gathered feedback from 149 Wisconsin public library directors regarding the Steering Committee's Draft Recommendation Report.

# Background

Brief overview of discussions and reports developed just prior to the PLSR project including:

System and Resource Library Administrators Association of Wisconsin (SRLAAW) report--*Creating More Effective Library Systems*

DPI's Division for Libraries and Technology Lean System Study Work Group

Council on Library and Network Development (COLAND) workgroup to develop a strategic vision for public library systems in the 21st century

# Recommendation Development Process

In September 2015, the State Superintendent appointed a 10-member Steering Committee to oversee a multi-year project to re-envision how Wisconsin public library systems serve Wisconsin's 381 public libraries. Membership was selected based upon library and public library system size as well as consideration for geographic distribution.
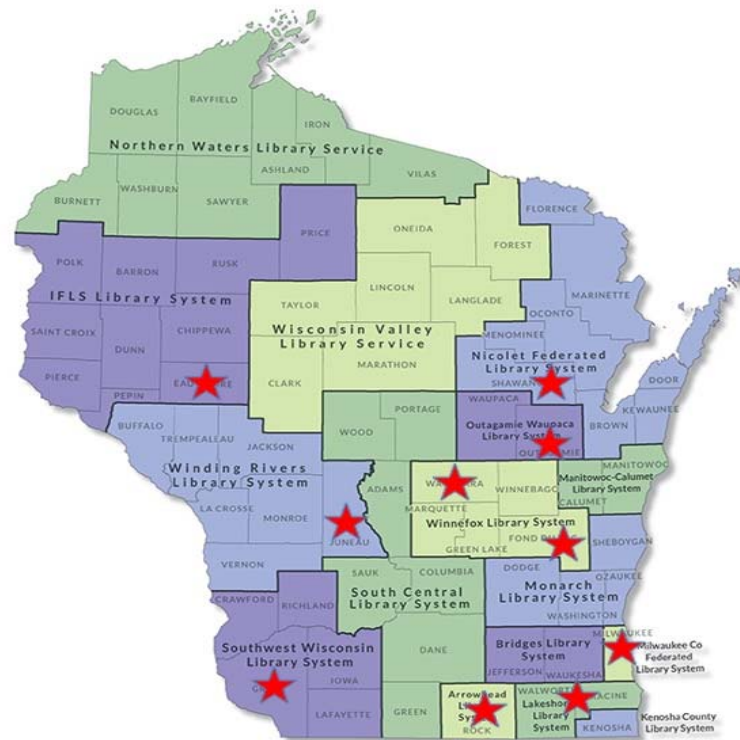
The State Superintendent charged the Steering Committee with providing strategic vision, oversight, and general leadership in the development of recommendations to update and refine the roles and services of public library systems and maximize investment in public library systems and public libraries.

In total, the Steering Committee met nine times (virtually and in-person) to discuss and develop their final recommendations. A draft version of the final report was prepared prior to and at the end of each meeting and shared with the library community for comment. All comments received were distributed to the whole of the Steering Committee for consideration.

# Recommendation Development Process Steering Committee

| Name | Library | Type of Library | Role |
|---|---|---|---|
| Kent A. Barnard | Patterson Memorial Library, Wild Rose | Very Small Public Library | Member |
| Jon Mark Bolthouse | Fond du Lac Public Library | Large Public Library | Member |
| Beth A. Carpenter | Kimberly-Little Chute Public Library | Mid-sized Public Library | Member |
| Bridget C. Christenson | Hatch Public Library, Mauston | Small Public Library | Member |
| John DeBacher | Department of Public Instruction | State Library Agency | DPI Liaison |
| Kristie L. Hauer | Shawano County Library | County Library, Joint Library | Member |
| Paula Kiely | Milwaukee Public Library | Large Public Library, Resource Library | Vice-Chair |
| Jessamyn C. Lee-Jones | Platteville Public Library | Mid-sized Public Library, Resource Library | Member |
| Bryan J. McCormick | Hedberg Public Library, Janesville | Large Public Library, Resource Library | COLAND Representative |
| Stephen R. Ohs | Lakeshores Library System | Small Public Library System | Member |
| John T. Thompson | IFLS Library System | Large Public Library System | Chair |

# Recommendation Development Process
## Steering Committee

# Directives Gleaned from the Library Community through the Recommendation Development Process

1.  *Service improvements must benefit library users* – Any service improvements moving forward must fulfill a principle of the project related to equitable access for all and ultimately benefit the library user.

