

ILS CONSORTIA IN  
WISCONSIN  
A SNAPSHOT OF THE LANDSCAPE  
2014

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## Introduction

In late 2013, the public library systems in Wisconsin were surveyed about the integrated library system (ILS) consortia that are affiliated with them. This report is a summary of the results of that survey.

The intention of the survey and, therefore, the report, is to show a snapshot of the ILS landscape in Wisconsin. The goal of this study was not to draw conclusions about specific directions for service, but to provide comparable data to inform further conversations and planning around ILS services.

The report follows the organization of the survey (see Appendix A for the complete text of the survey). Each section of the report provides a summary of the information collected, along with supporting tables of detailed information for each consortium.

As you will see from the report, the ILS landscape in Wisconsin is complex and diverse. Every attempt was made to standardize responses and to report comparable information. Public library system staff were queried throughout the compilation process for clarification of responses and have had the opportunity to review and revise any information about their consortium included in this report.

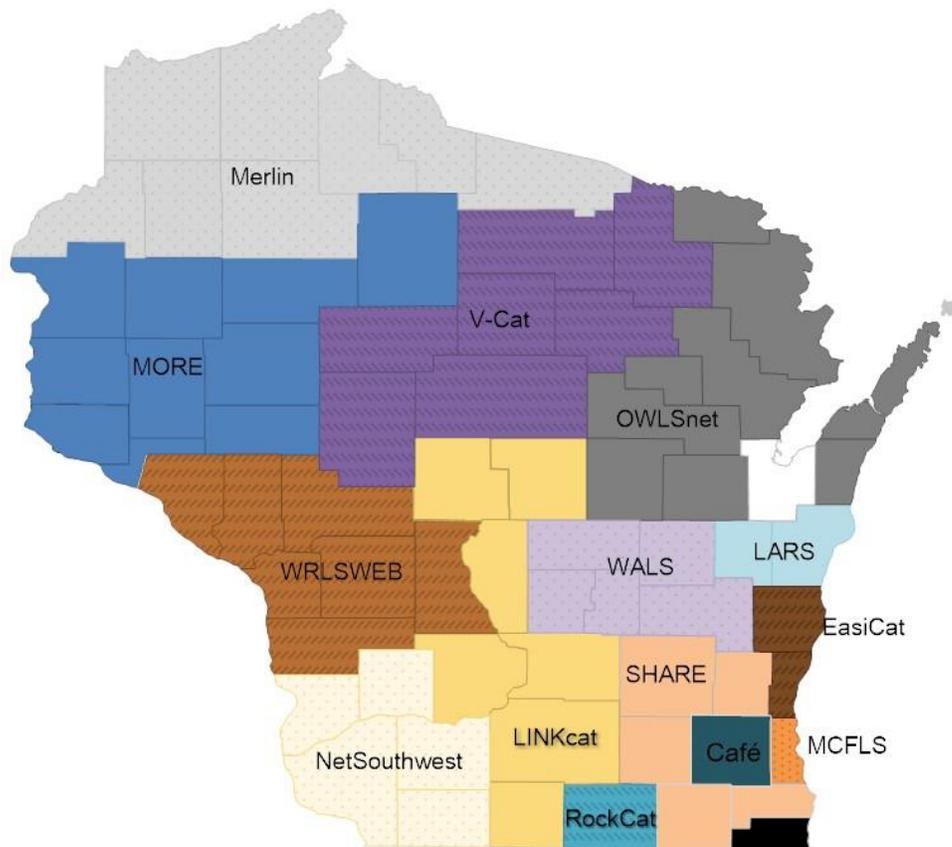
The consortia that participated in the survey are:

- Café (Waukesha County Federated Library System)
- EasiCat (Eastern Shores Library System)
- LARS (Manitowoc Calumet Library System)
- LINKcat (South Central Library System)
- MCFLS (Milwaukee County Federated Library System)
- Merlin (Northern Waters Library Service)
- MORE (Indianhead Federated Library System)
- NetSouthwest (Southwest Wisconsin Library System)
- OWLSnet: (Nicolet Federated Library System and Outagamie Waupaca Library System)
- RockCat (Arrowhead Library System)
- SHARE (Lakeshores Library System and Mid-Wisconsin Federated Library System)\*
- V-Cat (Wisconsin Valley Library Service)
- WALs (Winnefox Library System)
- WRLSWEB (Winding Rivers Library System)

The Kenosha County Library System opted not to participate, as their system has two libraries and does not have a comparable ILS structure to other consortia.

The map on the following page shows the territory covered by each consortium.

\*During the course of compiling this data, Mid-Wisconsin Federated Library System made the decision to withdraw from SHARE. The responses included in this report reflect SHARE as a two-system consortium.



Map of ILS consortia in Wisconsin

In most cases, the public libraries in the system territory are the participants in any given consortium. However, there are some public libraries that do not participate in any ILS consortium:

- Albertson Memorial Library -- Albany (South Central Library System)
- Bad River Public Tribal Library (Northern Waters Library Service)
- Ben Guthrie – Lac du Flambeau Public Library (Northern Waters Library Service)
- Brown County Library (Nicolet Federated Library System)
- Charles & JoAnn Lester Library -- Nekoosa (South Central Library System)
- Cornell Public Library (Indianhead Federated Library System)
- De Soto Public Library (Winding Rivers Library System)
- Durand Community Library (Indianhead Federated Library System)
- Dwight T. Parker Public Library -- Fennimore (Southwest Wisconsin Library System)
- Fairchild Public Library (Indianhead Federated Library System)
- Fond du Lac Public Library (Winnefox Library System)
- Hauge Memorial Library -- Osseo (Winding Rivers Library System)
- Hawkins Area Library (Indianhead Federated Library System)
- Independence Public Library (Winding Rivers Library System)
- Lester Public Library of Rome (South Central Library System)

- Lester Public Library of Vesper (South Central Library System)
- Lettie W. Jensen Public Library -- Amherst (South Central Library System)
- Marshfield Public Library (South Central Library System)
- Menominee Tribal/County Library (Nicolet Federated Library System)
- Monticello Public Library (South Central Library System)
- Pittsville Community Library (South Central Library System)
- Readstown Public Library (Winding Rivers Library System)
- Rio Community Library (South Central Library System)
- Tomah Public Library (Winding Rivers Library System)
- Wabeno Public Library (Wisconsin Valley Library Service)
- Whitehall Public Library (Winding Rivers Library System)

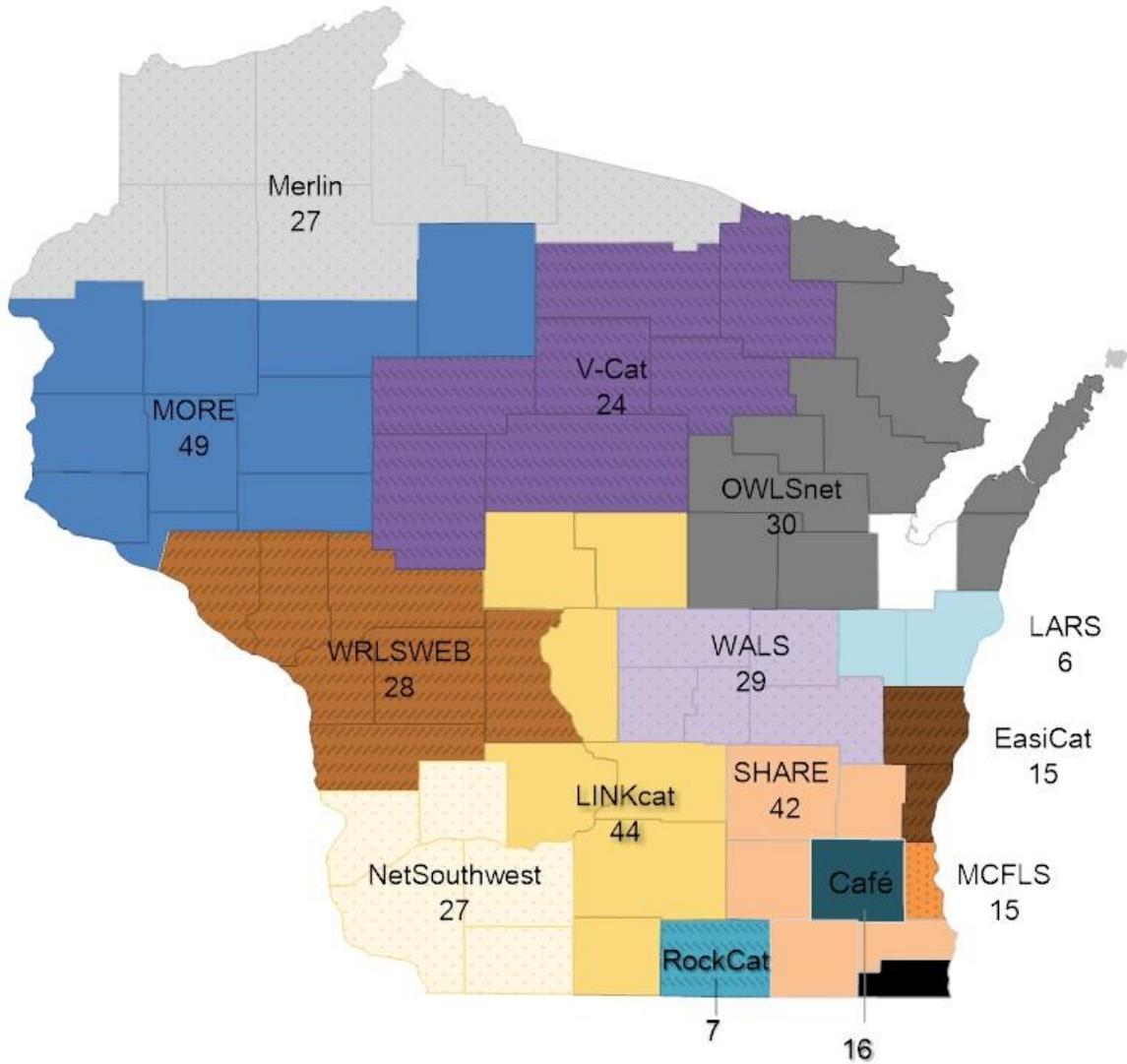
As part of this study, the libraries that do not participate were surveyed about their perceptions of the ILS consortia: different factors that influence their decision not to participate, likelihood and impact of potential benefits of participation, and open ended comments about participation. The text of this survey can be found in Appendix B. The results are included with Part 4 of the ILS consortia survey in a section called, "Considering the advantages and disadvantages of larger units of service," beginning on page 189.

While most of the libraries that participate in the ILS consortia are public libraries, three consortia currently include other participants:

- Burlington Area School District (SHARE)
- Lakeland College Library (EasiCat)
- Eastern Shores Library System Bookmobile (EasiCat)
- Phelps School (Merlin)
- Waterford Union High School (SHARE)

On the next page is a map of the consortia with the number of participating libraries (excluding branches) shown underneath the consortium name.

Finally, I would like to take a moment to thank all of library and system staff that have provided information during the course of this study. They have contributed many hours in completing the survey, reviewing responses, and answering many questions about the information they provided. This report is another illustration of collaboration and cooperation that is an essential part of the Wisconsin public library landscape.



Map of ILS consortia in Wisconsin with number of libraries in each consortia

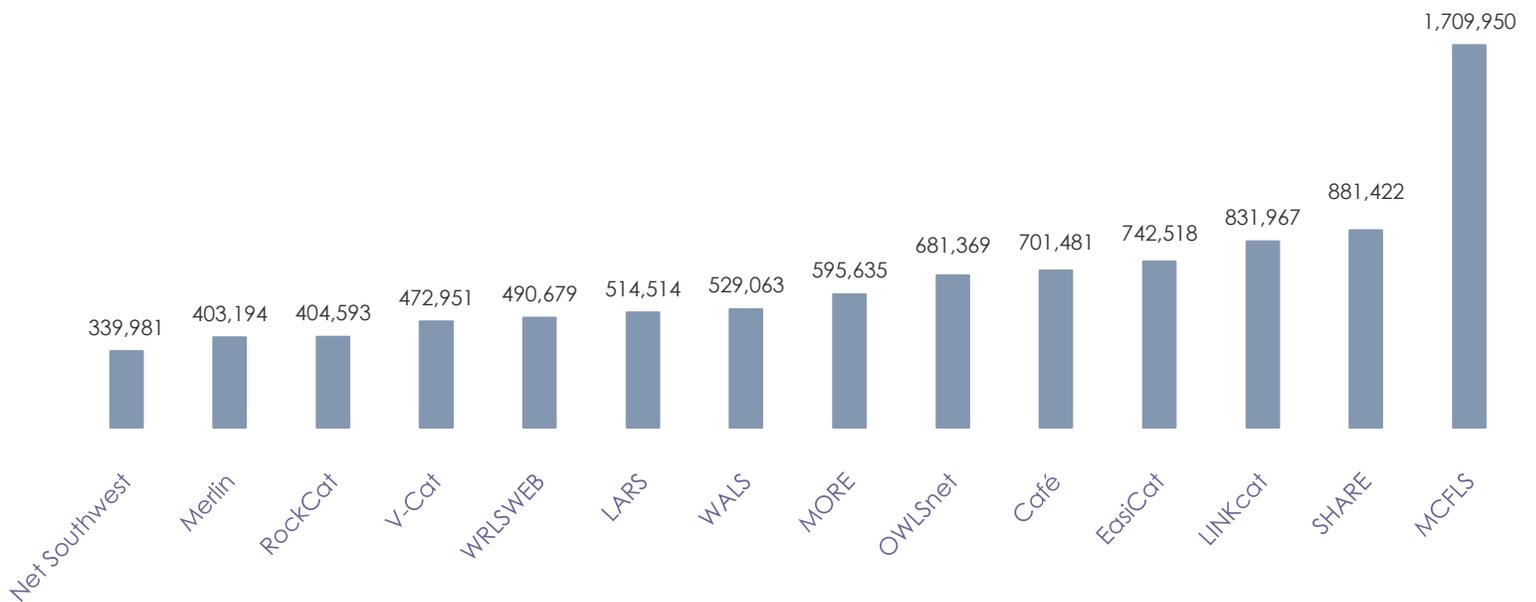
## Part 1, Section 1

Part 1, Section 1 asked consortia to provide general numbers about their ILS, including numbers of records and circulation. Below are summaries of the information provided.

### Bibliographic records

Each consortium was asked to provide the number of bibliographic records at the end of 2011, 2012, and 2013. Table 1.1 at the end of this section includes 2011-2013 numbers.

The chart below show the number of bibliographic records reported for 2013 by number of records reported. The significantly higher number for MCFLS could be a result of more unique materials, cataloging practices, or other causes.

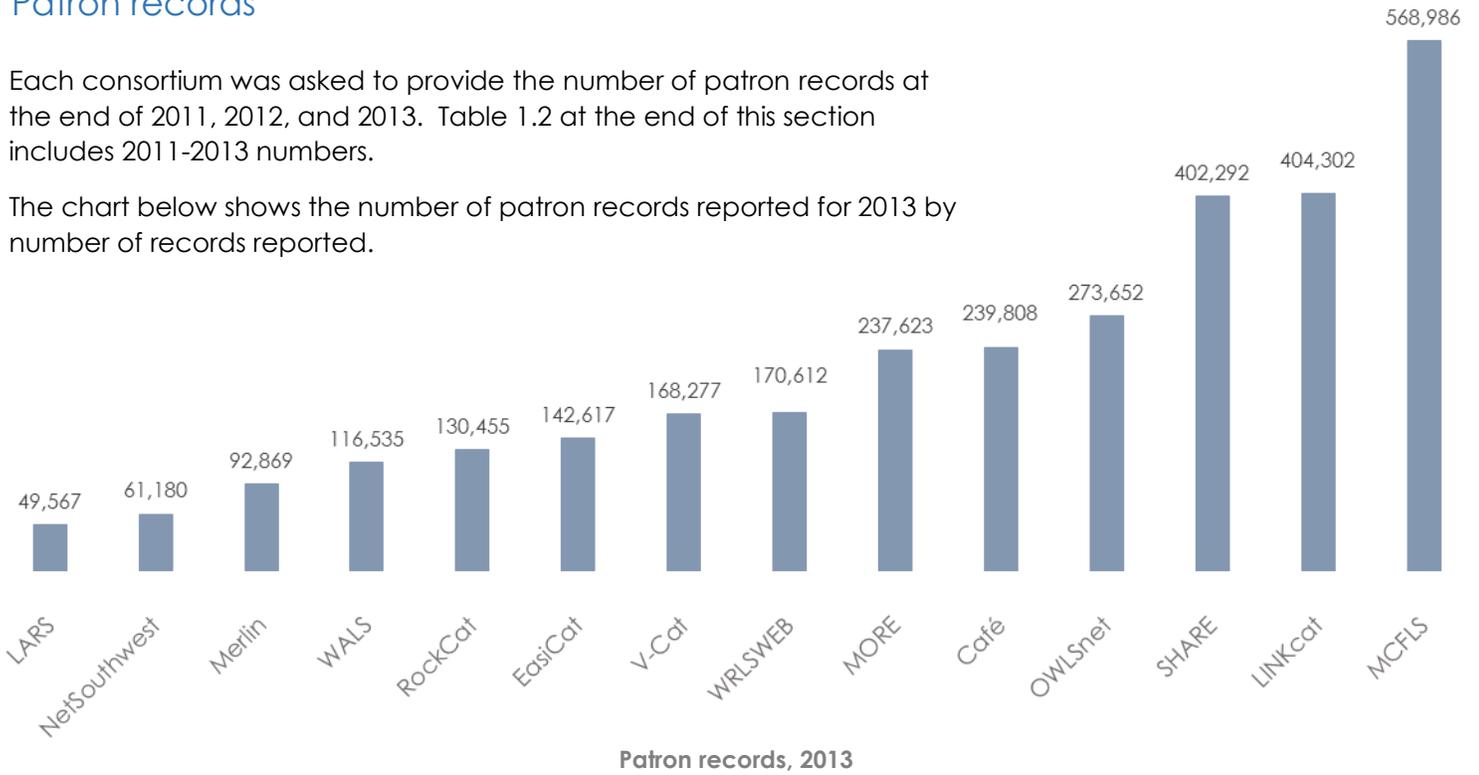


Bibliographic records, 2013

## Patron records

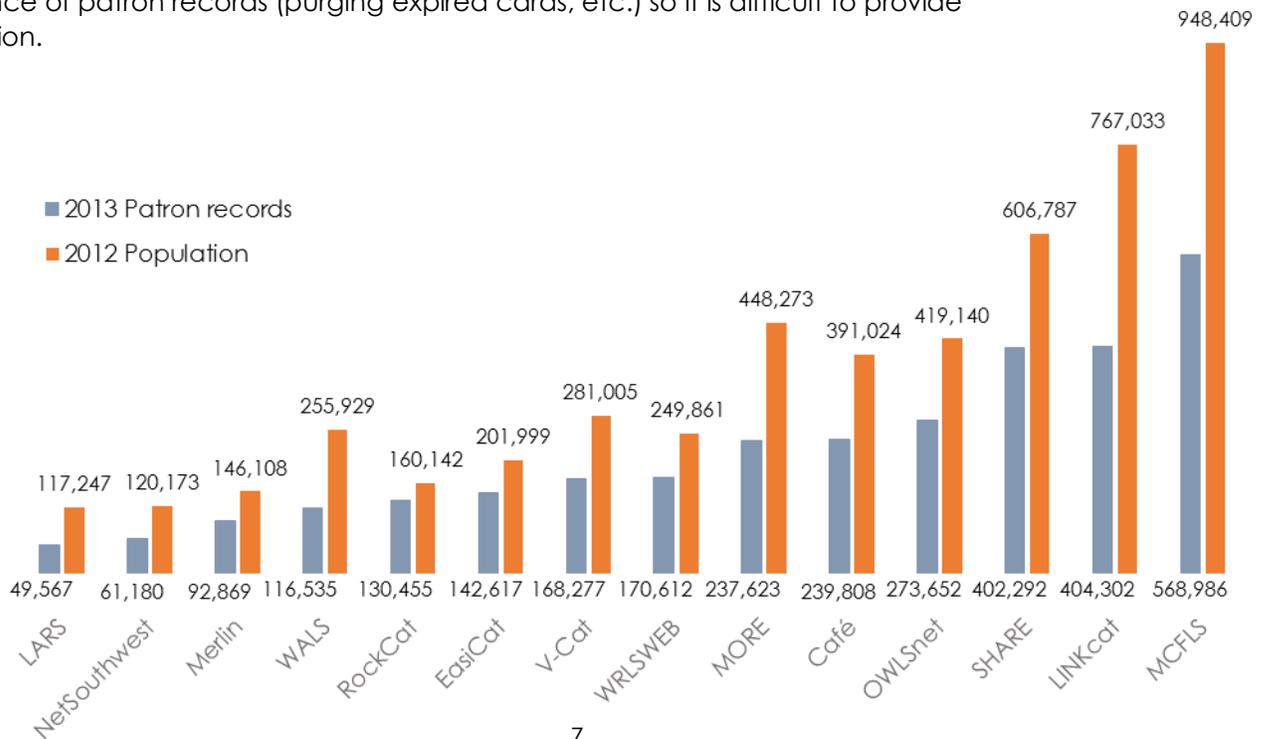
Each consortium was asked to provide the number of patron records at the end of 2011, 2012, and 2013. Table 1.2 at the end of this section includes 2011-2013 numbers.