2.  *Workgroup reports should be used as frameworks for specific service improvements* –The workgroup reports contain thoughtful and in-depth recommendations from public library system and library service area experts and provide a solid foundation for improving services across the state.

3.  *Take action on recommendations with strong support* – Recommendations 5, 6, and 7 have been identified and are supported as service areas where improvement can provide immediate, positive outcomes through collaborative and organic change.

4.  *Service improvements must be soundly-implemented* – Implementation of service improvements must be driven by effective research, planning, execution, and change-management, and supported by adequate resources.

5.  *Potential unintended consequences should be anticipated and studied* – Any efforts to implement recommendations should be preceded by assessments to identify risk factors that could lead to unintended negative outcomes.

# Recommendations

Recommendation

Summary

Goals of the Recommendation

Value Proposition

Suggested Implementation Process

Measuring Success

# Recommendation 1: Develop Standards, Best Practices, and Accountability Structures for Public Library Systems

Develop and implement a set of standards, best practices, and accountability measures designed to support equity of access to high-quality public library system services by public libraries in all parts of Wisconsin. Structure any accountability measures in a manner that does not adversely affect member libraries.

# Recommendation 1: Develop Standards, Best Practices, and Accountability Structures for Public Library Systems

**Goals of the Recommendation**

Provide equitable access to high quality services and support for all public libraries.

Construct and implement a process to analyze services currently offered by public library systems, gather feedback, and determine which services should be codified in standards. Standards could include a "tiered" structure, and/or be based upon recently developed standards for public libraries.

Create effective mechanisms to identify best practices, for the library community to refine them, and for public library systems to begin using them.

Inform initiatives related to other recommendations in this report concerning statewide policies that ensure equity of access to services.

Enhance the ability of libraries to compare the services they receive from their public library system to the services provided by other public library systems.

# Recommendation 1: Develop Standards, Best Practices, and Accountability Structures for Public Library Systems

**Value Proposition**

The creation of standards will ensure every library in the state can expect high-quality, consistent service from their public library system. Enhanced standards will also help public library systems have a clear understanding of not only the types of services they should provide using state funding, but also the level at which they provide those services.

A substantial amount of time was spent during the PLSR process gathering data from public library systems to analyze system services and make recommendations for improvements. Sharing best practices and standard reporting practices between public library systems will establish a base measurement for the success of PLSR recommendations and will make further analysis and improvements possible. Best practices can reduce the time required for mandatory reporting for all public library systems, especially as it relates to financial data. Libraries will also be able to compare public library system services easily, allowing libraries to identify and correct inequities of service delivery that may arise in the future.

# Recommendation 1: Develop Standards, Best Practices, and Accountability Structures for Public Library Systems

**Suggested Implementation Process**

Appoint a task force, made up of public library system directors and staff and public library directors representing each certification "grade," charged with identifying, developing, and recommending specific public library system standards.

Obtain an in-depth review of current public library system standards and accountability measures, preferably by an outside entity. Additional initial comments may be sought from DPI and the Wisconsin Library Association's LD&L Committee.

Present recommended standards to the library community for comment. Include an additional opportunity for feedback from WLA in this process.

Convene a gathering of public library system directors, DPI personnel, and others to create a list of immediately-evident useful best practices. Create a plan for capturing, refining, and publishing future best practices.

Create methods by which to learn and formalize future best practices through existing collaborations. For example: existing meetings of the System Office Managers and Bookkeepers Association of Wisconsin (SOMBAW) could be used to formalize accounting standards and meetings of public library system staff could identify standards for consultant and/or continuing education tracking.

# Recommendation 1: Develop Standards, Best Practices, and Accountability Structures for Public Library Systems

**Measuring Success**

Standards are drafted and endorsed by stakeholder groups (SRLAAW, COLAND, member libraries, etc.) and delivered to DPI as a package to implement change.