The chart below shows the number of patron records reported for 2013 by number of records reported.



In the chart below, the number of patron records reported for 2013 is compared with population, as reported for 2012 in the state required annual report. In consortia where some libraries are not participating, the service population for the non-participating library has been subtracted from the total service population. Labels for population are at the top of the bars; labels for patron records are at the bottom.

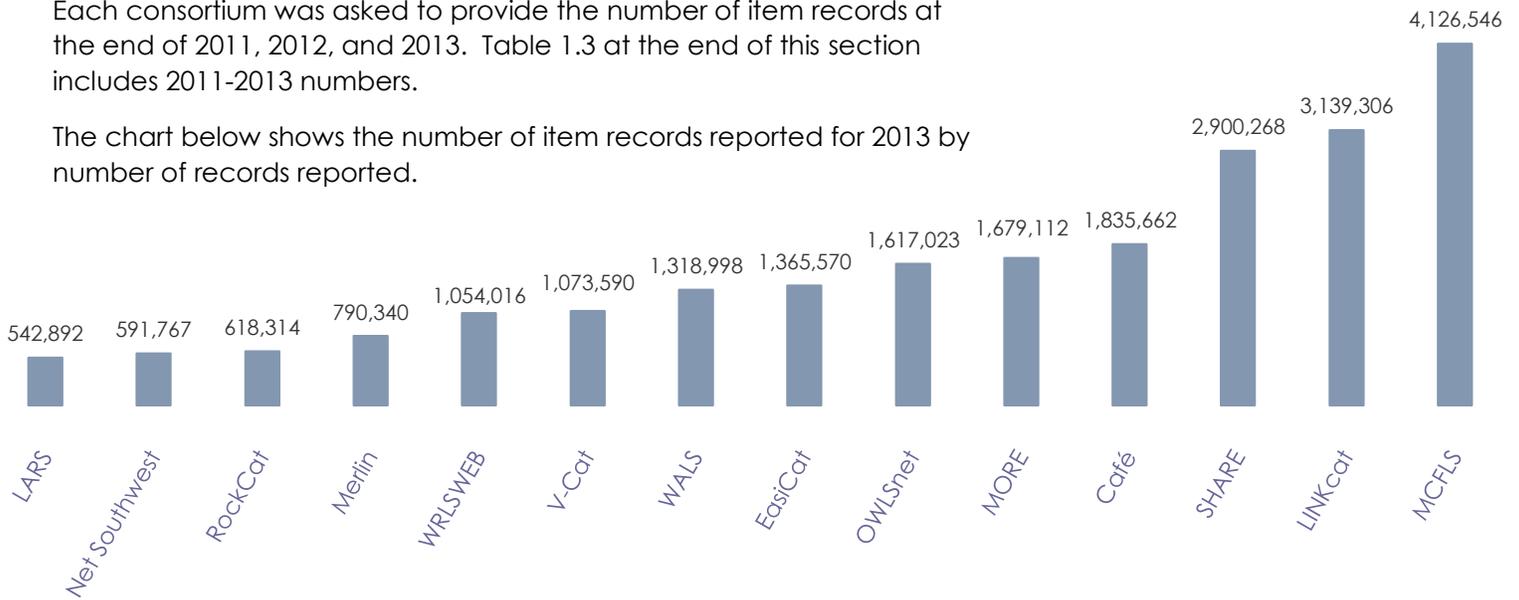
When the lines on the left (representing patron records) are closer in height to the lines on the right (representing population), the most direct interpretation is that a higher percentage of population have library cards. However, there are not consistent practices between consortia in maintenance of patron records (purging expired cards, etc.) so it is difficult to provide interpretation.



## Item records

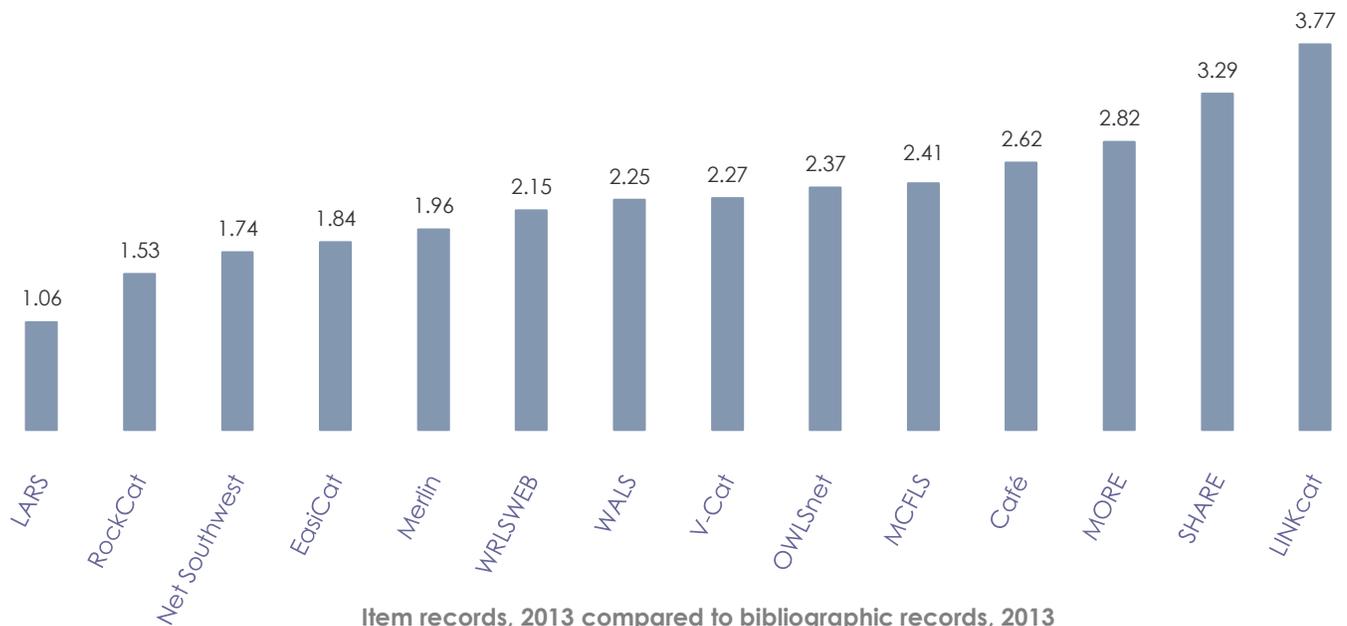
Each consortium was asked to provide the number of item records at the end of 2011, 2012, and 2013. Table 1.3 at the end of this section includes 2011-2013 numbers.

The chart below shows the number of item records reported for 2013 by number of records reported.



Item records, 2013

In this chart, the number of item records is divided by the number of bibliographic records for 2013 (see “Bibliographic Records” section above) to determine the number of item records per bibliographic record. A higher number of items per records indicates that there are generally more copies per title. A lower number of items per records could indicate either a small number of items, more unique bibliographic items, or different practices for cataloging/record deduplication.

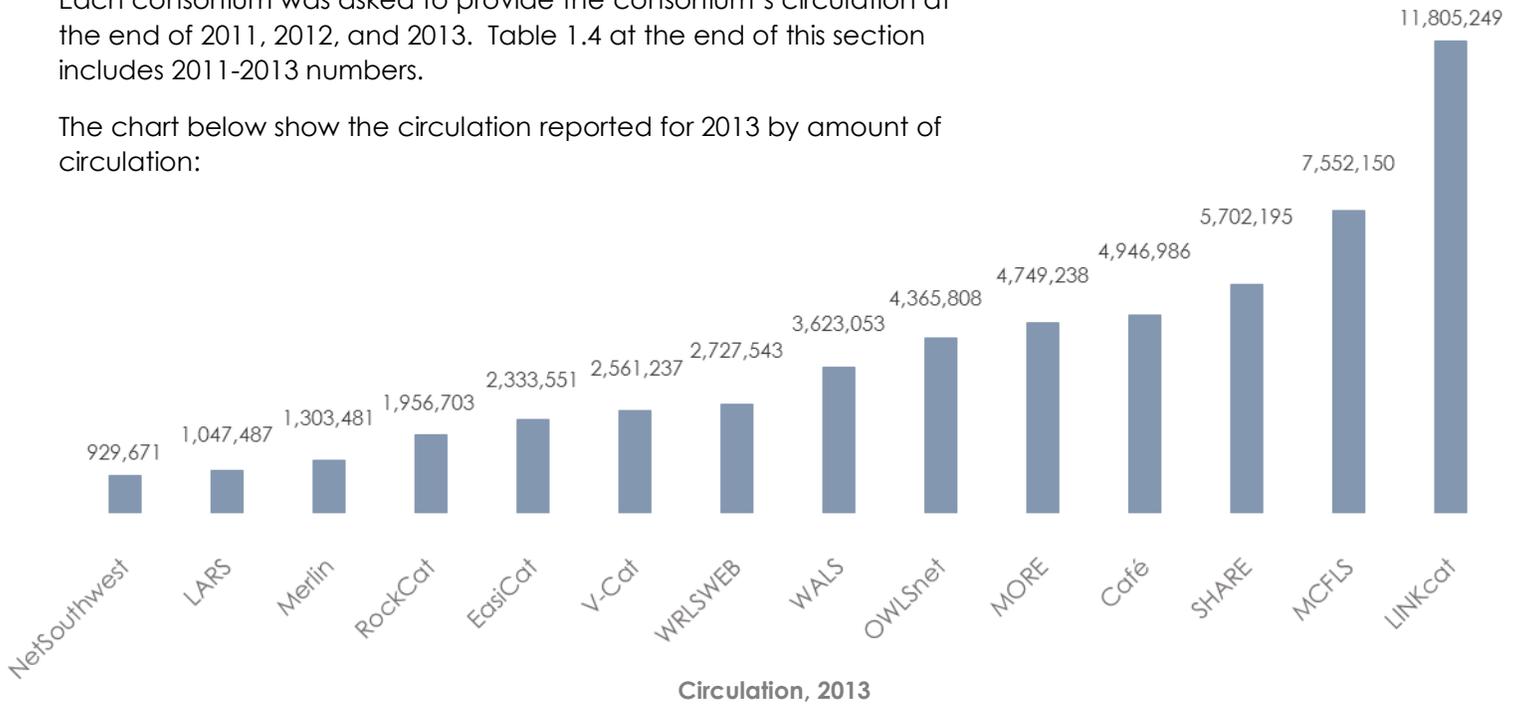


Item records, 2013 compared to bibliographic records, 2013

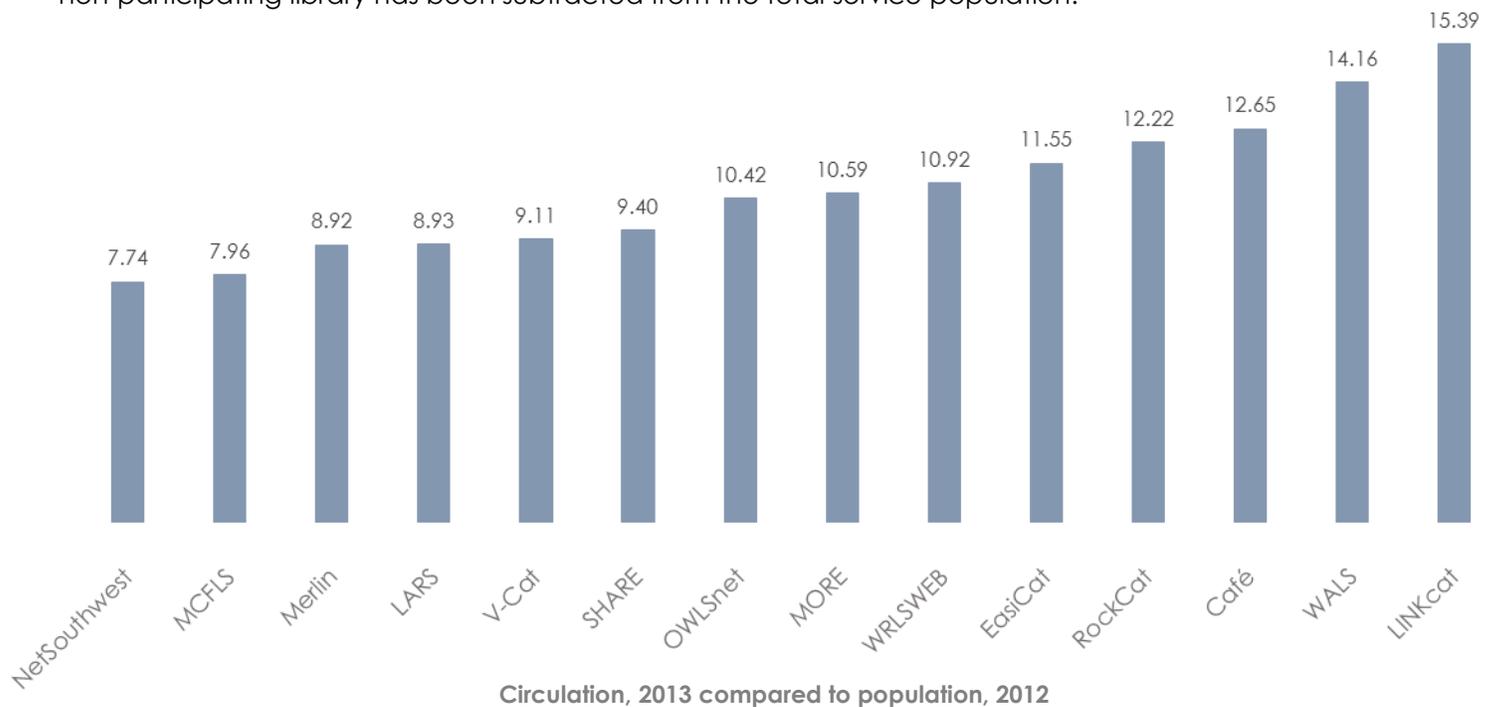
## Circulation

Each consortium was asked to provide the consortium's circulation at the end of 2011, 2012, and 2013. Table 1.4 at the end of this section includes 2011-2013 numbers.

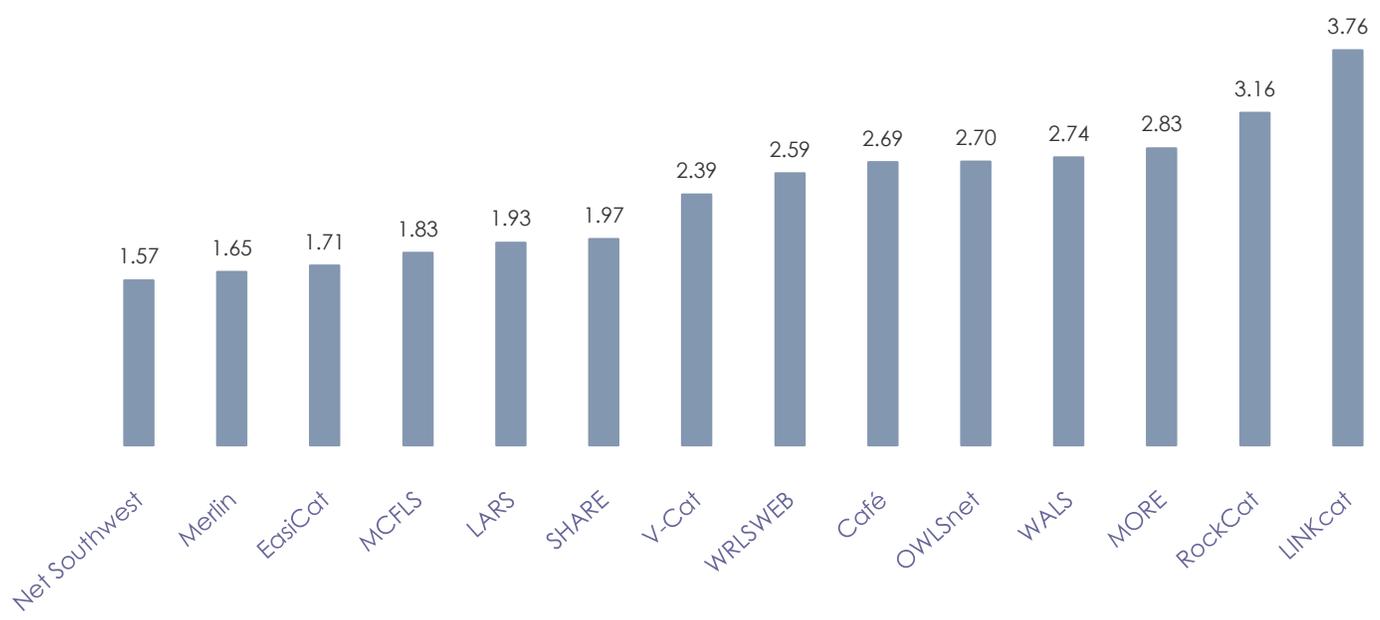
The chart below show the circulation reported for 2013 by amount of circulation:



In the chart below, the 2013 circulation for each consortium is compared with population, as reported for 2012 in the state required annual report. The circulation per population is determined by dividing the reported circulation by population. In consortia where some libraries are not participating, the service population for the non-participating library has been subtracted from the total service population.

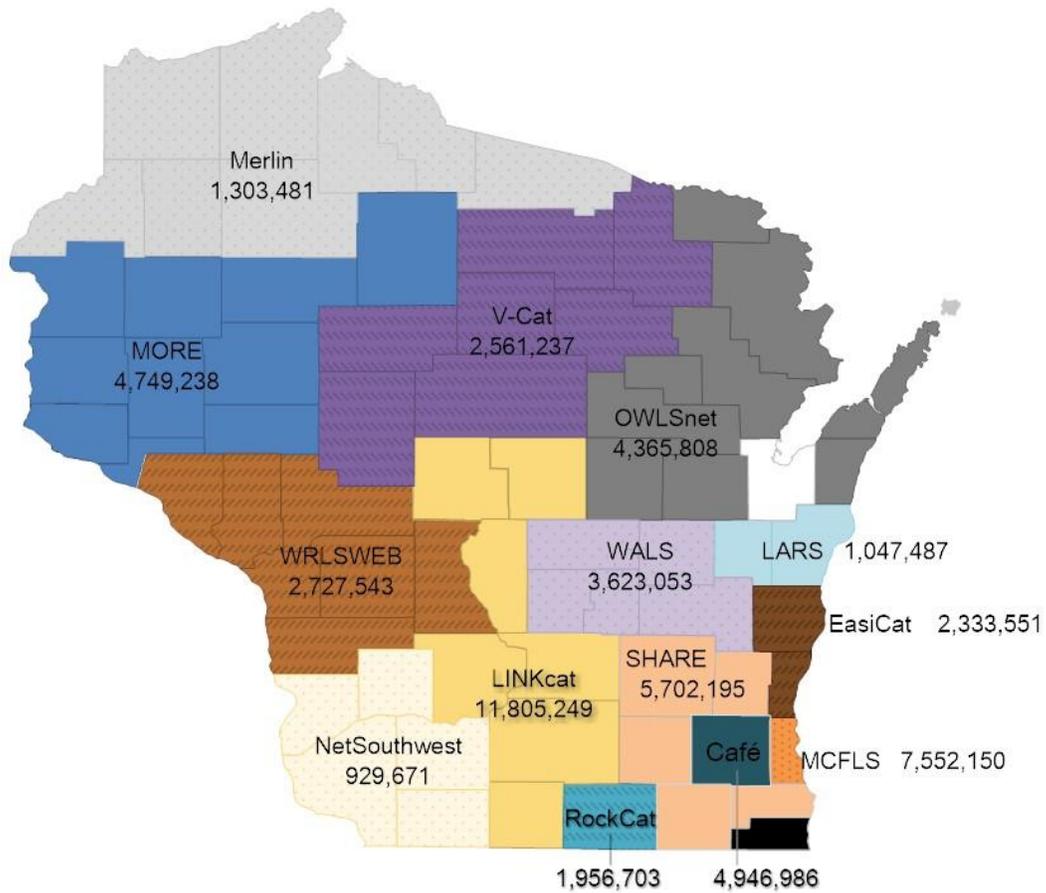


In the chart below, the 2013 circulation for each consortium is compared with number of items reported for 2013. The circulation per item is determined by dividing the reported circulation by number of items.