Establishment of a process by which best practices can be captured, refined, and promulgated. A formal process will allow best practices to be retained, curated, and made tangible.

# Recommendation 2: Enhance Collaboration by Creating Incentives and Removing Barriers

**Goals of the Recommendation**

Using the workgroup reports as a guiding framework, identify and prioritize specific incentives, disincentives, and barriers that could be implemented or removed to further stimulate collaboration between public library systems.

Cultivate and connect the expertise, leadership, and capacities that currently exist in libraries throughout the state.

Leverage the experience, knowledge, and talents of those that directly serve library users in developing and providing innovative services to communities of all sizes.

Improve equity of access to high-quality services.

# Recommendation 2: Enhance Collaboration by Creating Incentives and Removing Barriers

**Suggested Implementation Process**

Appoint an implementation team and/or appoint or hire a project manager tasked with accomplishing the goals set in this recommendation.

Craft an appropriate timeline for completion of research and other work.

Conduct a needs assessment to determine the resources currently available and/or required to complete the goals set in this recommendation.

Identify key individuals with involvement in public library system mergers or other significant collaborations between public library systems. Devise a process to interview them and build a knowledge base.

Engage with library community experts, DPI, and other relevant professionals to create an assessment of potential incentives, disincentives, or barriers that might be enacted or removed.

Using the workgroup reports as a framework, develop a guide that outlines resources for future collaborative projects, potential funding options, and available experts for facilitators. Generate a plan to effect statutory changes, if needed.

# Recommendation 2: Enhance Collaboration by Creating Incentives and Removing Barriers

**Recommendation**

Accelerate collaboration among Wisconsin's public library systems by establishing incentives and removing barriers. When prudent, seek statutory changes that would achieve and sustain momentum in this area.

# Recommendation 2: Enhance Collaboration by Creating Incentives and Removing Barriers

**Value Proposition**

Public library systems provide a broad range of critical services to their member libraries. Many of these services are delivered at economies of scale that could never be achieved by individual libraries, and this model continues to evolve. Several collaborative ventures — not possible just a few short years ago — have now been put into practice successfully among the regional systems. For example, public library systems are beginning to share bookkeeping services, hosting server and network equipment on shared infrastructure, and collaborating to provide professional development opportunities to a much broader audience than ever before.

Based upon the rapid pace of technology changes, it is possible even greater economies of scale may be realized through collaboration by and between public library systems. In many cases, more favorable distributions of costs and administrative overhead mean that public library systems and libraries can provide better services and/or more comprehensive collections to the people they serve.

A focus on identifying, incentivizing, and supporting opportunities for voluntary change will help ensure future success. Stakeholders can engage having a mutual interest in positive outcomes. This approach can help fuel any number of processes, from merging two public library systems, to trying out a new service collaboration, to taking part in a delivery pilot, or becoming a partner in some other project with positive impacts on services to the citizens of Wisconsin. Such changes, when appropriately supported, can be empowering to those directly involved and inspiring to others.

# Recommendation 2: Enhance Collaboration by Creating Incentives and Removing Barriers

**Measuring Success**

Creation of mechanisms to aid public library systems. Examples include:

◦ A process document developed to guide the planning and completion of a service collaboration, merger, or expansion;

◦ Non-financial incentives (change management consulting services, other forms of in-kind support made available through DPI or other agencies, etc.);

◦ Financial incentives (including Library Services and Technology Act (LSTA) grant categories or other grant awards).

Public library systems undertake collaborative ventures.

Further quantitative and qualitative measures, including results from process surveys, satisfaction surveys, data analytics, interviews, etc. are created, gathered, and made available to assess success.

Public library systems are able to meet service standards more efficiently.

# Recommendation 3: Reduce the Number of Public Library Systems

**Recommendation**

Apply the approaches of enhancing collaboration and reducing barriers to support voluntary changes in territory served by public library systems with the ultimate goal of reducing the current number of public library systems

# Recommendation 3: Reduce the Number of Public Library Systems

**Goals of the Recommendation**

Capture the knowledge of individuals experienced in public library system merger and expansion. Utilize this knowledge to create an analysis of significant factors that play a role in the public library system mergers or expansion: specifically, how they may be addressed effectively. Involve the previously identified individuals directly in the process of identifying and implementing specific incentives, disincentives, or barriers in need of removal.

Publish a document or guide to assist public library systems in effectively planning for any future system merger or expansion. At minimum, the guide must include a checklist of steps, a detailed example timeline, and fiscal best practices. It must also be current regarding state statutes, the administrative code, and DPI interpretations. The document should include specific recommendations for organizing and completing a public library system merger.

Conduct and complete a process to identify which regional public library systems have the greatest possibilities of voluntarily system merging.

Identify and recommend specific statutory changes to DPI and/or WLA that would streamline the process of voluntary public library system mergers.

Create a system of incentives that would encourage or assist public library systems down the path of system merger (see also Recommendation 2).

Create a structure of support, including detailed resources for the libraries, public library systems, and counties choosing to undertake any degree of public library system mergers.

# Recommendation 3: Reduce the Number of Public Library Systems

**Value Proposition**

There is potential in some areas of the state that a reduction in the number of public library systems will result in higher quality and more comprehensive services than smaller public library systems are typically able to provide on their own.

Voluntary changes in territory have the strongest potential to preserve the structures of trust and relationships that are prerequisite for the effective delivery of services to member libraries.

# Recommendation 3: Reduce the Number of Public Library Systems

**Suggested Implementation Process**

Create a best practices checklist and resource document for public library system boards/member libraries to consider options for filling director vacancies and/or public library system mergers.

Provide adequate resources and full support by DPI for implementation of Recommendation 2, Enhance Collaboration by Creating Incentives and Removing Barriers.

Support precursors to mergers and expansions, such as partnerships related to library management software, shared positions, shared procurement, or merged services.

# Recommendation 3: Reduce the Number of Public Library Systems

**Measuring Success**

Achievement of at least one successful public library system merger.

Comparison of pre- and post-inventory of public library system services provides service improvement and response information for member libraries and library users as a result of public library system mergers.

Public library system services are delivered more cost-effectively and member libraries experience improved levels and quality of services.

Reduction in duplication of public library system administration or service activities and efforts.

# Recommendation 4: Analyze the Current Funding Formula

**Recommendation**

Conduct a thorough analysis of the current funding formula for public library systems, including practices utilized to apportion state aid. Identify and propose alternative funding formulas, methods of apportionment, or other solutions with potential to improve equity of access to high-quality library services.

# Recommendation 4: Analyze the Current Funding Formula

**Goals of the Recommendation**

Identify minor statutory changes that will, at minimal risk, improve the funding model underpinning public library system services.

Coordinate the efforts of stakeholder groups to create and implement an action plan for any necessary statutory changes.

Improve equity of access to high-quality public library services across Wisconsin, while ensuring that no public library system experiences a decrease in base funding.

# Recommendation 4: Analyze the Current Funding Formula

**Value Proposition**

Public library system funding has a direct impact on local libraries' ability to provide services to library users. To ensure every Wisconsin resident benefits from library services, state funding must equitably support the public library system services that public libraries need.

Conducting an objective analysis of the current state funding formula and alternative formula options will result in a foundation for further decision-making.

# Recommendation 4: Analyze the Current Funding Formula

**Suggested Implementation Process**

Appoint an implementation team made up of 3-7 topical experts with minimal potential for conflicts of interest to complete the recommendation.

Conduct an in-depth analysis of the current funding formula and practices utilized to apportion state aids for public library systems as described in the recommendation.

Seek input on the results of the analysis from key constituent entities, including public library system directors, DPI leadership, WLA Board, WLA LD&L, etc.

Identify specific improvements that could be made and construct a legislative action plan.

Implement legislative outreach.

# Recommendation 4: Analyze the Current Funding Formula

**Measuring Success**

Preservation of existing public library system service capacities while expanding public library system service equity in areas of need.

# Recommendation 5: Initiate Delivery Service Pilot Projects

**Recommendation**

Stimulate development within the resource-sharing environment by initiating one or more pilot projects relating to library delivery services.

# Recommendation 5: Initiate Delivery Service Pilot Projects

**Goals of the Recommendation**

Increase equity of access to rapid, efficient delivery services.