Circulation, 2013 compared to item records, 2013

In this map, 2013 circulation is presented for each consortium:



**Table 1.1: Bibliographic records, 2011-2013**

	2011	2012	2013
<b>Café</b>	*	653,569	701,481
<b>EasiCat</b>	673,051	710,204	742,518
<b>LARS</b>	430,519	396,673	514,514
<b>LINKcat</b>	813,901	837,641	831,967
<b>MCFLS</b>	1,673,729	1,694,728	1,709,950
<b>Merlin</b>	337,282	370,708	403,194
<b>MORE</b>	574,196	593,608	595,635
<b>NetSouthwest</b>	*	*	339,981
<b>OWLSnet</b>	635,023	664,005	681,369
<b>RockCat</b>	*	*	404,593
<b>SHARE</b>	789,028	807,307	881,422
<b>V-Cat</b>	466,197**	469,206**	472,951
<b>WALS</b>	563,310	518,050	529,063
<b>WRLSWEB</b>	*	*	490,679

\*Not reported

\*\*2011 and 2012 are estimated

**Table 1.2: Patron records, 2011-2013**

	2011	2012	2013
<b>Café</b>	*	222,299	239,808
<b>EasiCat</b>	146,870	140,959	142,617
<b>LARS</b>	50,325	49,661	49,567
<b>LINKcat</b>	449,075	481,837	404,302
<b>MCFLS</b>	586,182	542,735	568,986
<b>Merlin</b>	95,382	96,144	92,869
<b>MORE</b>	231,695	237,129	237,623
<b>NetSouthwest</b>	60,132	58,927	61,180
<b>OWLSnet</b>	268,870	272,176	273,652
<b>RockCat</b>	135,054	135,317	130,455
<b>SHARE</b>	353,010	378,234	402,292
<b>V-Cat</b>	164,632	161,171	168,277
<b>WALS</b>	208,312	151,183	116,535
<b>WRLSWEB</b>	*	161,602	170,612

\*Not reported

**Table 1.3: Item records, 2011-2013**

	2011	2012	2013
<b>Café</b>	*	1,686,868	1,835,662
<b>EasiCat</b>	1,317,357	1,345,862	1,365,570
<b>LARS</b>	552,389	505,803	542,892
<b>LINKcat</b>	3,088,210	3,129,470	3,139,306
<b>MCFLS</b>	4,384,029	4,203,272	4,126,546
<b>Merlin</b>	652,749	721,822	790,340
<b>MORE</b>	1,752,388	1,726,294	1,679,112
<b>NetSouthwest</b>	489,332	534,355	591,767
<b>OWLSnet</b>	1,662,239	1,642,039	1,617,023
<b>RockCat</b>	604,021	611,193	618,314
<b>SHARE</b>	2,654,977	2,707,064	2,900,268
<b>V-Cat</b>	1,112,088	1,063,830	1,073,590
<b>WALS</b>	1,679,101	1,397,602	1,318,998
<b>WRLSWEB</b>	*	1,034,956	1,054,016

\*Not reported

**Table 1.4: Circulation, 2011-2013**

	2011	2012	2013
<b>Café</b>	4,420,374	4,703,600	4,946,986
<b>EasiCat</b>	2,613,863	2,458,035	2,333,551
<b>LARS</b>	1,176,243	1,138,516	1,047,487
<b>LINKcat</b>	11,933,471	11,971,562	11,805,249
<b>MCFLS</b>	7,828,302	7,931,067	7,552,150
<b>Merlin</b>	1,396,340	1,371,339	1,303,481
<b>MORE</b>	5,420,305	5,028,785	4,749,238
<b>NetSouthwest</b>	970,601	948,893	929,671
<b>OWLSnet</b>	4,776,483	4,637,852	4,365,808
<b>RockCat</b>	2,074,801	2,037,953	1,956,703
<b>SHARE</b>	5,824,700	5,905,181	5,702,195
<b>V-Cat</b>	2,696,831	2,669,937	2,561,237
<b>WALS</b>	4,596,492	3,728,108	3,623,053
<b>WRLSWEB</b>	*	2,791,295	2,727,543

\*Not reported

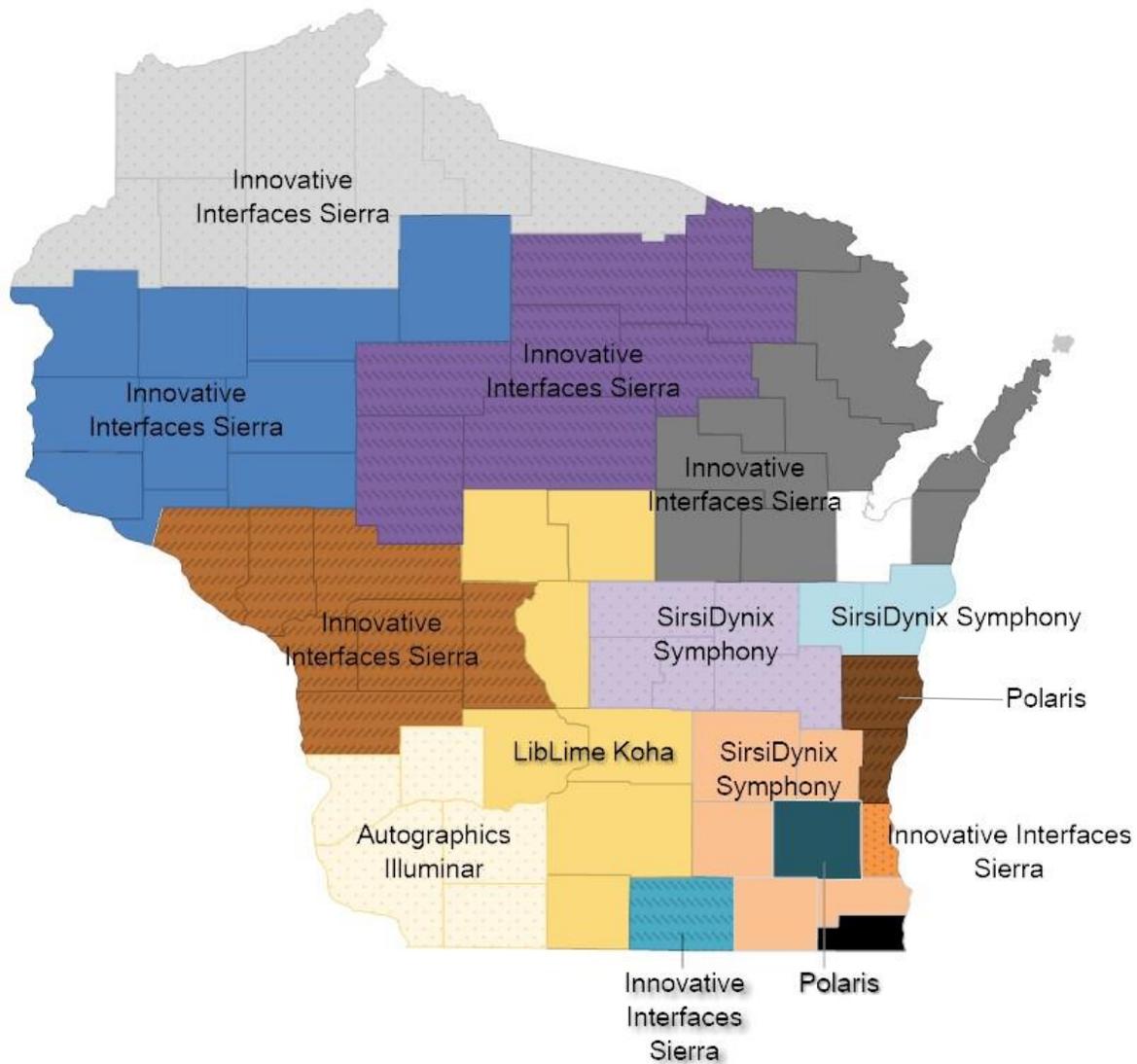
Please note: In nine consortia, items that are borrowed from other consortia and loaned to patrons through interlibrary loan are included in this circulation number. In five consortia, this number is not included in circulation reported. While the numbers are not high enough to make a statistically significant difference, it is important to note that local practices may impact reported numbers.

## Part 1, Section 2: ILS environment and current contract

Part1, Section 2 asked consortia to provide information about their ILS environment and current contract, including information about vendor services and costs, ownership and maintenance, and plans for the future.

### ILS vendors by consortium

As illustrated by the map below, Innovative Interfaces is the predominant vendor in the state. Seven of the consortia currently use Innovative, representing a significant amount of both population and area of the state. In addition, Polaris was recently acquired by Innovative, resulting in two additional consortia using Innovative as a vendor.



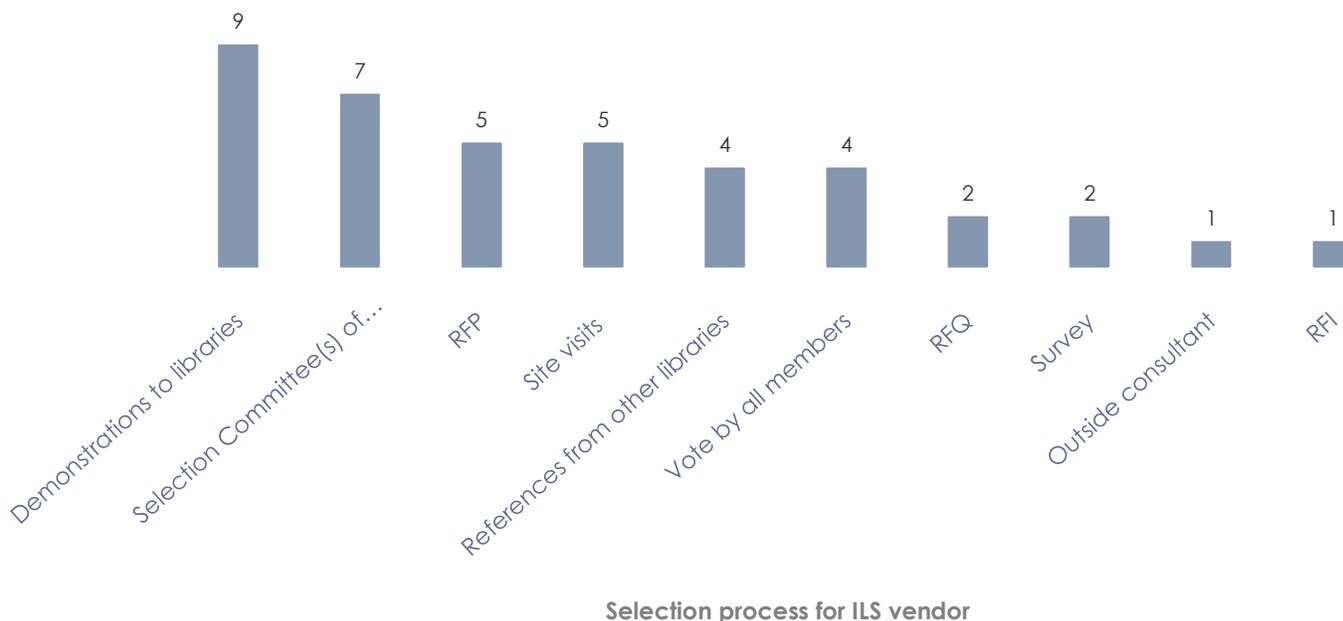
## Vendor selection process

The consortia were asked about the process used in selecting their current vendor. The description of the process provided by respondents was interpreted to create a list of comparable activities. Details of the activities completed by each consortium can be found in Table 2.1 at the end of this section. SHARE and WALs are not included, as a new vendor was automatically selected when their old vendor was purchased by another. LARS is not included, as there is no one present at the system who participated in the selection process.

Below is a chart that summarizes the activities conducted. The selection process was not consistent from consortium to consortium. There are differing degrees of formality, member involvement, and complexity.

Involvement of the system staff, member library staff, system board, and other bodies varies depending on the consortium. Overall, system staff and member library staff were the most frequently represented parties in the process. County personnel and board members were occasionally represented, particularly in one-county systems.

Many consortia involve libraries through a selection committee of some kind and/or through demonstrations of the potential products.



**Demonstrations to libraries** may include demonstrations to a smaller selection committee or to all libraries in the consortium. Demonstrations mostly occurred after products had been narrowed to 3 or fewer vendors. In some cases, demonstrations of more vendors were presented to help with the narrowing process. Demonstrations were primarily in person, though online demonstrations were used in some cases to narrow the field.

**Outside consultant** includes hiring consultants to identify options, write bid documents, etc.

**References from other libraries** includes phone calls to libraries using the product under consideration.

**RFI/RFP/RFQ** indicates processes were conducted with varying degrees of formality and inclusion of libraries. In some cases, a smaller committee of member libraries reviewed RFP responses.

**Selection Committee(s) of members** include committees with different roles, including creating criteria, reviewing RFP responses, managing the process, etc.

**Site visits** include visits by staff and/or member libraries to locations running the products under consideration.

**Survey** indicates that member libraries were surveyed about product suitability, important features/criteria, etc.

**Vote by all members** indicates that the final decision on vendor was made by a vote of all members in the consortium.

## Start-up costs and included services

The consortia were asked to provide detailed information about the start-up costs for their current systems.

In general, the amounts paid and services provided vary greatly among the consortia. However, all consortia reported that start-up costs included:

- project management/consulting from the vendor
- scoping
- code mapping
- general setup of the ILS
- data profiling
- migration of bibliographic, item, and patron records
- record loading

Below are three tables outlining the start-up costs and other included services for each consortium:

- Summary of costs and services
- Details of data migration services
- Details of included software modules

These tables exclude services provided to all consortia, as listed above. One consortium, WALIS, is not included in these tables, as their startup costs occurred in 1988 and more recent migrations/upgrades have been to specific components of the system (database structure and new hardware, for example). Their data cannot be readily compared to that from other consortia.

Summary of start-up costs and services

<b>Consortium</b>	<b>Amount</b>	<b>Software modules</b>	<b>Hardware*</b>	<b>Licenses</b>	<b>Training/ Document.</b>	<b>Other</b>
<i>Café</i>	\$372,113	X	9 servers	237 staff, SIP site licenses	14 days onsite, document. on vendor website	Enhanced content subscription; Server installation
<i>EasiCat</i>	\$276,321	X	6 servers, 4 UPS units	Staff licenses	Six weeks of on-site training; one copy printed document. and PDFs of document.	
<i>LARS</i>	\$16,125	X			Yes; details were not provided.	
<i>LINKcat</i>	\$213,180	Open source software is included at no cost			System administration and six days of on-site end user training.	
<i>MCFLS</i>	\$2,485,332	X	240 monitor with keyboard, 1 server, \$400,000 of additional PCs/Printers	750	Approx. 43 days of on-site training.	
<i>Merlin</i>	**	X	1 server and 1 printer	44 staff licenses	One print copy of document.; 5 days training at vendor facility.	
<i>MORE</i>	\$435,236	X	1 server	117 staff licenses	12 days onsite training.	

\* Hardware assumes OS licenses and support

\*\*Information not available

Summary of costs and services (continued)

<b>Consortium</b>	<b>Amount</b>	<b>Software modules</b>	<b>Hardware*</b>	<b>Licenses</b>	<b>Training/ Document.</b>	<b>Other</b>
NetSouthwest	\$95,647	X			9 days onsite training; 2 days onsite go-live consultation.	Enhance content subscription
OWLSnet	\$504,716	X	1 server	200	5-10 days onsite training; document.	
RockCat	**	X		150 staff users; 11 SIP licenses	6 days onsite;	
SHARE	\$397,104	X	3 servers		Annual seat in administration course; general in-person staff "train the trainer" trainings;	
V-Cat	**	X		165 licenses	13 days onsite training and document.	
WRLSWEB	\$184,286	X	2 servers	181 staff licenses	14 days onsite and document.	

\* Hardware assumes OS licenses and support

\*\*Information not available

## Details of data migration services

	Bibliographic	Circulation	Item	Patron	Serials	Other
<b>Café</b>	X		X	X		Authorities
<b>EasiCat</b>	X	X	X	X	X	
<b>LARS</b>	X	X	X	X	X	
<b>LINKcat</b>	X	X	X	X	X Holdings summaries only	Authorities, Newspaper records
<b>MCFLS</b>	X	X	X	X	X	Community information
<b>Merlin</b>	X		X	X		Authorities
<b>MORE</b>	X		X	X	X	Authorities
<b>NetSouthwest</b>	X	X	X	X		
<b>OWLSnet</b>	X	X	X	X	X	
<b>RockCat</b>	X	X	X	X	X	Acquisitions
<b>SHARE</b>	X	X	X	X	X	
<b>V-Cat</b>	X	X	X	X		
<b>WRLSWEB</b>	X		X	X		

## Details of included software modules

	Acquisitions	Cataloging	Circulation	Mobile catalog	Patron catalog	Serials control	Other
<b>Café</b>	X	X	X	X	X	X	Collection agency interface, federated searching, inventory control, link checking, outreach, reports, telenotices, spanish language interface, community profiles
<b>EasiCat</b>	X	X	X	X	X	X	Children's catalog, Collection agency interface, EDI ordering, inventory control, link checking, reports, telenotices, self check, spanish language interface
<b>LARS</b>	X	X	X		X		Mobile circulation, reports
<b>LINKcat</b>	X	X	X		X	X	Newspaper indexes
<b>MCFLS</b>	X	X	X		X	X	Inventory control, telenotices, telephone renewal, E-commerce, online patron registration
<b>Merlin</b>	X	X	X		X		Inventory control, reports
<b>MORE</b>	X	X	X		X	X	Reports
<b>NetSouthwest</b>	X	X	X		X	X	Children's catalog, ILL, inventory control, reports
<b>OWLSnet</b>	X	X	X		X	X	
<b>RockCat</b>	X	X	X		X	X	Telephone renewal, Teleforms server
<b>SHARE</b>	X	X	X	X	X	X	Authority control, EDI ordering, ILL, inventory, reports, mobile app, social library, telenotices
<b>V-Cat</b>	X	X	X	X	X		Reports
<b>WRLSWEB</b>	X	X	X	X	X	X	Discovery layer, E-commerce, ILL, reports, telenotices, telephone renewal

## Maintenance costs and included services

The consortia were asked to provide detailed information about the maintenance costs for their current systems. Specifically, to give a clear basis of comparison, consortia were asked for the maintenance costs for the first five years of their current system.

As with start-up, the amounts paid for maintenance and the services provided within the maintenance contracts vary greatly among the consortia.

The table below details annual maintenance costs for each consortium for the first five years of their current ILS, including any “add-on” modules with annual maintenance costs and any other recurring charges paid to the vendor. It does not include occasional special projects or services the consortium purchases from the vendor or any annual amounts paid to other vendors. Numbers have been rounded to the nearest dollar.

The year indicated below the amount (in parentheses) is the calendar year in which the amount was paid and the maintenance year began.

Maintenance costs for Merlin, RockCat, and V-Cat are not available due to contract restrictions and are not included in the table below.

Note: Some consortia have added modules and, therefore, annual costs, since the end of the first five years of their contract. These costs are not reflected in this table.

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Café</b>	\$12,100 (2012)	\$79,479 (2013)	\$81,500 (2014)	\$83,582 (2015)	\$85,727 (2016)
<b>EasiCat</b>	\$50,511 (2009)	\$53,080 (2010)	\$56,338 (2011)	\$52,491 (2012)	\$52,491 (2013)
<b>LARS</b>	\$53,515 (2013)	\$38,440 (2014)	\$40,180 (2015)	\$42,010 (2016)	\$43,870 (2017)
<b>LINKcat</b>	\$60,955 (2011)	\$60,000 (2012)	\$75,000 (2013)	\$78,775 (2014)	\$88,715 (2015)
<b>MCFLS</b>	\$143,244 (1995)	\$143,244 (1996)	\$142,703 (1997)	\$156,396 (1998)	\$156,396 (1999)
<b>MORE</b>	0 (1999)	\$56,292 (2000)	\$56,292 (2001)	\$56,292 (2002)	\$56,292 (2003)
<b>NetSouthwest</b>	\$36,000 (2011)	\$36,000 (2012)	\$36,000 (2013)	\$36,000 (2014)	\$36,000 (2015)
<b>OWLSnet</b>	\$98,652 (2013)	Unknown	Unknown	Unknown	unknown
<b>SHARE</b>	\$194,752 (2013)	\$194,768 (2014)	\$200,594* (2015)	\$206,611* (2016)	\$212,810* (2017)
<b>WALS</b>	\$72,011 (2013)	\$72,011 (2014)	\$74,171 (2015)	\$76,369 (2016)	\$78,688 (2017)
<b>WRLSWEB</b>	\$9,500 (2013)	\$59,968 (2014)	\$59,968 (2015)	\$61,986 (2016)	\$64,085 (2017)

\*Estimate

The table below explains what services are included as part of annual maintenance for each ILS consortium. In addition to the services included below, all maintenance contracts include some level of support/diagnostics, system maintenance, and basic changes to software configuration.

Consortium	Software modules*	Licenses**	Enhanced content	Hosting & administration of system	Backups	Authority control	Other
<b>Café</b>	X	X	X				Remote printing interface
<b>EasiCat</b>	X	X	Syndetics subscription (Years 1-3 only)		X		
<b>LARS</b>	X	X	X	X		X	
<b>LINKcat</b>	X			X	X		Some data cleanup; weekly meetings with vendor to manage development projects; \$10,000/year is earmarked for development and is not paid to vendor if development does not occur.
<b>MCFLS</b>	X	X			X	X	
<b>Merlin</b>	X	X				X	
<b>MORE</b>	X						
<b>NetSouthwest</b>	X		Syndetics subscription	X			
<b>OWLSnet</b>	X	X		X	X	X	
<b>RockCat</b>	X	X					
<b>SHARE</b>	X	X	Syndetics subscription	X		X	API training & support
<b>V-Cat</b>			Book covers and additional information				Floating collections (2 libraries), acquisitions for 2 libraries, Text messaging suite; new library added in 2013
<b>WALS</b>	X	X			X	X	
<b>WRLSWEB</b>	X	X					Text messaging suite

\*Details of software modules are included in the "Details of included software modules" table on page 18.

\*\*Details of licenses are included in the "Summary of costs and services" table on page 16-17.

### Five year cost of ILS fees

The chart below represents the total paid by each consortium for start-up fees and the first five years of maintenance. Seven consortia are not included in this table: OWLS (no estimates of future annual maintenance fees are possible), SHARE and WALS (maintenance fees provided in both cases were not part of the first five years of the project), Merlin, RockCat, and V-Cat (not available due to contract restrictions), and MCFLS (costs are not comparable due to age of the system and the technical environment).



As stated above, the services provided to each consortium as part of maintenance and startup vary widely. ILS contracts are based on many factors (population, circulation, etc.) so the question of why one consortium may pay significantly more or less than another cannot easily be answered without a complete understanding of demographic and contractual factors that may impact these start-up and maintenance costs.

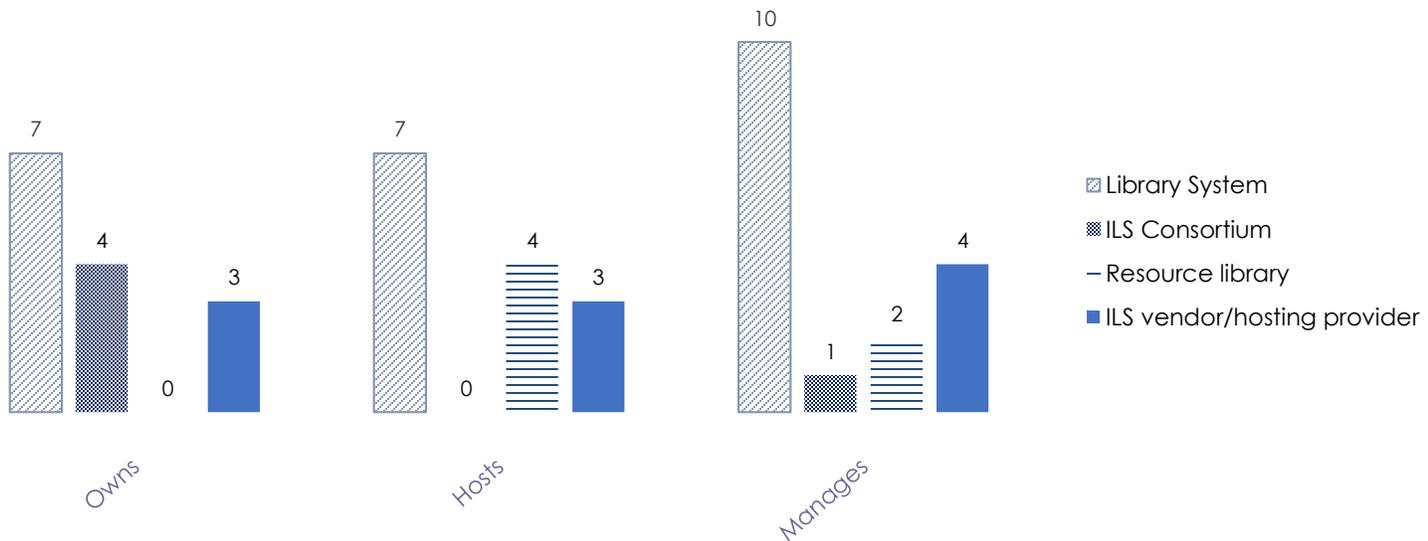
## ILS contract signatories

The survey asked who signed the contract with the ILS vendor on behalf of the consortium. In all but one case, a representative of the library system (either the system board president or system director) signed the contract. In addition to the system representative, a representative of the ILS consortium also signed the contract for the LARS consortium. The RockCat contract was signed by the county board chair, rather than by a representative of the library system or consortium. (see Table 2.3 in the “Supporting Tables” at the end of this section for information by consortium).

## Who owns, hosts, and manages the server platform?

The survey asked respondents who owns, hosts, and manages the server platform for their consortium. Responses are summarized in the chart below. In most cases, the server platform is owned, hosted, and managed by the public library system. None of the platforms are owned by the resource libraries, though the resource library both manages and hosts the platform in some cases. The consortium owns the platform in four consortia and provides management for the platform in two cases. Many systems reported having multiple entities managing the server platform.

See Table 2.4 in the “Supporting Tables” at the end of this section for details by consortium.

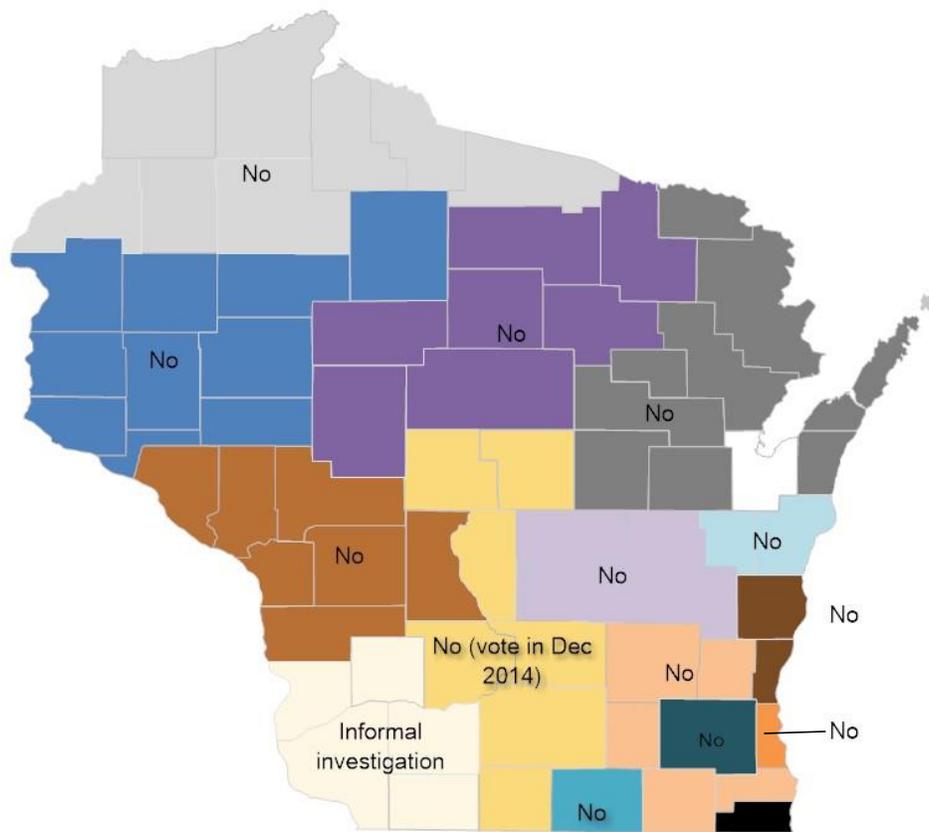


## Length of current contract

The consortia were asked to provide information about the length and renewal options for their contracts. Seven consortia have year-to-year contracts. Of the remaining consortia, the longest term is until June 2020. Details of contract length can be found in Table 2.2 in the supporting tables at the end of this section.

## Migration plans

The survey asked respondents if their consortium was planning to migrate to a new vendor or product. The map below illustrates the planned migrations:



Only one consortium, NetSouthwest, indicated any plans to migrate or to investigate a migration. One consortium, LINKcat, holds an annual vote to determine if the consortium will continue to stay with their current vendor/product. The next vote will be held in December 2014.

Two consortia, MCFLS and WRLSWEB migrated shortly after this survey was completed, so they are not reflected as having a pending migration. In March 2014, the SHARE consortium decided to split, and potential migration plans for either system are unclear as of this writing.

## Supporting tables & documentation

Table 2.1: Selection process

Consortium	Demonstrations to libraries	Outside consultant	References from other libraries	RFI	RFP	RFQ	Selection Committee(s) of members	Site visits	Survey	Vote by all members
<b>Café</b>	X		X		X		X			
<b>EasiCat</b>	X		X	X			X			
<b>LINKcat</b>	X		X				X	X	X	X
<b>MCFLS</b>	X	X	X			X	X			
<b>Merlin</b>	X				X					
<b>MORE</b>					X					
<b>NetSouthwest</b>	X						X			X
<b>OWLSnet</b>	X				X		X	X		
<b>RockCat</b>	X				X			X		
<b>V-Cat</b>						X	X	X	X	X
<b>WRLSWEB</b>	X							X		X

SHARE and WALs are not included, as a new vendor was automatically selected when their old vendor was purchased by another. LARS is not included, as there is no one present at the system who participated in the selection process.

See narrative section for additional definitions and details

Table 2.2: Summary of current contract length

Consortium	
<b>Café</b>	Year-to-year contract
<b>EasiCat</b>	Year-to-year contract
<b>LARS</b>	Five year contract ending 6/1/2018
<b>LINKcat</b>	Five year contract ending 4/7/2014; automatically renewed for one year unless notice is given.
<b>MCFLS</b>	Year-to-year contract
<b>Merlin</b>	Year-to-year contract
<b>MORE</b>	Year-to-year contract
<b>NetSouthwest</b>	Five year contract ending 6/30/2015; automatically renewed annually after the five years unless notice is given.
<b>OWLSnet</b>	Year-to-year contract
<b>RockCat</b>	Year-to-year contract
<b>SHARE</b>	Original contract began in 2006; Five year contract extension ending 12/31/2017
<b>V-Cat</b>	Five year contract ending 5/25/2016
<b>WALS</b>	Seven year contract ending 6/6/2020
<b>WRLSWEB</b>	Three year contract ending 12/9/2016; automatically renewed for two years unless notice is given.

Table 2.3: ILS contract signatories

Consortium	Library System	ILS consortium	Individual libraries	Other
<b>Café</b>	X			
<b>EasiCat</b>	X			
<b>LARS</b>	X	X		
<b>LINKcat</b>	X			
<b>MCFLS</b>	X			
<b>Merlin</b>	X			
<b>MORE</b>				System board president
<b>NetSouthwest</b>	X			
<b>OWLSnet</b>	X			
<b>RockCat</b>				County board chair
<b>SHARE</b>	X			
<b>V-Cat</b>	X			
<b>WALS</b>	X			
<b>WRLSWEB</b>	X			

Table 2.4: Who owns, hosts, and manages the server platform?

Consortium	Library system	ILS consortium	Resource library	ILS vendor/ hosting provider
<b>Café</b>	Owns	Manages	Hosts	
<b>EasiCat</b>	Hosts, Manages	Owns		
<b>LARS</b>	Manages			Owns, Hosts, Manages
<b>LINKcat</b>				Owns, Hosts, Manages
<b>MCFLS</b>	Owns, Hosts, Manages			Manages
<b>Merlin</b>	Hosts, Manages	Owns		
<b>MORE</b>	Owns, Manages		Hosts, Manages	
<b>NetSouthwest</b>				Owns, Hosts, Manages
<b>OWLSnet</b>	OWLS Owns, Hosts, Manages			
<b>RockCat</b>	Manages	Owns	Hosts	
<b>SHARE</b>	Owns, Hosts, Manages*			
<b>V-Cat</b>	Owns, Hosts, Manages			
<b>WALS</b>	Owns, Hosts, Manages			
<b>WRLSWEB</b>		Owns	Hosts, Manages	

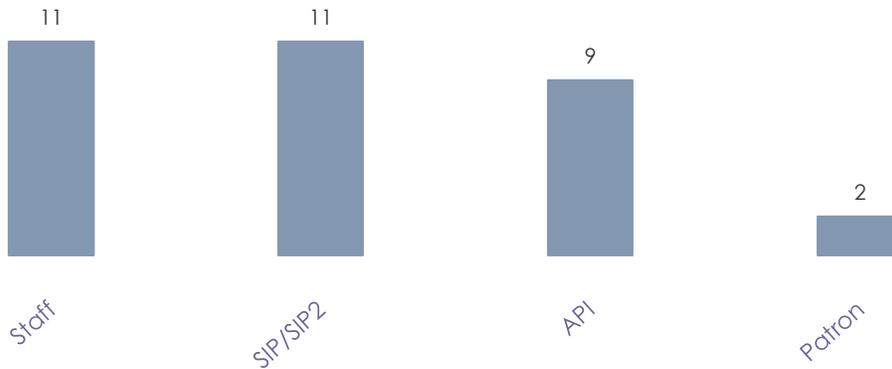
\* Both systems own the hardware, with MWFLS owning 60% and LLS owning 40%. System is hosted and managed by LLS.

## Part 1, Section 3: Licenses

This section of the survey asked respondents to “explain the licensing structure for your vendor.”

One consortium, LINKcat, reported that their vendor did not use licenses. The rest of the consortia provided information about staff, patron, SIP/SIP2, and API licenses.

Below is a chart summarizing the number of consortia that reported using each type of licenses:



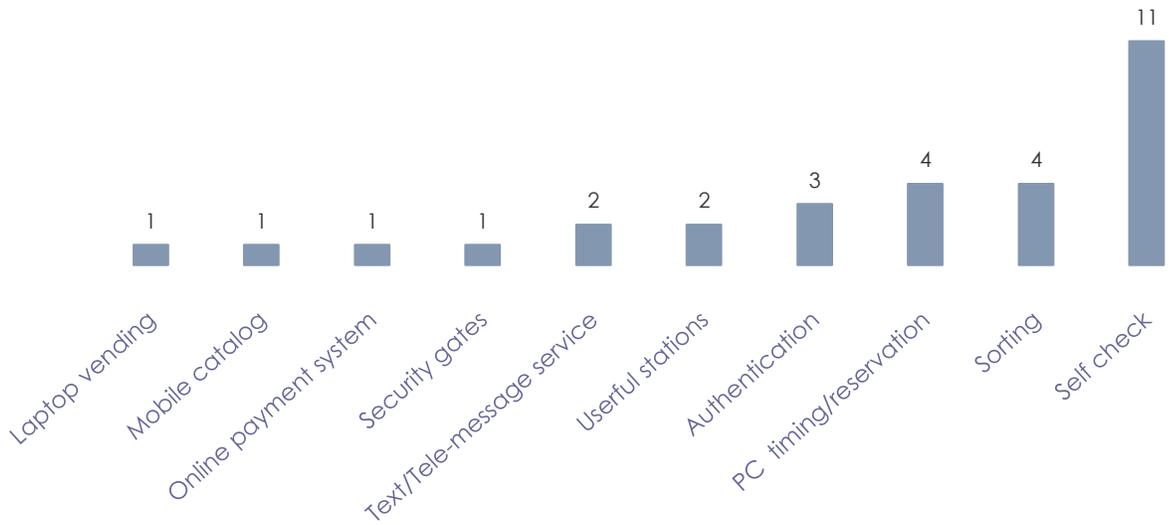
Number of consortia using types of licenses

### Staff licenses

No consortium reported a formula for determining the number of staff licenses required. In all cases, the consortia either had unlimited licenses or would determine the number of licenses based on use. Most consortium have a pool of licenses that are shared in a simultaneous use model. For detailed information on staff licenses, see table 3.1 in the “Supporting tables” at the end of this section.

### SIP/SIP2 licenses

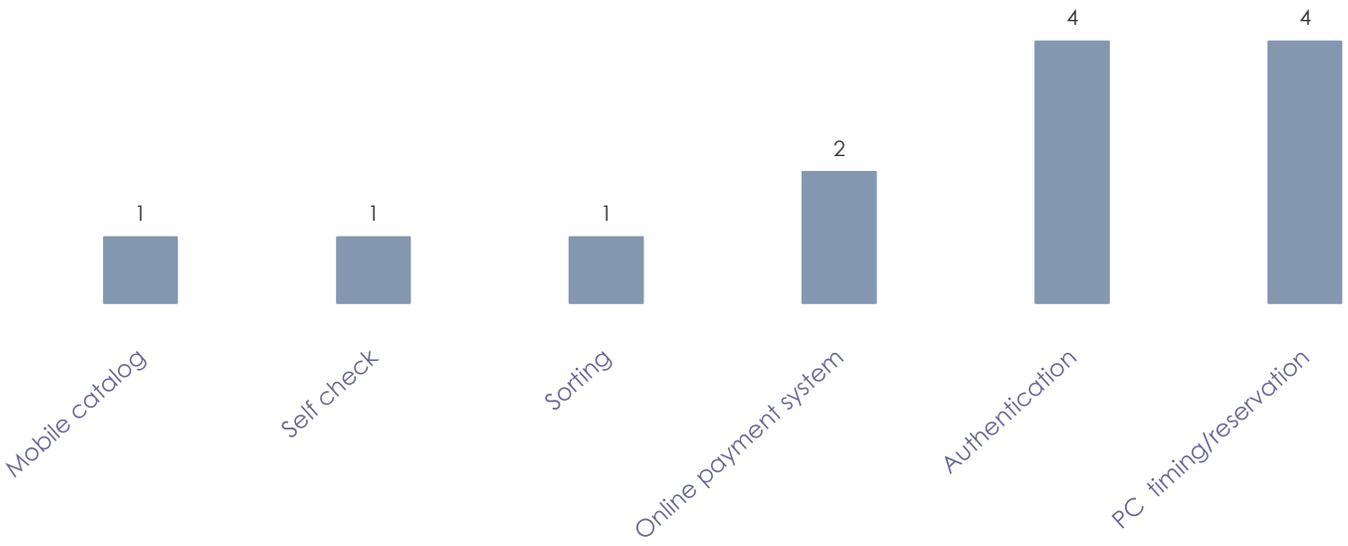
In general, a SIP/SIP2 license is linked to a single IP address or device. Most consortia report purchasing licenses per device/IP address as needed. Exceptions to this model are listed in the “Other notes” column in table 3.2 in the “Supporting tables” at the end of this section, as are the details of the SIP/SIP2 licenses by consortium. The uses for SIP/SIP2 licenses vary widely. See the chart below for a summary of what services are using the SIP/SIP2 licenses. Note that this chart (and table 3.2) represent the purposes of the **licenses** and do not imply that the consortia are providing the services that the licenses are facilitating.



Services using SIP/SIP2 licenses

### API licenses

Responses suggest that different vendors have different models for API “licensing”. The types of APIs and the associated licenses that are available are very dependent on the vendor and product in use. With Innovative Interfaces, licenses can be purchased for specific APIs and can be unlimited for the entire system or can be limited to specific libraries. Other vendors have APIs available. In other cases, API access is provided through a one-time fee or is available once training is taken. See the chart below for a summary of what services the API licenses are facilitating. See table 3.3 in the “Supporting tables” at the end of this section for more detail.



Services using API licenses

## Patron licenses

Only two consortia reported the need for patron licenses, both with a simultaneous use model. For more detailed information on patron licenses, see table 3.4 in the “Supporting tables” at the end of this section.

## Supporting tables

Table 3.1: Staff license information reported

Consortium	Vendor	Product	Staff?	Additional information
<b>Café</b>	Polaris	Polaris	Yes	Specific number of licenses purchased; One license per user model; Two tiers of pricing based on amount used.
<b>EasiCat</b>	Polaris	Polaris	Yes	Specific number of licenses purchased; One license per user model; Add-on modules require additional licenses.
<b>LARS</b>	SirsiDynix	Symphony	Yes	Specific number of licenses purchased; Only used for add-on modules; Both simultaneous use and one license per user models.
<b>LINKcat</b>	LibLime	LibLime Koha	No	
<b>MCFLS</b>	Innovative Interfaces	Sierra	Yes	Specific number of licenses purchased; Based on simultaneous use.
<b>Merlin</b>	Innovative Interfaces	Sierra	Yes	Specific number of licenses purchased; Based on simultaneous use.
<b>MORE</b>	Innovative Interfaces	Sierra	No	
<b>NetSouthwest</b>	Autographics	Illuminar	No	
<b>OWLSnet</b>	Innovative Interfaces	Sierra	Yes	Specific number of licenses purchased; Based on simultaneous use.
<b>RockCat</b>	Innovative Interfaces	Millennium	Yes	Based on simultaneous use.
<b>SHARE</b>	SirsiDynix	Symphony	Yes	Unlimited; Based on simultaneous use. Add-on modules require additional, non-simultaneous individual licenses.
<b>V-Cat</b>	Innovative Interfaces	Sierra	Yes	Specific number of licenses purchased; Based on simultaneous use.
<b>WALS</b>	SirsiDynix	Symphony	Yes	Specific number of licenses purchased; Based on simultaneous use.
<b>WRLSWEB</b>	Innovative Interfaces	Sierra	Yes	Specific number of licenses purchased; Based on simultaneous use.