Utilize the Delivery workgroup report as a starting point from which to:
◦ Incentivize merging of regional delivery services in certain regions of the state;
◦ Work towards a reduction in the number of separate delivery regions in the state from 16 to 8 while utilizing existing delivery assets, locations, and/or shared contracting.

Determine, through the pilot approach, whether a restructured regional delivery hub connection network improves delivery between Wisconsin libraries (COLAND Strategic Direction 5).

Decrease wait times for library users by lowering the percentage of requested items that must travel long distances and/or through a centralized sorting house.

Improve overall redundancy of the statewide delivery system, thus increasing resiliency in the face of inclement weather or staffing issues.

Reduce duplicated efforts in some areas of the state through converged delivery service infrastructure and administration.

# Recommendation 5: Initiate Delivery Service Pilot Projects

**Value Proposition**

Through the pilot project approach, many of the concepts addressed in the Delivery workgroup report may be tested incrementally without putting the entire statewide infrastructure under stress.

Efficiencies of regional service mergers include:

- Shorter transit times - library users getting materials faster;
- Fewer miles travelled - fuel cost savings; and
- Reduction of duplicated administrative overhead - economies of scale.

A successful pilot project will provide a blueprint for future projects.

# Recommendation 5: Initiate Delivery Service Pilot Projects

**Suggested Implementation Process**

Appoint an implementation team and/or appoint or hire a project manager charged with performing necessary research, coordinating stakeholder groups, and managing implementation issues relating to this recommendation.

Identify specific areas of the state where opportunities exist for delivery-related pilot projects.

Work with public library systems in these areas to identify opportunities to coordinate delivery services, up to and including establishment of multi-system hubs. Include creation of a link to SCLS in this process.

Utilize feedback from the coordination process to construct useful incentives (example: LSTA grants to help with start-up costs).

Provide ongoing implementation and contingency support to the public library systems participating in a pilot project.

Plan for future transitions to regional hub links, as described in the Delivery workgroup report.

Utilize the Delivery workgroup recommendations to guide further coordination, including the intermediary "North/South" hub arrangement, as detailed in the Delivery workgroup report.

# Recommendation 5: Initiate Delivery Service Pilot Projects

**Measuring Success**

A detailed service inventory of key metrics is developed from the data gathered by the Delivery workgroup and Funding Subcommittee and is used to analyze whether or not anticipated cost efficiencies and service improvements are achieved in any pilot projects.

# Recommendation 6: Create an Effective, Well-Managed, State-Scale Discovery Layer

**Recommendation**

Engage with topical experts, public library systems, and the library community at-large to expand access to collections from around the state.

# Recommendation 6: Create an Effective, Well-Managed, State-Scale Discovery Layer

**Goals of the Recommendation**

Achieve interoperability between the various library management software platforms used in Wisconsin (COLAND Strategic Direction 2).

Provide a user-friendly interface option that allows library users seamless access to library physical and digital collections across the state regardless of where they live (COLAND Strategic Direction 3).

Reduce procurement, budgeting, training, and technical administration efforts that are duplicated by the current 16 public library systems in maintaining 14 unique online discovery platforms.

Embrace the critical need of libraries (and public library systems) to make decisions and tailor services in response to the needs of library users where they are.

Improve collaboration related to procurement and access of electronic materials. Several discovery layer software platforms can now flexibly display content licensed at state-scale. For example, BadgerLink resources could be displayed alongside content licensed by smaller groups of libraries. This would provide great opportunity for libraries, public library systems, and other groups, such as Wisconsin Public Library Consortium to collaborate in unprecedented ways (COLAND Strategic Direction 4).

# Recommendation 6: Create an Effective, Well-Managed, State-Scale Discovery Layer

**Value Proposition**

Wisconsin libraries already share resources. However, the set of technologies relied upon to accomplish this sharing are aging, some dating to the 1970s. The successful creation of a discovery layer at state-scale will improve services to library users in the following ways:

Library users may search the collections of any public library in the state, obtaining high-quality results that are optimized for the shortest delivery time based on geographic location;

Public library systems and/or individual libraries that do not have the resources to purchase or operate top-tier library management software would nonetheless benefit, improving the baseline patron experience; and

Interoperability between existing library management software would encourage collaboration between libraries by removing current resource discovery barriers to new partnerships and improving communication between libraries.