Table 3.2: SIP/SIP2 license information reported

Consortium	SIP /SIP2?	Purposes for licenses										Other Notes
		Authenti-cation	Laptop vending	Mobile catalog	Online payment system	PC timing reservation	Security gates	Self check	Sorting	Text/Tele-message service	Userful stations	
<b>Café</b>	Yes	X				X		X				Unlimited license
<b>EasiCat</b>	Yes	X						X				Each site has one license; additional licenses are purchased as needed
<b>LARS</b>	Yes	X				X		X		X	X	
<b>LINKcat</b>	No: There are no licenses required for Koha for SIP/SIP2w purposes. Use is unlimited. Some one-time setup fees apply for new SIP services.											
<b>MCFLS</b>	Yes		X	X				X	X	X		
<b>Merlin</b>	No											
<b>MORE</b>	Yes							X				
<b>NetSouthwest</b>	No											
<b>OWLSnet</b>	Yes						X	X	X			
<b>RockCat</b>	Yes							X	X			Unlimited license
<b>SHARE</b>	Yes					X		X	X		X	
<b>V-Cat</b>	Yes							X				
<b>WALS</b>	Yes				X	X		X				Unlimited license
<b>WRLSWEB</b>	Yes							X				

Table 3.3: API license information reported

Consortium	API?	Purposes for licenses									Other Notes
		Authenti- cation	Laptop vending	Mobile catalog	Online payment system	PC timing reser- vation	Security gates	Self check	Sorting	Text/Tele- message service	
<b>Café*</b>	No										
<b>EasiCat</b>	No										
<b>LARS</b>	No										
<b>LINKcat</b>	No										
<b>MCFLS</b>	Yes	X			X						Unlimited for some; others are purchased individually
<b>Merlin</b>	Yes	X				X					
<b>MORE</b>	Yes	X				X					
<b>NetSouthwest</b>	No										
<b>OWLSnet</b>	Yes										Unlimited for some; others are purchased individually.
<b>RockCat</b>	Yes				X			X	X		Purchased individually.
<b>SHARE</b>	Yes			X							One time training provided access to APIs
<b>V-Cat</b>	Yes	X				X					Unlimited license
<b>WALS</b>	Yes										One time fee paid for all API access.
<b>WRLSWEB</b>	Yes					X					

Table 3.4: Patron license information reported

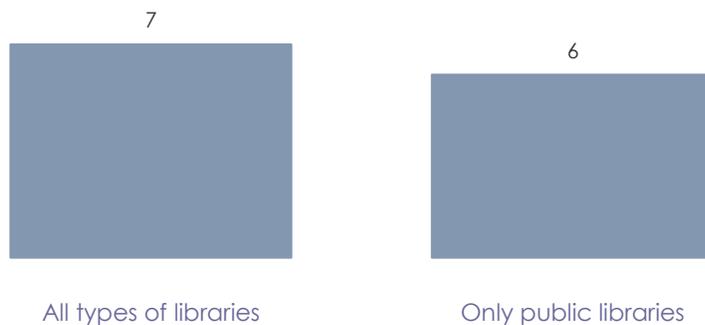
Consortium	Vendor	Product	Patron?	Additional information
<b>Café</b>	Polaris	Polaris	No	
<b>EasiCat</b>	Polaris	Polaris	No	
<b>LARS</b>	SirsiDynix	Symphony	No	
<b>LINKcat</b>	LibLime	LibLime Koha	No	
<b>MCFLS</b>	Innovative Interfaces	Sierra	Yes	Each connection to the catalog from the public requires a license. All patron and staff licenses are in a single pool and based on simultaneous use.
<b>Merlin</b>	Innovative Interfaces	Sierra	No	
<b>MORE</b>	Innovative Interfaces	Sierra	No	
<b>NetSouthwest</b>	Autographics	Iluminar	No	
<b>OWLSnet</b>	Innovative Interfaces	Sierra	No	
<b>RockCat</b>	Innovative Interfaces	Millennium	Yes	Unlimited licenses available; based on simultaneous use.
<b>SHARE</b>	SirsiDynix	Symphony	No	
<b>V-Cat</b>	Innovative Interfaces	Sierra	No	
<b>WALS</b>	SirsiDynix	Symphony	No	
<b>WRLSWEB</b>	Innovative Interfaces	Sierra	No	

## Part 1, Section 4: Governance

Part 1, Section 4 asked consortia to provide information about governance, including eligibility to participate in the consortium, approval process, and member agreements.

### Eligibility

The consortia were asked what types of libraries were eligible to participate in their consortium. There was almost an even split between consortia that allowed all types of libraries to participate, and those that only allow public libraries to participate:

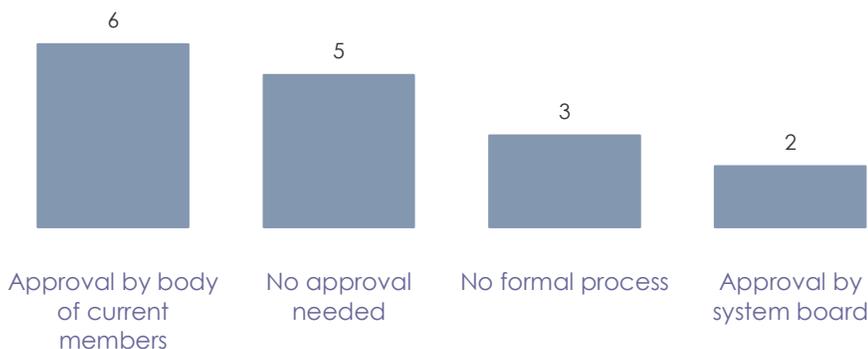


Types of libraries eligible for participation

All consortia that allowed non-public libraries to participate allowed all types of libraries to participate. See Table 4.1 in “Supporting tables & documentation” at the end of the section for specific responses.

### Formal process for approving new members

The survey asked respondents to describe the approval process for new members. Some respondents described a process for both libraries *within* the service area of the system(s) supporting the ILS and *outside* of that territory; other respondents did not provide this level of information. The summary below assumes eligible libraries *within* the service area of the system(s).



Formal approval process for new members

As illustrated by the chart above, the majority of consortia either do not require approval of new members or require approval of their advisory/decision-making body of current members:

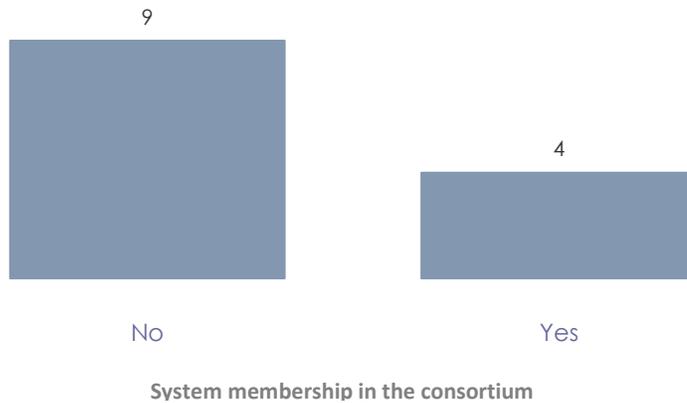
See Table 4.2 in "Supporting tables & documentation" at the end of the section for more information on libraries outside of the service area (when available) and specific responses

### Levels of membership

Only one consortium, WRLSWEB, has different levels of membership, based on the modules (acquisitions, cataloging, etc.) used. All other consortia have only one level of membership.

### System membership in the consortium

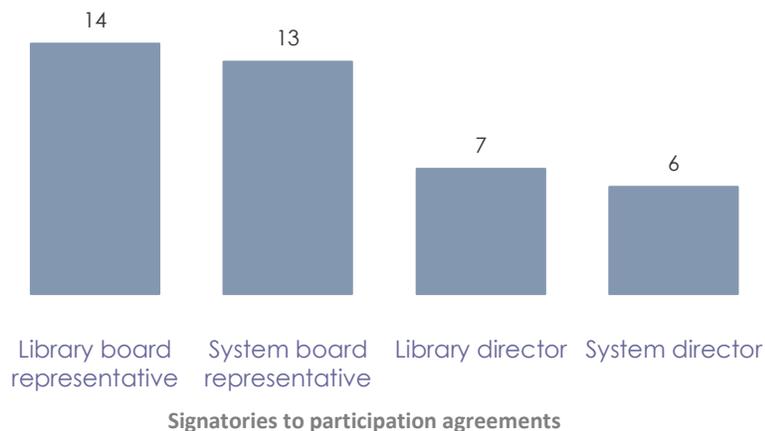
In most consortia, the system or systems involved are not considered members of the consortium:



See Table 4.3 in "Supporting tables & documentation" at the end of the section for specific responses.

### Participation agreements

All consortia have signed participation agreements. In most cases, these agreements are signed by library and system board representatives (the board president or another representative). In many cases, the agreements are also signed by the library and system director:

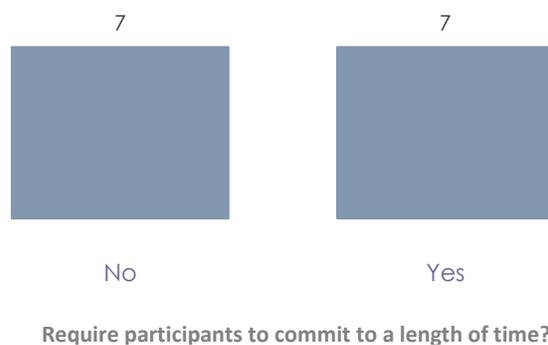


See Table 4.4 in “Supporting tables & documentation” at the end of the section for specific responses.

Note: Each system in the SHARE consortium has a unique agreement, so SHARE is represented twice in the chart above.

### Required length of time of participation

The consortia are evenly split on whether or not participants commit to a certain length of time when they join the consortium:

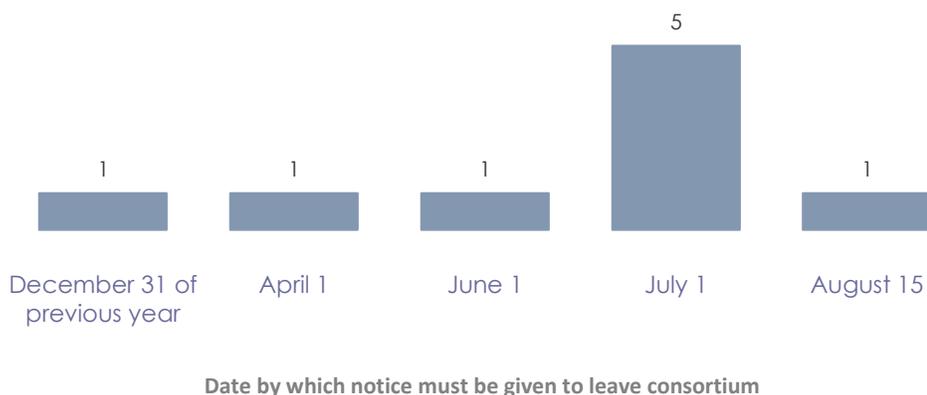


For those that require a time commitment, the amount of time varies. See Table 4.5 in “Supporting tables & documentation” at the end of the section for specific responses.

### Notice and costs for leaving the consortium

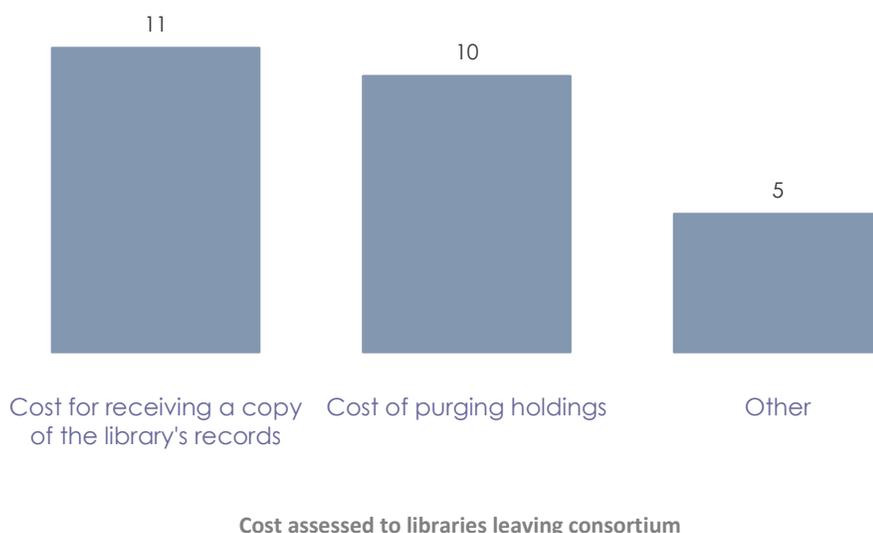
Most consortia have a written process for leaving the consortium. Two consortia indicated that they do not have such a process.

All consortia with a formal process require written notice in order to leave the consortium. Of those, nine terminate the agreements on December 31<sup>st</sup> with notice required by a certain date. The chart below shows the number of consortia that ask for notice by each date:



Two consortia require a set amount of notice with termination at the end of the notice period (90 days and 6 months). One consortium requires notice between January and March 31<sup>st</sup>, with termination occurring 12 months after the date of the notice. See table 4.6 in "Supporting tables & documentation" at the end of the section for specific responses.

All consortia with a formal process for leaving the consortium assess certain costs to the library. The survey asked specifically about the cost of purging holdings, the cost for receiving a copy of the library's records, and other costs:



Other costs include penalties for breaking the signed agreement, membership fees, costs for data cleanup/reconciliation, and additional costs assessed by the vendor. See Table 4.7 in "Supporting tables & documentation" at the end of the section for specific responses.

## Enforcement of policies and procedures

The survey asked four specific questions about policies and procedures:

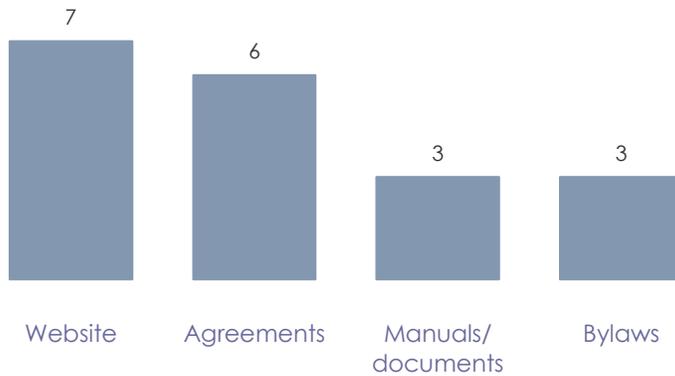
- Do libraries agree to follow the policies and procedures?
- Where are the policies and procedures described?
- What are the enforcement steps when a library does not follow policies and procedures?
- What are the penalties when a library does not follow policies and procedures?

Libraries agree to follow policies and procedures in almost all consortia. In 12 of the 14 consortia, libraries agree to follow policies; in 11 of the 14, libraries agree to follow procedures.

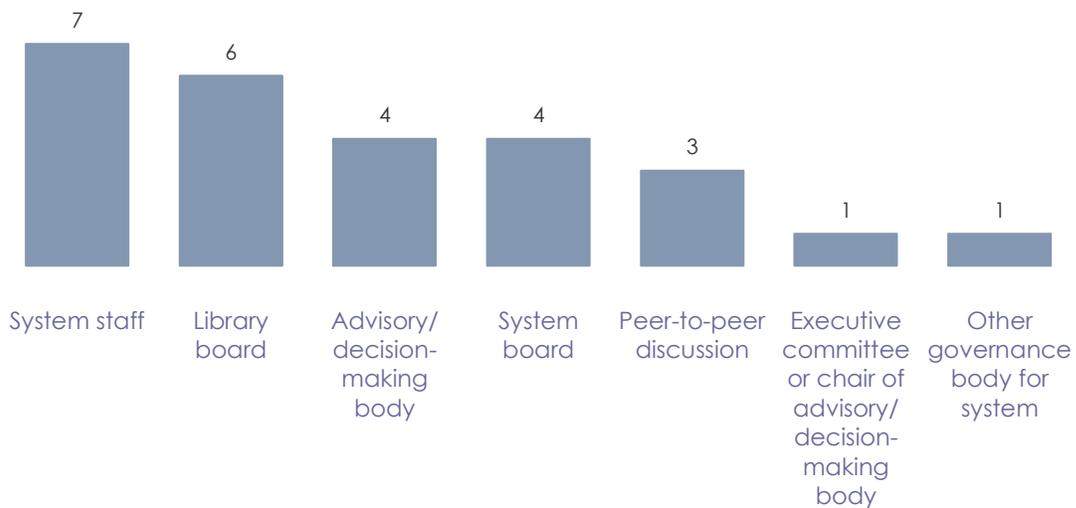
However, how these policies and procedures are presented and enforced varied widely between consortia. In general, there are more established enforcement steps and penalties for violation of policies than for procedures. The charts on the following two page present mechanisms for presentation and enforcement of policies and procedures. See tables 4.8 and 4.9 in "Supporting tables & documentation" at the end of the section for specific responses.

## Enforcement of policies

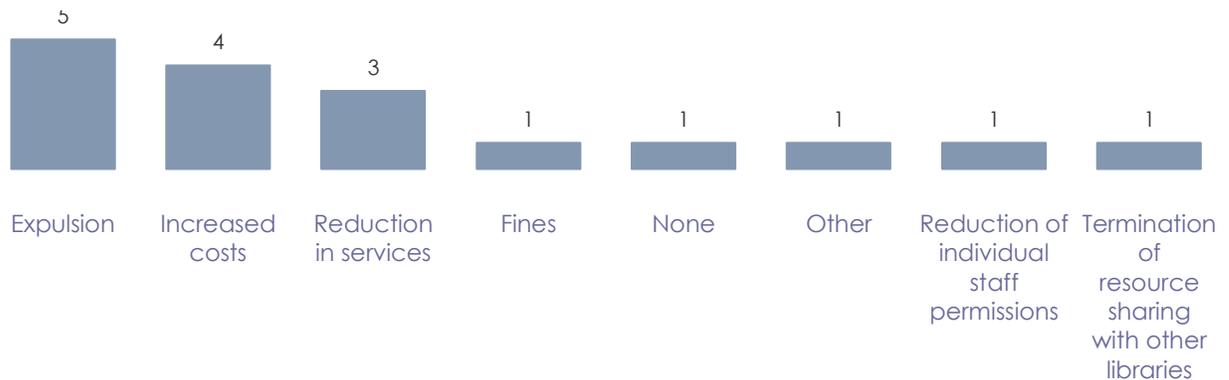
### Where are policies presented?



### Who is involved in the enforcement steps?

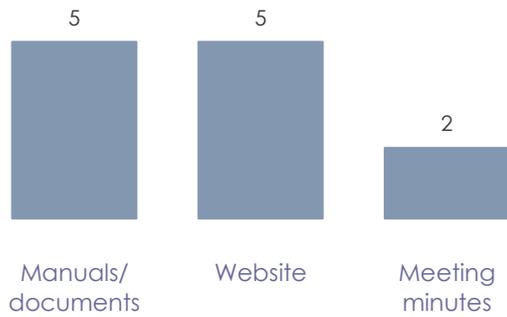


### What are the possible penalties?

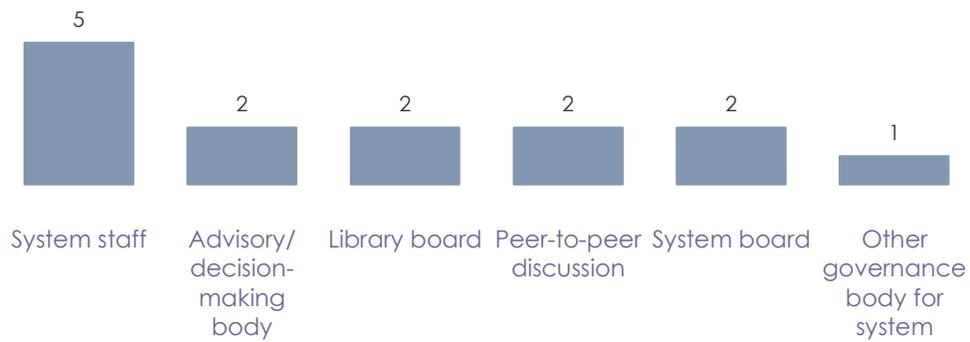


## Enforcement of procedures

*Where are procedures presented?*



*Who is involved in the enforcement steps?*



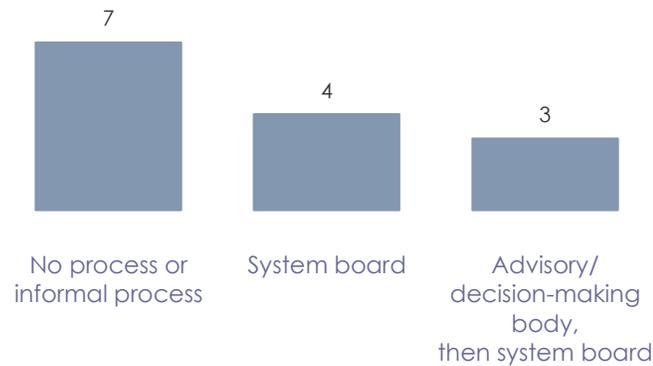
*What are the possible penalties?*



## Decision appeal process

The survey asked the consortia to describe the “formal and/or informal decision appeal process(es) used in the consortium.” Only seven of the consortia have a formal process in place for appealing decisions. Three consortia described an informal process. Four consortia responded that they did not have a formal or informal process for appealing decisions.

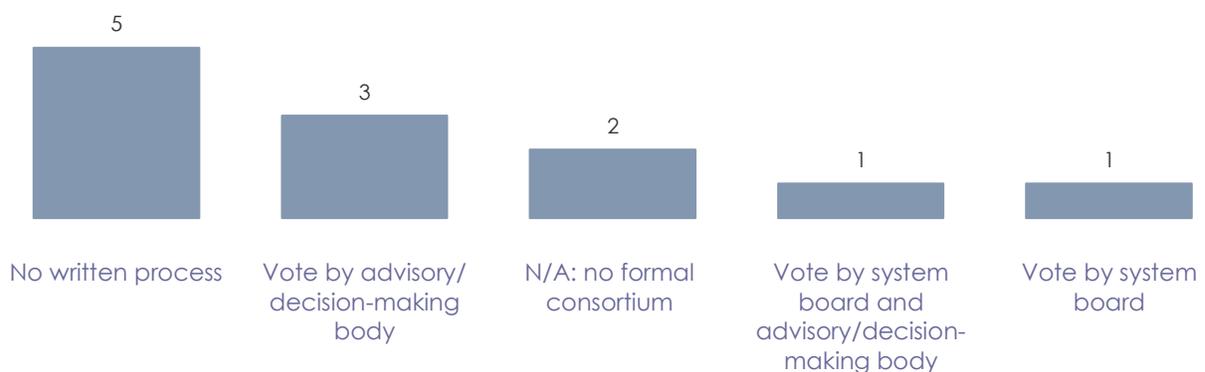
Where there is an informal or formal process, the system board is most frequently involved in the process, either as the first stop for an appeal or when a decision is escalated from the advisory/decision-making board. See Table 4.10 in “Supporting tables & documentation” at the end of the section for specific responses.



Decision appeal process: where is an appeal heard?

## Dissolving the consortium

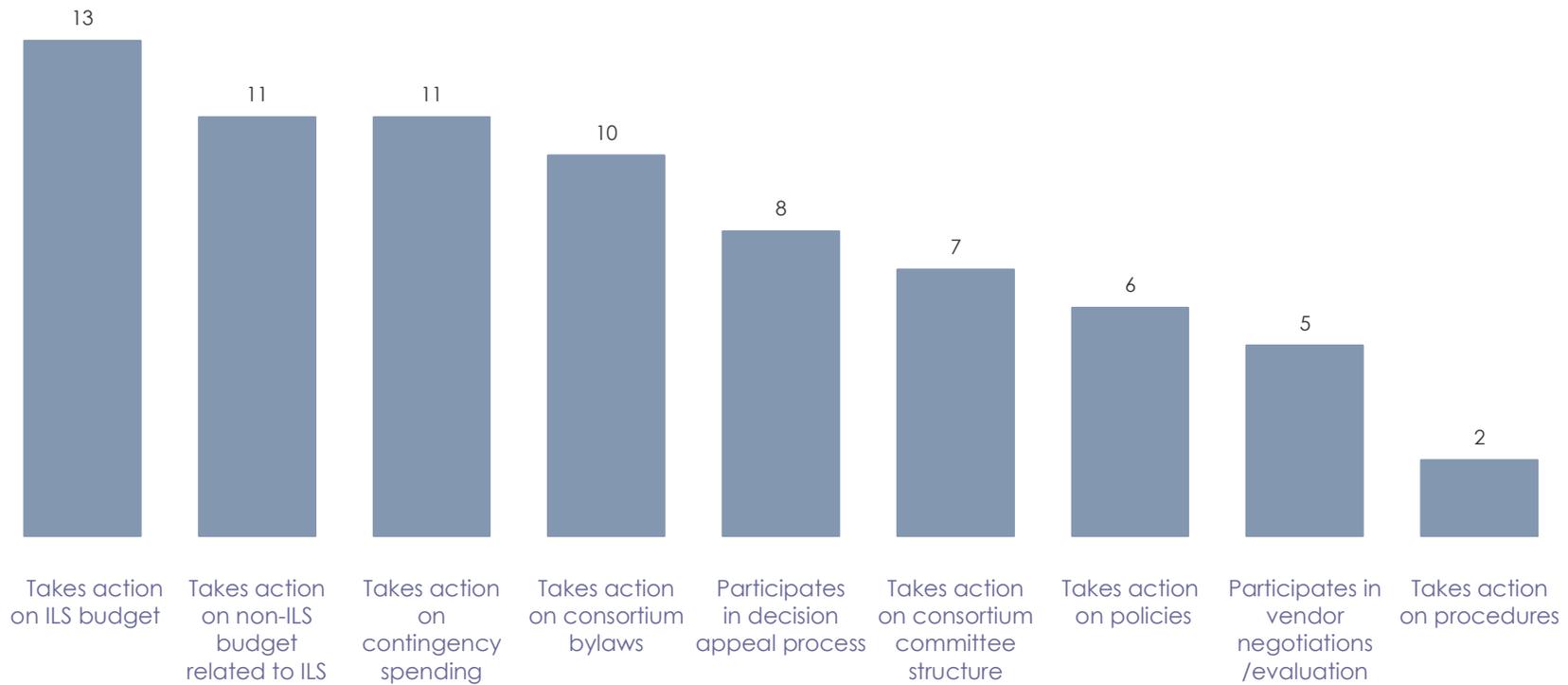
The survey asked respondents to describe the process for dissolving the consortium. Two “consortia”, LINKcat and MCFLS, are not formal consortia and cannot be dissolved. Five of the other consortia do not have a written process for dissolution. The others are dissolved by a vote of the advisory/decision-making body, the system board, or a combination of the two. See Table 4.11 in “Supporting tables & documentation” at the end of the section for specific responses.



Process for dissolving the consortium

## Roles of the system board

In all consortia, the system board plays some role in governing the consortia. These roles vary widely, as illustrated by the chart below. The most common role is action on the ILS budget, which happens in all consortia except one. See Table 4.12 in “Supporting tables & documentation” at the end of the section for specific responses.



Roles of the system board

## Advisory/Decision-making Bodies

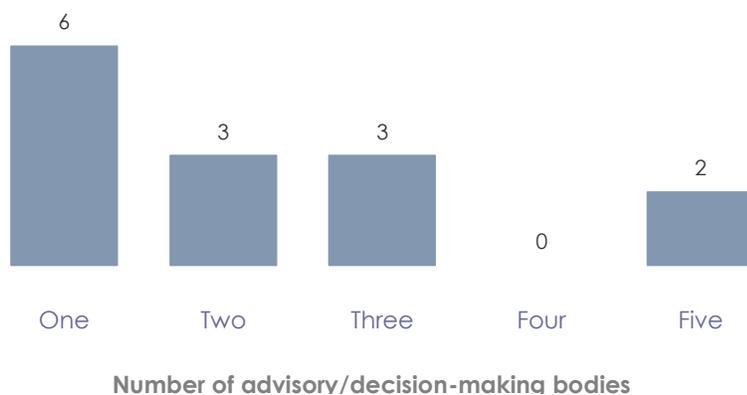
Respondents were asked to describe the advisory/decision-making structure for their consortia. Specifically, they were asked to provide information about each standing body involved in advising or making decisions for the consortium.

Some respondents included the system board of trustees in their responses. Because system board roles are examined in an earlier part of this section (see page 40), this information is not included here.

While not specifically stated in the descriptions below, system staff typically provide expertise to all of these advisory/decision-making bodies, including technical, administrative, and operational expertise.

In addition, all consortia rely on system staff to provide various types of administrative support, including creating agendas, prepare notes, scheduling meetings, preparing informational packets, and providing meeting logistics. Details of what support is provided for specific consortia can be found in the detailed descriptions in “Supporting tables & documentation” at the end of this section.

The number of bodies varies by consortia:

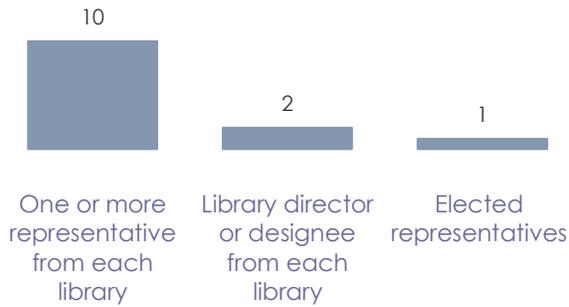


Each consortia has an advisory or decision-making body that is charged with guiding or making decisions for the consortia as a whole. When there are other bodies, these additional groups focus on specific topics (bibliographic standards/cataloging, circulation, collection development/maintenance, delivery, resource sharing, technology) or perform a specific task (nominations). Two consortia have an executive committee of their main body.

Since each consortia maintains a body to guide and make decisions for the consortia as a whole, it seems useful to provide more comparison of these bodies. The charts and descriptions on the following page below focus on specific aspects of these bodies.

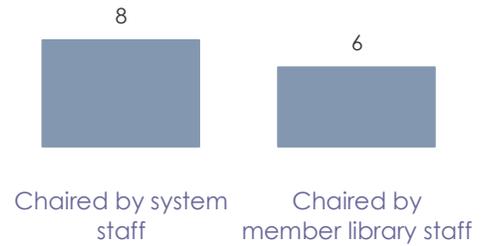
Detailed descriptions of all bodies (with responses standardized for consistency) can be found in “Supporting tables & documentation” at the end of this section.

### Who participates from member libraries?



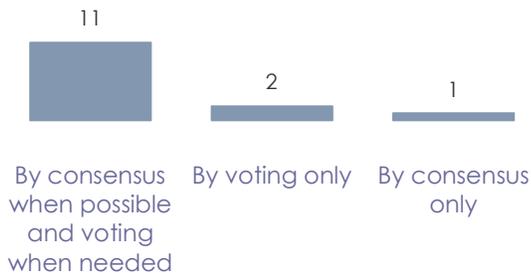
In all but one case, each library in the consortium has a seat on the body, which is filled by the director, designee, or a representative (which could be, but is not required to be, the director). The LINKcat consortium has a body with individuals elected to represent a number of libraries.

### Who chairs the body?



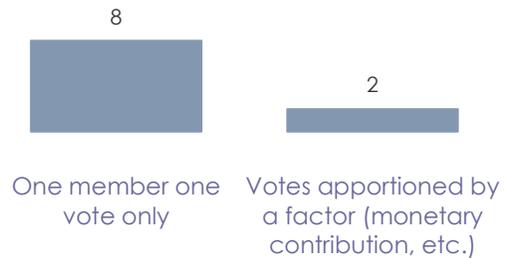
In slightly more consortia, the body is chaired by a system staff person, rather than by a member library staff person.

### How are decisions made?



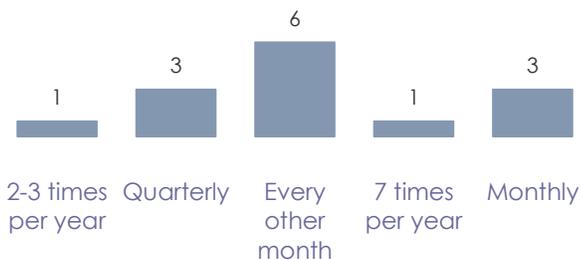
Most consortia use a combination of consensus and voting; three use only one of the two methodologies.

### How are votes apportioned?



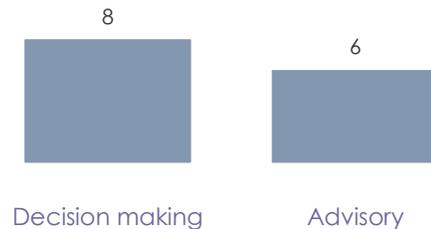
In addition to those represented in the chart, one consortium uses a combination of the two factors and one uses different factors for different types of voting.

### How often do they meet?



Meetings are held from 2-12 times per year. The most popular frequency is meeting every other month.

### Are they decision-making or advisory?



There is almost an even split between bodies that have final decision-making authority and bodies that are advisory, with final decision-making authority being held elsewhere.

## Supporting tables & documentation

Table 4.1: Eligibility

	Public Libraries	School Libraries	Public/School Combo	Academic Libraries	Public Library System	Other Types of Libraries
<b>Café</b>	X					
<b>EasiCat</b>	X	X	X	X	X	X
<b>LARS</b>	X	X	X	X	X	X
<b>LINKcat</b>	X					
<b>MCFLS</b>	X					
<b>Merlin</b>	X	X	X	X	X	X
<b>MORE</b>	X	X	X	X	X	X
<b>NetSouthwest</b>	X				X	
<b>OWLSnet</b>	X					
<b>RockCat</b>	X					
<b>SHARE</b>	X	X	X	X	X	X
<b>V-Cat</b>	X	X	X	X	X	X
<b>WALS</b>	X					
<b>WRLSWEB</b>	X	X	X	X	X	X

Table 4.2: Process for approving new members

<b>Café</b>	No approval needed for additional public libraries in current area; no formal process for outside of current territory.
<b>EasiCat</b>	No approval needed for additional public libraries in current area; approval by body of current members and system board for those outside of current service area.
<b>LARS</b>	Approval by body of current members for libraries inside and outside of current service area.
<b>LINKcat</b>	No approval needed for public libraries within current service area; No formal process in place for those outside of current service area.
<b>MCFLS</b>	No formal process.
<b>Merlin</b>	Approval by body of current members and system board. {assumes in system territory}
<b>MORE</b>	Approval by body of current members. {assumes in system territory}
<b>NetSouthwest</b>	Approval by body of current members. {assumes in system territory}
<b>OWLSnet</b>	No approval needed for additional public libraries in current area; libraries outside of the system service area are not eligible for membership.

Table 4.2: Process for approving new members (continued)

<b>RockCat</b>	Approval by body of current members. (assumes in system territory)
<b>SHARE</b>	No approval needed for additional public libraries in current service area; Approval by body of current members for those outside of current service area.
<b>V-Cat</b>	Approval by body of current members and system board.
<b>WALS</b>	No formal process.
<b>WRLSWEB</b>	No formal process.

Table 4.3: System membership in the consortium

<b>Café</b>	Yes		<b>Merlin</b>	Yes		<b>SHARE</b>	No
<b>EasiCat</b>	No		<b>MORE</b>	No		<b>V-Cat</b>	No
<b>LARS</b>	No		<b>NetSouthwest</b>	No		<b>WALS</b>	Yes
<b>LINKcat</b>	No		<b>OWLSnet</b>	No		<b>WRLSWEB</b>	Yes
<b>MCFLS</b>	Yes		<b>RockCat</b>	No			

Table 4.4: Parties to participation agreement

	No agreement	Library board representative	System board representative	Library director	System director	Other
<b>Café</b>		X	X			
<b>EasiCat</b>		X		X		
<b>LARS</b>		X	X	X	X	
<b>LINKcat</b>		X	X	X	X	
<b>MCFLS</b>		X	X			
<b>Merlin</b>		X	X	X	X	
<b>MORE</b>		X	X			
<b>NetSouthwest</b>		X	X	X	X	
<b>OWLSnet</b>		X	X			
<b>RockCat</b>		X	X	X	X	
<b>SHARE – Lakeshores</b>		X	X			
<b>SHARE – Mid-Wisconsin</b>		X	X			
<b>V-Cat</b>		X	X	X	X	
<b>WALS</b>						Library and system. Individuals signatories are not parties but sign on behalf of organization.
<b>WRLSWEB</b>		X	X			

Table 4.5: Required length of time for participation

<b>Café</b>	None
<b>EasiCat</b>	None for libraries in ESLs; Five years only for libraries outside of ESLs.
<b>LARS</b>	Equal to length of contract with current ILS vendor.
<b>LINKcat</b>	One year
<b>MCFLS</b>	Length of time is specified in member agreement; currently two years.
<b>Merlin</b>	None
<b>MORE</b>	One year
<b>NetSouthwest</b>	None
<b>OWLSnet</b>	Generally one year unless a longer term payment plan for startup costs is negotiated with library.
<b>RockCat</b>	None
<b>SHARE</b>	None
<b>V-Cat</b>	Two years for the first five years; one year after five years have passed.
<b>WALS</b>	None
<b>WRLSWEB</b>	None

Table 4.6: Notice required to leave consortium

Notice required to leave consortium	
<b>Café</b>	Written notice between January 1 and March 31 of any year. Becomes effective 12 months after the date of the notice.
<b>EasiCat</b>	Written notice prior to July 1 to leave at the end of the calendar year.
<b>LARS</b>	Written notice prior to April 1 to leave at the end of the calendar year.
<b>LINKcat</b>	Written notice prior to August 15 to leave at the end of the calendar year.
<b>MCFLS</b>	No process.
<b>Merlin</b>	Written notice prior to July 1 to leave at the end of the calendar year.
<b>MORE</b>	Written notice prior to December 31 to leave at the end of the next calendar year.
<b>NetSouthwest</b>	Written notice, 90 days.
<b>OWLSnet</b>	Written notice prior to July 1 to leave at the end of the calendar year.
<b>RockCat</b>	Written notice, 6 months.
<b>SHARE</b>	No process.
<b>V-Cat</b>	Written notice prior to June 1 to leave at the end of the calendar year.
<b>WALS</b>	Written notice prior to July 1 to leave at the end of the calendar year.
<b>WRLSWEB</b>	Written notice prior to July 1 to leave at the end of the calendar year.

Table 4.7: Costs assessed to libraries leaving the consortium

	Cost of purging holdings	Cost for receiving a copy of the library's records	Other
<b>Café</b>	X	X	Costs for database cleanup
<b>EasiCat</b>		X	
<b>LARS</b>	X	X	Penalty for breaking ILS contract
<b>LINKcat</b>	X	X	Costs for database cleanup
<b>MCFLS</b>	N/A: No process in place for libraries to leave.		
<b>Merlin</b>	X	X	
<b>MORE</b>	X	X	Membership fees for remainder of calendar year
<b>NetSouthwest</b>	X	X	
<b>OWLSnet</b>	X	X	
<b>RockCat</b>		X	
<b>SHARE</b>	N/A: No process in place for libraries to leave.		
<b>V-Cat</b>	X	X	
<b>WALS</b>	X		Additional costs assessed by vendor
<b>WRLSWEB</b>	X	X	

Table 4.8: Participants & policies

	Do libraries agree to follow policies of the consortium?	Where are policies described?	What are the enforcement steps?	What are the penalties?
<b>Café</b>	Yes	In manuals	Peer to peer discussion of issue.	None
<b>EasiCat</b>	Yes	In agreement; In policies and procedures document	1. System staff discuss issue with library director and/or staff. 2. Issue brought to consortium advisory/governance board.	<ul style="list-style-type: none"> <li>No written penalties, but individual staff permissions have been reduced</li> </ul>
<b>LARS</b>	Yes	In agreement	Issue brought to consortium advisory/governance board.	<ul style="list-style-type: none"> <li>Expulsion</li> </ul>
<b>LINKcat</b>	Yes	Posted on website	1. System staff discuss issue with library director and/or staff. 2. Issue brought to system advisory board of member libraries. 3. Issue brought to the system board.	<ul style="list-style-type: none"> <li>Reduction in services</li> <li>Increased costs</li> <li>Other as determined by system</li> </ul>
<b>MCFLS</b>	Yes	In agreement		Not specified
<b>Merlin</b>	Yes	In bylaws and posted on website	1. Peer to peer discussion of issue. 2. Consortium advisory/governance board chair discusses issue with library director. 3. Issue brought to executive committee of consortium advisory/governance board. 4. Issue brought to the library board. 5. Issue brought to consortium advisory/governance board.	<ul style="list-style-type: none"> <li>Increased costs</li> <li>Expulsion</li> </ul>

Table 4.8: Participants & policies (continued)

	Do libraries agree to follow policies of the consortium?	Where are policies described?	What are the enforcement steps?	What are the penalties?
<b>MORE</b>	Yes	In agreement and posted on website	Each violation results in an escalated step: 1. System staff discuss issue with library director and/or staff.  2. System staff submit issue in writing to library director.  3. Issue brought to library board.  4. System staff determine and enact penalty.	<ul style="list-style-type: none"> <li>• Increased costs</li> <li>• Expulsion</li> </ul>
<b>NetSouthwest</b>	No			
<b>OWLSnet</b>	Yes	Policies posted on website	1. System staff discuss issue with library director and/or staff.  2. Issue brought to library board.	<ul style="list-style-type: none"> <li>• Termination of resource sharing with other libraries, as determined by the other library.</li> </ul>
<b>RockCat</b>	Yes	In manuals and posted on website	Peer to peer discussion.	<ul style="list-style-type: none"> <li>• Expulsion</li> </ul>
<b>SHARE</b>	No			
<b>V-Cat</b>	Yes	In bylaws, agreement, and posted on website	1. Peer to peer discussion of issue.  2. System staff discuss issue with library director and/or staff.  3. Issue brought to library board.  4. Issue brought to system board.	Not specified

Table 4.8: Participants & policies (continued)

	Do libraries agree to follow policies of the consortium?	Where are policies described?	What are the enforcement steps?	What are the penalties?
<b>WALS</b>	Yes	Posted on website	<ol style="list-style-type: none"> <li>1. System staff discuss issue with library director and/or staff.</li> <li>2. Issue brought to library board.</li> <li>3. Issue brought to system board.</li> </ol>	<ul style="list-style-type: none"> <li>• Reduction in services</li> <li>• Increased costs</li> </ul>
<b>WRLSWEB</b>	Yes	In agreement and bylaws	<ol style="list-style-type: none"> <li>1. System staff discuss issue with library director and/or staff.</li> <li>2. Issue brought to consortium advisory/governance board.</li> <li>3. Issue brought to system and library board.</li> </ol>	<ul style="list-style-type: none"> <li>• Reduction in services</li> <li>• Fines</li> <li>• Expulsion</li> </ul>

Table 4.9: Participants & procedures

	Do libraries agree to follow procedures of the consortium?	Where are procedures described?	What are the enforcement steps?	What are the penalties?
<b>Café</b>	Yes	In manuals	Peer to peer discussion of issue.	None
<b>EasiCat</b>	Yes	In policies and procedures document; compiled procedures list	Issue brought to consortium advisory/governance board.	<ul style="list-style-type: none"> <li>No written penalties, but advisory/governance board could determine penalties.</li> </ul>
<b>LARS</b>	Yes	No information provided	Issue brought to consortium advisory/governance board.	<ul style="list-style-type: none"> <li>Expulsion</li> </ul>
<b>LINKcat</b>	Yes	Posted on website	<ol style="list-style-type: none"> <li>System staff discuss issue with library director and/or staff.</li> <li>Issue brought to system advisory board of member libraries.</li> <li>Issue brought to the system board.</li> </ol>	<ul style="list-style-type: none"> <li>Reduction in services</li> <li>Increased costs</li> <li>Other as determined by system</li> </ul>
<b>MCFLS</b>	No			
<b>Merlin</b>	Yes	In manuals	1. System staff discuss issue with library director and/or staff.	<ul style="list-style-type: none"> <li>Increased costs</li> <li>Expulsion</li> </ul>
<b>MORE</b>	Yes	In manuals and posted on website	System staff discuss issue with library director and/or staff.	None established
<b>NetSouthwest</b>	No			

Table 4.9: Participants & procedures (continued)

	Do libraries agree to follow procedures of the consortium?	Where are procedures described?	What are the enforcement steps?	What are the penalties?
<b>OWLSnet</b>	Yes	In meeting minutes and most are posted on website	1. System staff discuss issue with library director and/or staff.  2. Issue brought to library board.	No information provided
<b>RockCat</b>	Yes	No information provided	No information provided	None established
<b>SHARE</b>	No			
<b>V-Cat</b>	Yes	In meeting minute and posted on website	Peer to peer discussion of issue.	None established
<b>WALS</b>	Yes	Posted on website	None established	None established
<b>WRLSWEB</b>	Yes	In guidelines document	1. System staff discuss issue with library director and/or staff.  2. Issue brought to consortium advisory/governance board.  3. Issue brought to system and library board.	<ul style="list-style-type: none"> <li>• Reduction in services</li> <li>• Fines</li> <li>• Expulsion</li> </ul>

Table 4.10: Decision appeal process

<b>Café</b>	Appeal to the system board.
<b>EasiCat</b>	Appeal to the primary advisory/decision-making body; could be escalated to the system board.
<b>LARS</b>	No formal process; can be brought to the primary advisory/decision-making body.
<b>LINKcat</b>	Appeal to the primary advisory/decision-making body; then escalated to the system board.
<b>MCFLS</b>	No formal process.
<b>Merlin</b>	No formal process.
<b>MORE</b>	Appeal to the primary advisory/decision-making body; first review and response by the executive committee then escalated to the system board, with recommendation provided by the system director.
<b>NetSouthwest</b>	No formal process; can be brought to the primary advisory/decision-making body.
<b>OWLSnet</b>	No formal process.
<b>RockCat</b>	No formal process.
<b>SHARE</b>	Appeal to the system board.
<b>V-Cat</b>	No formal process.
<b>WALS</b>	Appeal to the system board.
<b>WRLSWEB</b>	Appeal to the system board.