# Recommendation 6: Create an Effective, Well-Managed, State-Scale Discovery Layer

**Suggested Implementation Process**

Appoint an implementation team and/or appoint or hire a project manager vested with the ability to drive the project.

Conduct a governance assessment to determine how decisions impacting the look, feel, and function of the state-scale discovery layer will be made.

Conduct a needs assessment to identify minimum technical requirements necessary to achieve interoperability between different library management software platforms.

Identify a communication protocol that meets the above-determined requirements for interoperability.

Working with DPI, create technical standards for use in negotiating vendor agreements.

# Recommendation 6: Create an Effective, Well-Managed, State-Scale Discovery Layer

**Suggested Implementation Process**

If necessary, create an application capable of translating action messages between the library management systems in use in Wisconsin.

Explore the current capabilities of library discovery products, including open-source platforms.

Conduct a fiscal assessment to determine costs when scaled to the entire state.

Organize a process to evaluate and select a product that will serve as the state-scale discovery layer.

Create a structure for ongoing evaluation and improvement.

Establish a group charged with taking a leadership role in fostering collaborations in the area of library management software.

# Recommendation 6: Create an Effective, Well-Managed, State-Scale Discovery Layer

**Measuring Success**

Use of pre- and post-implementation assessment tools, including statewide surveys to library users and libraries, to identify user experience improvements and prioritize desired functionalities and features for a library discovery software platform.

A pre- and post-implementation assessment of the usage pattern of physical and electronic collections will indicate increased use and access for library users and improved resource sharing efficiencies for public libraries and public library systems.

# Recommendation 7:  Implement a Learning Management System for Professional Development

**Recommendation**

Oversee the design, deployment, and operation of a learning management system capable of meeting the current and future needs of librarians in Wisconsin.

# Recommendation 7:  Implement a Learning Management System for Professional Development

**Goals of the Recommendation**

Furnish library professionals with a more effective means of discovering and obtaining content and instruction that is directly applicable to their professional development.

Eliminate the current paper-based process of certification, in favor of an online learning management system.

Foster collaboration between agencies that offer professional development opportunities through a statewide calendar of events.

# Recommendation 7: Implement a Learning Management System for Professional Development

**Value Proposition**

An online learning management system will benefit the state by ensuring library professionals possess needed skills throughout their careers while leveraging technology to reduce general administrative overhead (COLAND Strategic Direction 5).

An online learning management system will significantly reduce valuable time required to locate professional development opportunities. This reduction will result in more time spent providing direct service to the public (COLAND Strategic Direction 2).

An online learning management system geared toward professional development for library staff and library trustees will reduce duplication of effort and will spur collaboration while improving equity of access to high-quality professional development opportunities statewide (COLAND Strategic Direction 5).

# Recommendation 7:  Implement a Learning Management System for Professional Development

**Suggested Implementation Process**

Appoint an implementation team and/or appoint or hire a project manager tasked with evaluating platform needs in the context of user experience and effective content management, driving the project, and serving as a bridge between stakeholder groups.

Utilize previous work by project work groups and knowledge experts to create a comprehensive specifications document for the learning management system.

Compare specifications with existing learning management system vendor capabilities.

Explore potential cost, quality, and feasibility of a learning management system developed or licensed "in house" by DPI or another partner.

Distribute a Request for Information to learning management system vendors and/or software development agencies.

# Recommendation 7: Implement a Learning Management System for Professional Development

**Measuring Success**

Demonstrated improvements in effectiveness and efficiencies of the certification process.

Increased levels of satisfaction among library professionals with respect to access to (and quality of) professional development resources determined via an assessment survey completed before and after implementation of any changes.

Levels of collaborative professional development opportunities between public library systems will be compared before and after implementation.

# Appendixes

**Appendix A: Public Library Systems in Wisconsin: A Brief History**

**Appendix B: Funding Strategies and Sources**

**Appendix C: Additional Considerations**