Table 4.11: Process for dissolving the consortium

<b>Café</b>	No process reported.
<b>EasiCat</b>	No process reported.
<b>LARS</b>	Vote by advisory/decision-making body. Requires approval of 3/4 of members vote to pass.
<b>LINKcat</b>	N/A: No formal consortium exists.
<b>MCFLS</b>	N/A: No formal consortium exists.
<b>Merlin</b>	No written process.
<b>MORE</b>	Vote by system board and advisory/decision-making body. Requires approval of 3/4 of member institutions and 3/4 votes based on access points.
<b>NetSouthwest</b>	No written process.
<b>OWLSnet</b>	No written process.
<b>RockCat</b>	Vote by advisory/decision-making body. Requires approval of majority of members to pass.
<b>SHARE</b>	Vote by one system board.
<b>V-Cat</b>	Vote by advisory/decision-making body of consortium. Requires approval of 2/3 of members vote to pass.
<b>WALS</b>	No written process.
<b>WRLSWEB</b>	No written process.

Table 4.12: System board roles

	Takes action on....							Participates in....	
	ILS budget	Non-ILS budget related to ILS	Policies	Procedures	Contingency spending	Consortium committee structure	Consortium bylaws	Decision appeal process	Vendor negotiations/ evaluation
<b>Café</b>							X	X	X
<b>EasiCat</b>	X	X	X	X	X	X	X		X
<b>LARS</b>	X	X				X	X		X
<b>LINKcat</b>	X	X			X	X		X	
<b>MCFLS</b>	X	X	X		X	X	X		X
<b>Merlin</b>	X	X			X		X		
<b>MORE</b>	X				X			X	
<b>Net-Southwest</b>	X				X				
<b>OWLSnet</b>	X	X	X		X		X		
<b>RockCat</b>	X	X			X		X	X	
<b>SHARE*</b>	X	X	X	X	X	X	X	X	X
<b>V-Cat</b>	X	X	X		X	X	X	X	
<b>WALS</b>	X	X	X		X	X		X	
<b>WRLSWEB</b>	X	X					X	X	

\*Involvement of the board varies between the two systems; checked roles occur in at least one system.

## Descriptions of advisory/decision-making bodies

### Café

Café has three advisory/decision-making bodies:

#### *Café Council*

This group meets quarterly and is charged with, "attempt{ing} to make decisions on upgrades, software changes, hardware acquisitions, replacements, policies, downtime, expenditure of the equipment replacement fund and similar wide-ranging issues." All representatives attend in person.

It is a decision-making body. The council consists of the library director of each library, along with a second representative from each library, if the library director chooses to designate a second representative. Decisions are made by consensus.

System staff act as chair for this body, as well as scheduling the meetings, creating agendas, preparing notes, and preparing informational packets for the meetings.

#### *Café Cats*

This group meets every other month and is charged with maintaining consistent cataloging procedures. All representatives attend in person.

It is an advisory body. It consists of one designee from each library, though additional staff members are welcome to attend. Decisions are made by consensus.

The group is chaired by one of the members, and system staff do not have a role in any meeting preparation or logistics.

#### *Café Circ*

This group meets every quarterly and is charged with maintaining consistent circulation procedures. All representatives attend in person.

It is an advisory body. It consists of one designee from each library, though additional staff members are welcome to attend. Decisions are made by consensus.

The group is chaired by one of the members, and system staff do not have a role in any meeting preparation or logistics.

### EasiCat

EasiCat has one advisory/decision-making body, called the *Shared Library Automation Committee*. The committee meets seven times per year and is charged with "provid{ing} recommendations to the Library System Board and staff regarding advisory/decision-making and administrative policies of the network". All representatives attend in person. If there is not sufficient business to warrant an in-person meeting, the group makes decisions by email.

The body is advisory to the system board and staff, and consists of the director or designee of each library and one additional member representing the bookmobile. Decisions are made by consensus when possible, and, if not possible, by voting, with each member having one vote and all actions

requiring a 2/3 majority approval of all votes (not just those votes in attendance). System staff do not vote.

The body is chaired by one of the members, or system staff if no member agrees to be nominated for the position. System staff schedule the meetings, create agendas, prepare notes, and prepare informational packets for the meetings.

## LARS

LARS has one advisory/decision-making body, called the *LARS Participants Council*. The council meets every other month and is charged with directing LARS. All representatives attend in person.

It is a decision-making body, with one representative for each library and the LARS system administrator as an ex officio member. Decisions are made by consensus when possible, and, if not possible, by voting. Thirteen votes are divided among the libraries. All actions require a 2/3 majority approval of the participants present. System staff do not vote.

The body is chaired by one of the members. System staff prepare notes.

## MCFLS

MCFLS has one advisory/decision-making body, called the *Library Directors Advisory Council*. The council meets monthly and is charged with advising the MCFLS board. All representatives attend in person.

It is an advisory body to the MCFLS board, with one representative for each member library and two representatives for Milwaukee Public Library. Decisions are made by consensus when possible, and, if not possible, by voting, with each member having one vote. System staff do not vote.

The body is chaired by one of the members. System staff schedule meetings, create agendas, prepare notes, and prepare informational packets for meetings.

## Merlin

Merlin has three advisory/decision-making bodies:

### *Merlin Consortium*

This group meets quarterly for the purpose of advising on the best operation of the ILS and its governing board.

It is an advisory body to the NWLS board, with one representative for each member library and staff from the system. Decisions are made by consensus when possible, and, if not possible, by voting, with each member having one vote. Motions are approved by simple majority vote. System staff do not vote.

The body is chaired by one of the members. System staff prepare notes, prepare informational packets for the meetings, and set up web meetings/conference calls.

### *Merlin Executive Committee*

This group meets annually for budget review and additionally when a meeting is needed. It is charged with investigating and making recommendations regarding matters requiring the action of the Consortium and reviewing a preliminary budget. All representatives attend through conference call or web meeting.

It is an advisory body to the Consortium. The committee consists of the officers of Merlin (Chair, Vice-Chair, Secretary, and Treasurer). Decisions are made by consensus.

The body is chaired by one of the members. System staff prepare notes, prepare informational packets for the meetings, and set up web meetings/conference calls.

### *Merlin Nominations and Elections Committee*

This group is charged with preparing a slate of nominees for the election of officers, accepting the nominations, providing the slate of candidates to each member of the consortium, providing a sample ballot prior to the election, accepting absentee ballots, managing the vote, and tallying results. It meets as often as necessary to complete this charge. All representatives attend through conference call or web meeting.

It is an advisory body to the Consortium. The committee consists of a minimum of three library directors, and is appointed by the Chair of the consortium every other year. Decisions are made by consensus.

The body is chaired by one of the members. System staff prepare informational packets for the meetings and set up web meetings/conference calls.

## **MORE**

MORE has five advisory/decision-making bodies:

### *Directors Council*

This group typically meets every other month (and is required to meet at least quarterly) and has the charge to, "set policies, standards and plans for the MORE system and conduct regular business of MORE such as routine expenditure, routine policies and/or emergency policies as needed, etc.." All representatives attend in person.

It is a decision-making body. The council consists of one representative per library and the system director. Decisions are made by voting. In some cases, each member gets one vote. In other cases, voting is done by a formula based on items held and circulation in the previous year. The system director does vote. Motions on the budget and those pertaining to amending the bylaws are decided by three quarter (3/4) majority vote of the member libraries and three quarter (¾) majority vote based on vote distribution. Both majorities are required for such motions to pass. All other motions are decided by 51% vote based on vote distribution.

The body is chaired by one of the members. System staff schedule meetings, prepare notes, prepare informational packets for meetings, and provide logistics related to meeting space.

### *Executive Committee*

This group meets monthly as needed and their charge is “to conduct the regular business of MORE between meetings of the full Directors Council, to investigate and make recommendations regarding matters requiring the action of the full Directors Council, and to draft a preliminary budget.” Some members attend in person and some through conference call/web meeting.

It is an advisory body to the Directors Council. It consists of the MORE officers, one library director-at-large, and the system director. The MORE officers and director-at-large are elected annually from the member library directors by the Directors Council. Decisions are made by voting, with one vote per seat. The system director does vote. Motions are passed by a simple majority.

The body is chaired by one of the members. System staff schedule meetings, prepare notes, prepare informational packets for meetings, and set up web meetings/conference calls and provide logistics related to meeting space.

### *Bibliographic Records and Standards Committee*

This group meets every other month or as needed and is charged with maintaining the integrity of the MORE bibliographic database. They set rules for cataloging and deal with questions and problems concerning records. All members attend in person, though members have the option to attend through conference call/web meeting.

It is an advisory body to the Directors Council. It consists of volunteers from the member libraries, with no more than one voting member per library and system staff as ex-officio members. Decisions are made by voting, with one vote per seat. System staff do not vote. Motions are passed by a simple majority.

The body is chaired by one of the members. System staff prepare notes, prepare informational packets for meetings, set up web meetings/conference calls, and provide logistics related to meeting space.

### *Operations Committee*

This group meets quarterly or as needed and is charged with formulating guidelines and procedures for MORE circulation and resource sharing. The group considers all system settings and makes recommendations on consortium policies. All members attend in person, though members have the option to attend through conference call/web meeting.

It is an advisory body to the Directors Council. It consists of volunteers from the member libraries, with no more than one voting member per library and system staff as ex-officio members. Decisions are made by voting, with one vote per seat. System staff do not vote. Motions are passed by a simple majority.

The body is chaired by one of the members. System staff schedule meetings, prepare notes, prepare informational packets for meetings, set up web meetings/conference calls, and provide logistics related to meeting space.

### *Resource Sharing and Collection Development Committee*

This group meets quarterly or as needed and is charged with studying usage, finding ways to help member libraries use this information in their collection development practices, making recommendations regarding collection development for the consortium, identifying trends in resource sharing with the goal of increasing supply while saving costs and providing access to the whole collection for all members. Some members attend in person and some attend through conference call/web conferencing.

It is an advisory body to the Directors Council. It consists of volunteers from the member libraries, with no more than one voting member per library and system staff as ex-officio members. Decisions are made by voting, with one vote per seat. System staff do not vote. Motions are passed by a simple majority.

The body is chaired by one of the members. System staff schedule meetings, prepare notes, prepare informational packets for meetings, set up web meetings/conference calls, and provide logistics related to meeting space.

## NetSouthwest

NetSouthwest has one advisory/decision-making body, called the *NetSouthwest Director's Council*. The council meets every other month and is charged with overseeing the shared ILS and approving the ILS budget. Some members attend in person and some attend through conference call/web conferencing.

It is a decision-making body, with one representative for each library. Decisions are made by consensus when possible, and, if not possible, by voting with one vote per seat. Motions are passed by a simple majority. System staff are not officially members of the body and do not vote.

System staff act as chair for this body, as well as scheduling the meetings, creating agendas, preparing notes, preparing informational packets for the meetings, provide logistics related to meeting space, and setting up necessary web meetings/conference calls.

## OWLSnet

OWLSnet has one advisory/decision-making body, called the *Administrative Advisory Committee*. The council meets every other month, and is required to meet a minimum of quarterly. It is charged with guiding the consortium. All members attend in person.

It is an advisory body, with one representative for each library. Decisions are made by consensus when possible, and, if not possible, by voting, based on combination of one vote per seat and formula by amount contributed. For a vote to pass, it must be approved by 2/3 of the libraries and 2/3 of the fee shares. System staff are not officially members of the body and do not vote.

System staff act as chair for this body, as well as scheduling the meetings, creating agendas, preparing notes, and preparing informational packets for the meetings.

## RockCat

RockCat has three advisory/decision-making bodies; Circulation Committee, Cataloging Committee and Directors' Committee. These committees are charged with determining the budget, policies, and procedures for the ILS. All members attend in person.

These are decision-making bodies, with one representative for each library. Decisions are made by consensus. Anytime a consensus cannot be made any member can request a formal motion be made and voted on. Libraries contributing more money to the project have more weight in voting. System staff do not vote.

System staff act as chairs for this bodies, as well as scheduling the meetings, creating agendas, preparing notes, preparing informational packets for the meetings, and setting up necessary web meetings/conference calls if outside vendors or bodies are brought into meeting.

## LINKcat

SCLS has five advisory/decision-making bodies, as described below. For the purpose of governance, SCLS has 13 geographic clusters: seven within Dane County and one for each county outside of Dane. All bodies described below are based on this cluster model.

### *ILS Committee*

This group meets monthly and is charged overseeing software development and implementation and maintenance of the ILS, serving as a forum for discussion and decision-making concerning ILS issues and services, overseeing planning for the ILS service, and making recommendations concerning the annual budget. Some members attend in person and some through conference call/web meeting.

It is a decision-making body. The committee consists of 13 elected representatives (one from each geographic cluster in the system, elected by the ILS participants in their cluster), the system director, and the Technology Services Coordinator. Decisions are made by consensus when possible, and, if not possible, by voting, with each member having one vote. Motions are passed by a simple majority, but any issues that are not close to consensus will receive further discussion. System staff do not vote.

System staff act as chair for this body, as well as scheduling the meetings, creating agendas, preparing notes, preparing informational packets for the meetings, setting up necessary web meetings/conference calls, provide logistics related to meeting space, and running elections.

### *Delivery Committee*

This group meets every other month and is charged with discussion and decision-making concerning delivery issues and services, as well as overseeing long-range delivery planning efforts, determining procedures, and making recommendations concerning the annual budget. Some members attend in person and some through conference call/web meeting.

It is a decision-making body. The committee consists of 13 elected representatives (one from each geographic cluster in the system, elected by the cluster), the system director, the Delivery Services Coordinator, and the Delivery Operations Manager. Decisions are made by consensus when possible, and, if not possible, by voting, with each member having one vote. Motions are passed by a simple majority, but any issues that are not close to consensus will receive further discussion. System staff do not vote.

System staff act as chair for this body, as well as scheduling the meetings, creating agendas, preparing notes, preparing informational packets for the meetings, setting up necessary web meetings/conference calls, provide logistics related to meeting space, and running elections.

### *Circulation Services Subcommittee*

This group meets every other month and is charged with formulating guidelines and procedures for use of the circulation module of the ILS, overseeing resource sharing operations, and overseeing maintenance of the patron database and statistical reporting. Some members attend in person and some through conference call/web meeting.

It is an advisory body to the ILS Committee. The subcommittee consists of a minimum of five volunteer representatives with no more than three from Madison Public Library. A variety of size libraries are

represented. Decisions are made by consensus when possible, and, if not possible, by voting, with each member having one vote. Motions are passed by a simple majority. System staff do not vote.

System staff act as chair for this body, as well as scheduling the meetings, creating agendas, preparing notes, preparing informational packets for the meetings, setting up necessary web meetings/conference calls, provide logistics related to meeting space, and running elections.

#### *Collection Maintenance Subcommittee*

This group meets every other month and is charged with formulating guidelines and procedures for use of the acquisitions, serials, and cataloging modules of the ILS, studying bibliographic database problems, and maintaining and enforcing an effective reporting system to identify input errors, problems, etc. Some members attend in person and some through conference call/web meeting.

It is an advisory body to the ILS Committee. The subcommittee consists of a minimum of five volunteer representatives, including one from the cataloging agency, and no more than three from Madison Public Library. A variety of size libraries are represented. Decisions are made by consensus when possible, and, if not possible, by voting, with each member having one vote. Motions are passed by a simple majority. System staff do not vote.

System staff act as chair for this body, as well as scheduling the meetings, creating agendas, preparing notes, preparing informational packets for the meetings, setting up necessary web meetings/conference calls, provide logistics related to meeting space, and running elections.

#### *PAC Subcommittee*

This group meets every other month and is charged with providing guidance for the setup of features of the catalog, including its peripheral features. Some members attend in person and some through conference call/web meeting.

It is an advisory body to the ILS Committee. The subcommittee consists of a minimum of five volunteer representatives with no more than three from Madison Public Library. A variety of size libraries are represented. Decisions are made by consensus when possible, and, if not possible, by voting, with each member having one vote. Motions are passed by a simple majority. System staff do not vote.

System staff act as chair for this body, as well as scheduling the meetings, creating agendas, preparing notes, preparing informational packets for the meetings, setting up necessary web meetings/conference calls, provide logistics related to meeting space, and running elections.

## SHARE

SHARE has two advisory/decision-making bodies:

#### *Cataloging Committee*

This group meets monthly and is charged with organizing cataloging standards and practices across the consortium. All members attend in person.

It consists of volunteers from the member libraries and system staff as ex-officio members. Decisions are made by consensus when possible, and, if not possible, by voting. System staff do not vote. Motions are passed by a simple majority.

The body is chaired by one of the members. System staff does not provide other support for the committee.

#### *SHARE Directors Council*

The council meets quarterly and is charged with making decisions regarding the policies and direction of the ILS. All members attend in person.

It is a decision-making body, with one representative for each library. Decisions are made by consensus when possible, and, if not possible, by voting, with one vote per seat. System staff are not officially members of the body and do not vote.

System staff act as chair for this body, as well as scheduling the meetings, creating agendas, preparing notes, and preparing informational packets for the meetings.

#### *V-Cat*

V-Cat has two advisory/decision-making bodies:

##### *V-Cat Council*

The council meets every other month. Some members attend in person and some attend through conference call/web conferencing.

It is an advisory body, with one representative for each library and an additional representative for Marathon County and Antigo. Decisions are made by voting, with one vote per seat. System staff are not officially members of the body and do not vote.

The body is chaired by one of the members. System staff schedule meetings, create agendas, prepare notes, prepare informational packets for meetings, and set up web meetings/conference calls.

##### *WVLS/V-Cat Steering Committee*

The committee meets as needed. Members attend in person, though there is the option to attend through conference call/web conferencing for some meetings.

It is a decision-making body, with three representatives from the WVLS board and five representatives from V-Cat. Each county is represented by either a board trustee or V-Cat representative. Representatives are designated by the WVLS board. Decisions are made by consensus when possible, and, if not possible, by voting, with one vote per seat. System staff are not officially members of the body and do not vote.

The committee is chaired by one of WVLS board representatives. System staff create agendas (with direction from chair), prepare notes, prepare informational packets for meetings, set up web meetings/conference calls, and provide logistics related to meeting space.

#### *WALS*

WALS has two advisory/decision-making bodies:

##### *All-WALS Meeting*

This group meets 2-3 times per year and is intended for general, broad discussion of policy and procedure, information sharing, demonstration of new features, and review of features and procedures. All participants attend in person.

It is an advisory body. Any staff from member libraries may attend. Decisions are made by consensus, primarily. Because this group is advisory and was created as a means of disseminating information rather than gathering information, it is seldom that issues arise that require a decision. Written surveys or votes are used, but rarely, to gather more formal feedback. If a vote occurs, system staff do not vote.

System staff act as chair for this body, as well as scheduling the meetings, creating agendas, preparing notes, and preparing informational packets for the meetings.

#### *Winnefox Technology Executive Council (WTEC)*

This group is scheduled to meet monthly and is charged with advising the system on technology issues, including the ILS. Meetings are canceled when there is no business to discuss, so the group meets on average 6-8 times per year. All representatives attend in person, though there is the option of web meetings available.

It is an advisory body to system staff. The committee consists of ten voting members: the directors of the six largest libraries, three elected members representing the other 24 libraries, and the system director. Other system staff are non-voting members. Decisions are made by consensus when possible, and, if not possible, by voting, with one vote per seat.

System staff act as chair for this body, as well as scheduling the meetings, creating agendas, preparing notes, preparing informational packets for the meetings, and setting up web meetings/conference calls.

#### **WRLSWEB**

WRLSWEB has one advisory/decision-making body, called the *Network Advisory Committee (NAC)*. The committee meets every other month and is charged with making recommendations regarding the administration of WRLSWEB. Some members attend in person and some attend through conference call/web conferencing.

It is a decision-making body, with one representative for each library and an additional representative for the system. Decisions are made by consensus when possible, and, if not possible, by voting, with one vote per seat. The system representative does vote. Motions are passed by a simple majority.

System staff act as chair for this body, as well as scheduling the meetings, creating agendas, preparing notes, preparing informational packets for the meetings, providing logistics related to meeting space and setting up web meetings/conference calls.

## Part 1, Section 5: Budget

Part 1, Section 5 asked consortia to provide information about the ILS budget and to provide copies of their ILS budget and notes for 2013 and 2014.

Table 5.1 in “Supporting tables & documentation” at the end of this section summarizes general information from the budget documents for 2014, including total ILS budget, amount contributed by libraries, amount contributed by systems, and amount paid to the ILS vendor.

While reviewing this section, it is important to keep in mind that **there is no standardization among the systems in what expenses are included as part of the ILS budget**. Part 2 of the survey attempts to enumerate the expenses included in the ILS budget so that a more equal comparison can be made between the consortia.

At first glance, it may appear that some consortia have significantly higher ILS project costs than others. While this could be true, it is impossible to concretely know the total costs of the ILS projects as many of the costs are not included in the ILS budgets but are either absorbed into the public library system budgets or are passed along to members but not included as expenses.

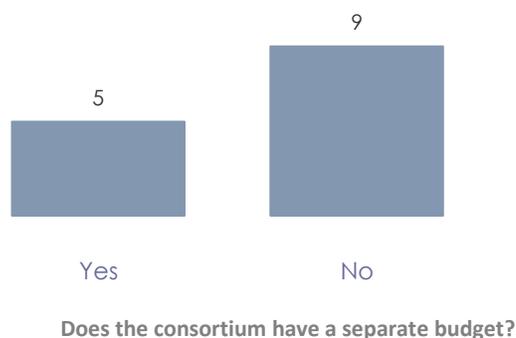
It is also difficult to know the total contribution of a public library system to the ILS project when costs are not included in the ILS budget. For example, some consortia do not include all of the cataloging personnel and other expenses in their ILS budget. Instead, these costs are included in the system budget and not shown as a system contribution to the ILS budget.

Significant work would need to be done to standardize how ILS project costs are budgeted and reported in order to make completely accurate comparisons.

### ILS budget separation

The consortia were asked if they have a budget that is separate from the budget of the public library system(s) that they are associated with.

In most cases (9), the consortium does not have a budget that is separate from the public library system budget:



However, all consortia that do not have a separate budget reported that income and expenses are clearly separated from the rest of the system budget.

See Table 5.2 in “Supporting tables & documentation” at the end of the section for specific responses.

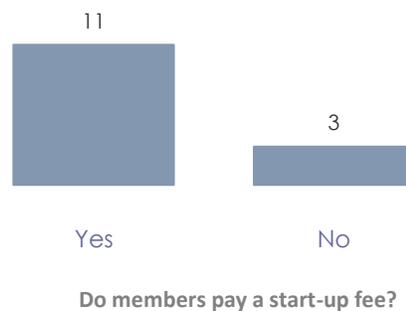
## Member contribution & start-up fees

The survey asked if members pay an annual fee to cover some of the costs of the ILS project. In all consortia except one (LARS), members pay at least some of the costs of the ILS project. The amounts paid in 2014 are detailed in Table 5.1 in “Supporting tables & documentation” at the end of the section.

The formulas used to determine member contributions are unique to each consortium. There are some elements that are frequently used in the formula (circulation, items owned, etc.) but there is no consistency in how these elements are used to determine amount of contribution.

At the end of the “Supporting tables & documentation” section, the formulas for some of the consortia are detailed step-by-step to explain how the consortium determines the amount individual libraries will pay. Due to the complexities and the lack of information reported, not all of the consortium’s formulas are included in this documentation.

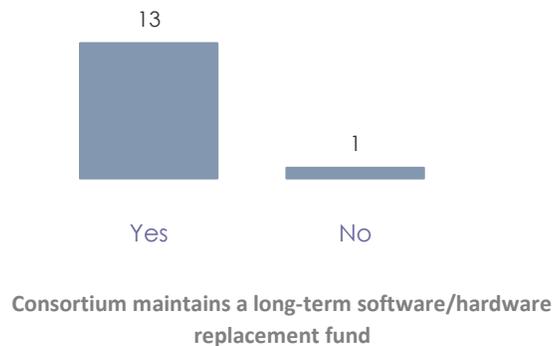
The survey also asked if members pay start-up fees when they choose to join the consortium. In most cases (11), members are charged a start-up fee when they join the consortium:



See Table 5.3 in “Supporting tables & documentation” at the end of the section for specific responses.

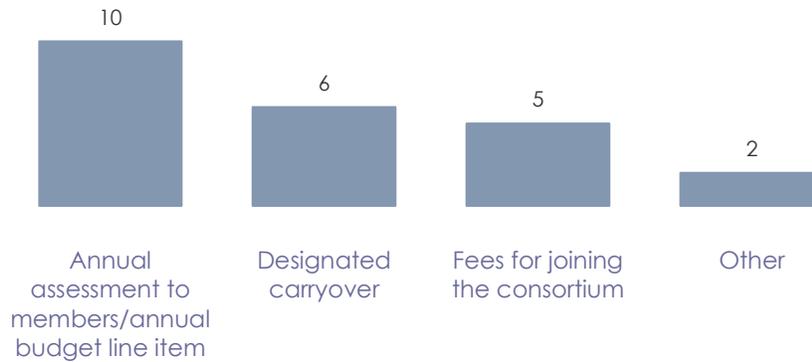
## Long-term replacement funds

The survey asked if the consortium maintains a long-term replacement fund and how money is added to the fund. The majority of consortia (13) maintain some kind of long-term replacement funds:



See Table 5.4 in “Supporting tables & documentation” at the end of the section for specific responses.

The survey also asked how money is added to these long-term replacement funds. In most of the consortia with long-term contingency funds (10), funds are added by an annual assessment to members or an annual budget line item that is paid by the public library system. Assessments may occur annually or only when needed. Many consortia have money added from multiple sources:

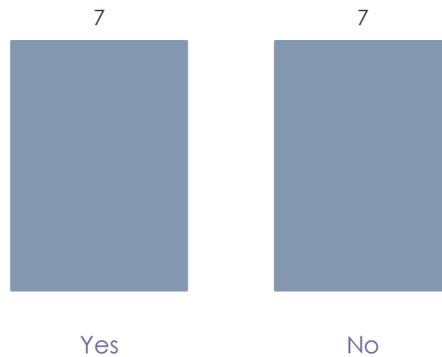


How money is added to the long-term replacement fund

See Table 5.5 in “Supporting tables & documentation” at the end of the section for specific responses.

### Short-term contingency fund

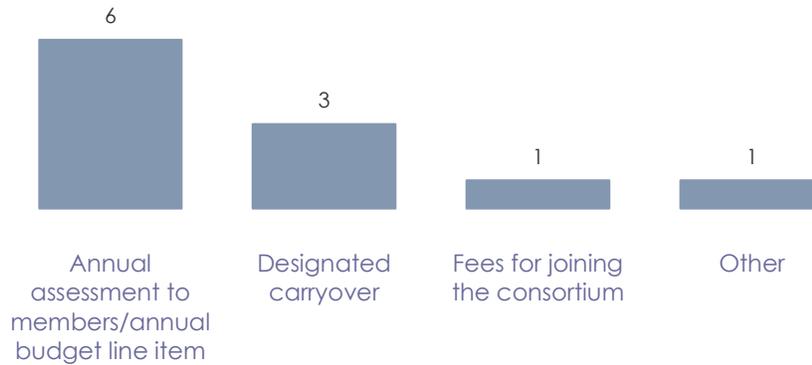
The survey asked if the consortium maintains a short-term contingency fund and how money is added to the fund. Half of the consortia maintain a short-term contingency fund and half do not:



Consortium maintains a short-term contingency fund

See Table 5.6 in “Supporting tables & documentation” at the end of the section for specific responses.

The survey also asked how money is added to these short-term contingency funds. In all of the consortia that maintain a short-term contingency fund (7), funds are added by an annual assessment to members. Designated carryover is also frequently used to add money to the short-term contingency fund:



How money is added to the short-term contingency fund

No consortia reported a cap for contingency funds.

See Table 5.7 in “Supporting tables & documentation” at the end of the section for specific responses.

## Supporting tables & documentation

Table 5.1: Summary of 2014 budget, including member contributions

	2014 ILS budget TOTAL	2014 contributed by system	2014 contributed from consortium reserves	2014 contributed by members	2014 amount paid to ILS vendor	Items included in the ILS budget that are NOT accounted for in Part 2 of survey
<b>Café</b>	\$403,609	\$1,420	\$0	\$402,189	\$81,500	Novelist (\$8,100)
<b>EasiCat</b>	\$166,410	\$51,619	\$0	\$114,791	\$53,383	Systemwide databases (\$7,500)
<b>LARS</b>	\$45,498	\$45,498	\$0	\$0	\$45,498	
<b>LINKcat</b>	\$1,115,889	\$0	\$0	\$1,115,890	\$75,000	
<b>MCFLS</b>	\$1,815,245	\$1,254,856	\$0	\$560,389	\$225,780	Telecommunications (\$46,000), Delivery (\$286,000), Internet (\$17,800), E-Rate (\$2,142), Technology grant (\$36,500)
<b>Merlin</b>	\$160,098	\$19,014	\$0	\$141,084	*	
<b>MORE</b>	\$700,091	\$78,558	\$0	\$621,533	\$101,205	Content: WPLC, Freegal, Freeding, and shared DVDs (\$190,082)
<b>NetSouthwest</b>	\$131,135	\$0	\$0	\$131,135	\$36,000	
<b>OWLSnet</b>	\$988,670	\$441,707	\$0	\$541,449	\$132,000	Telecommunications (\$100,000); Online databases (\$19,500); Internet Access (\$22,900); Digitization (\$3,500)
<b>RockCat</b>	\$181,092	\$0	\$0	\$181,092	*	Content: WPLC (\$26,438)
<b>SHARE</b>	\$253,751	\$0	\$0	\$253,751	\$194,751	
<b>V-Cat</b>	\$297,792	\$133,142	\$0	\$164,650	*	
<b>WALS</b>	\$741,871	\$125,800	\$14,000	\$602,071	\$72,011	Firewall maintenance, Telecommunications equipment maintenance, FoxNet, WiscNet, and Telecommunications: Cable (\$49,700)
<b>WRLSWEB</b>	\$241,118	\$864	\$0	\$240,254	\$50,467	Anti-virus software (\$2065)
<b>TOTAL</b>	<b>\$7,242,269</b>	<b>\$2,152,478</b>	<b>\$14,000</b>	<b>\$5,070,278</b>	<b>\$1,230,989</b>	

\*Amounts not available due to contract restrictions with vendors

Table 5.2: Does the ILS consortium have a separate budget?

<b>Café</b>	Yes
<b>EasiCat</b>	No
<b>LARS</b>	No
<b>LINKcat</b>	No
<b>MCFLS</b>	No
<b>Merlin</b>	No
<b>MORE</b>	Yes
<b>NetSouthwest</b>	No
<b>OWLSnet</b>	Yes
<b>RockCat</b>	No
<b>SHARE</b>	No
<b>V-Cat</b>	No
<b>WALS</b>	Yes
<b>WRLSWEB</b>	Yes

Table 5.3: Are start-up fees charged to libraries joining the ILS?

<b>Café</b>	Yes
<b>EasiCat</b>	Yes
<b>LARS</b>	Yes
<b>LINKcat</b>	Yes
<b>MCFLS</b>	No
<b>Merlin</b>	Yes
<b>MORE</b>	Yes
<b>NetSouthwest</b>	No
<b>OWLSnet</b>	Yes
<b>RockCat</b>	Yes
<b>SHARE</b>	No
<b>V-Cat</b>	Yes
<b>WALS</b>	Yes
<b>WRLSWEB</b>	Yes

Table 5.4: Consortium maintains long-term software/hardware replacement fund

<b>Café</b>	Yes
<b>EasiCat</b>	Yes
<b>LARS</b>	Yes
<b>LINKcat</b>	Yes
<b>MCFLS</b>	No
<b>Merlin</b>	Yes
<b>MORE</b>	Yes
<b>NetSouthwest</b>	Yes
<b>OWLSnet</b>	Yes
<b>RockCat</b>	Yes
<b>SHARE</b>	Yes
<b>V-Cat</b>	Yes
<b>WALS</b>	Yes
<b>WRLSWEB</b>	Yes

Table 5.5: How money is added to the long-term fund

	Annual assessment to members/annual budget line item	Fees for joining the consortium	Designated carryover	Other
<b>Café</b>	X			
<b>EasiCat</b>	X			
<b>LARS</b>				Library system maintains reserve; libraries contribute by choice
<b>LINKcat</b>		X		
<b>MCFLS</b>	N/A			
<b>Merlin</b>	X	X		Accrued interest
<b>MORE</b>	X	X	X	
<b>NetSouthwest</b>	X			
<b>OWLSnet</b>			X	
<b>RockCat</b>	X			
<b>SHARE</b>	X		X	
<b>V-Cat</b>	X	X	X	
<b>WALS</b>	X		X	
<b>WRLSWEB</b>	X	X	X	

Table 5.6: Consortium maintains short-term contingency fund

<b>Café</b>	Yes
<b>EasiCat</b>	No
<b>LARS</b>	No
<b>LINKcat</b>	Yes
<b>MCFLS</b>	No
<b>Merlin</b>	No
<b>MORE</b>	Yes
<b>NetSouthwest</b>	No
<b>OWLSnet</b>	Yes
<b>RockCat</b>	Yes
<b>SHARE</b>	Yes
<b>V-Cat</b>	Yes
<b>WALS</b>	No
<b>WRLSWEB</b>	No

Table 5.7: How money is added to the short-term fund

	Annual assessment to members/annual budget line item	Fees for joining the consortium	Designated carryover	Other
<b>Café</b>	X			
<b>EasiCat</b>	N/A			
<b>LARS</b>				Library system maintains reserve; libraries contribute by choice
<b>LINKcat</b>	X			
<b>MCFLS</b>	N/A			
<b>Merlin</b>	N/A			
<b>MORE</b>	X			
<b>NetSouthwest</b>	N/A			
<b>OWLSnet</b>			X	
<b>RockCat</b>	X			
<b>SHARE</b>	X			
<b>V-Cat</b>	X	X	X	
<b>WALS</b>	N/A			
<b>WRLSWEB</b>	N/A			

## Step-by-step processes to determine member contributions

### From a sampling of consortia

#### Café

Data needed:

- Total amount all libraries will share for base ILS expenses.
- Amount for each "add on" module/service
- Libraries using each "add on" module/service
- Number of staff licenses per library

Steps:

1. Add up staff licenses per library to get a total number of staff licenses.
2. For each library, divide the number of staff licenses by the total number of staff licenses in Step 1 to determine the library's percentage of total licenses.
3. For each library, multiply the percentage calculated in Step 2 by the total amount all libraries will share for the base ILS expenses.
4. For each library participating in an "add on" service, multiply the percentage calculated in Step 2 by the amount for the "add on". Repeat for all services.
5. For each library, add the amount for the base ILS expenses to the total add on amount to determine each library's total contribution for the ILS.

#### LINKcat

Data needed:

- Total amount libraries will pay for ILS budget
- Circulation for each library
- Number of items held by each library
- Number of materials added in the year
- Number of branches

Steps:

1. Determine 40% of the total amount library will pay.
2. Add circulation for all of the libraries in the consortium to get total circulation.
3. For each library, divide library circulation by the number in Step 2 (total circulation) to determine library % of circulation.
4. For each library, multiply the percentage from Step 3 by the amount from Step 1. This is the amount libraries pay based on circulation.
5. Determine 20% of the total amount library will pay.
6. Add number of items held for all of the libraries in the consortium to get total number of items held.
7. For each library, divide number of items held by the number in Step 6 (total number of items held) to determine library % of items held.
8. For each library, multiply the percentage from Step 7 by the amount from Step 5. This is the amount libraries pay based on number of items held.
9. Determine 35% of the total amount library will pay.

## LINKcat (continued)

10. Add number of materials added for all of the libraries in the consortium to get total number of materials added.
11. For each library, divide number of materials added by the number in Step 10 (total number of materials added) to determine library % of materials added.
12. For each library, multiply the percentage from Step 11 by the amount from Step 9. This is the amount libraries pay based on number of materials added.
13. Determine 5% of the total amount library will pay.
14. Add number of branches for all of the libraries in the consortium to get total number of branches.
15. For each library, divide number of branches by the number in Step 14 (total number of branches) to determine library % of materials added.
16. For each library, multiply the percentage from Step 15 by the amount from Step 13. This is the amount libraries pay based on number of branches.
17. Add the amounts found in Steps 4,8,12, and 16 to determine each library's total contribution for the ILS.

## MERLIN

Data needed:

- Total amount public library members will pay
- Number of items held by each library
- Circulation for each library
- Number of net borrows (or net lends as a negative number of net borrows) for each library
- Total number of lends/borrows
- Base amount to be paid by each library

Steps:

1. Add up the total of the base amounts to be paid by each library
2. Subtract the total base amounts (Step 1) from the total amount the libraries will pay.
3. Add all of the number of items held by each library.
4. For each library, divide the number of items held by that library by the total from Step 3 to determine the library's percentage of total volumes.
5. Determine 50% of the remaining amount libraries will pay (Step 2)
6. For each library, multiply the percentage from Step 4 by the amount from Step 5. This is the amount libraries pay based on number of items.
7. Add all of the circulation for all of the libraries.
8. For each library, divide the circulation number for that library by the total number from Step 7 to determine the library's percentage of circulation.
9. For each library, multiply the percentage from Step 8 by the amount from Step 5 (for the other 50% of the remaining amount). This is the amount libraries pay based on circulation.
10. Add the numbers from Step 6 and Step 9 to the library's base amount to get the total.
11. Determine 3% of the total amount public library members will pay.
12. For each library, divide the number of net lends by the total of lends/borrows.
13. Multiply this number by the 3% of the total amount public library members will pay (Step 11). This is the net lender credit or charge.

## MERLIN(continued)

14. For each library, add or subtract the net lender charge or credit to the total from Step 10 to determine the total contribution for database maintenance.

## MORE

Data needed:

- Total amount for ILS project
- Initial overall system subsidy amount
- Per library subsidy amount
- Number of items held by each library
- Circulation for each library

Steps:

1. Deduct the initial overall system subsidy amount from the total amount for the ILS project to get the initial amount billable to libraries.
2. Add all of the number of volumes held by each library.
3. Add all of the circulation for all of the libraries.
4. For each library, add the number of items held to the amount of circulation.
5. Add the totals from the number of items (Step 2) and the amount of circulation (Step 3).
6. For each library, divide the total from Step 5 by the total amount of circulation and items from Step 4 to determine the library's percentage of circulation + items.
7. For each library, multiply the library's percentage of circulation + items from Step 6 by the initial amount billable to libraries (Step 1). This will give you the initial billable amount for each library.
8. Subtract the per library subsidy amount from the initial billable amount for each library to get the final cost to the library.

## RockCat

Data needed:

- Number of borrowers for each library (from annual report)
- Circulation for each library
- Total amount libraries will pay

Steps:

1. Add the number of borrowers for all of the libraries in the consortium to get total number of borrowers.
2. For each library, divide number of borrowers for the library by total number of borrowers found in Step 1 to determine library percentage of borrowers.
3. Add circulation for all of the libraries in the consortium to get total circulation.
4. For each library, divide library circulation by the number in Step 3 (total circulation) to determine library % of circulation.
5. For each library, average the numbers in Step 2 and Step 4 (% of borrowers and % of circulation)

## RockCat (continued)

6. For each library, multiple the average from Step 5 by the total amount to be shared by the libraries to determine each library's total contribution for the ILS.

## WALS

### Data needed:

- Number of patron records for each library
- Number of item records for each library
- Circulation for each library
- Pre-determined base amount that is the minimum libraries will pay.
- Total amount libraries will pay

### Steps:

1. For each library, add number of patron records and number of item records to determine *file size*
2. Add file size for all of the libraries in the consortium to get total file size.
3. For each library, divide number in Step 1 by number in Step 2 to determine library % of file size.
4. Add circulation for all of the libraries in the consortium to get total circulation.
5. For each library, divide library circulation by the number in Step 4 (total circulation) to determine library % of circulation.
6. For each library, average the numbers in Step 3 and Step 5 (% of file size and % of circulation)
7. For each library, multiple the average from Step 6 by the total amount to be shared by the libraries.
8. If the number for any library is smaller than the base amount, replace with the base amount.
9. Deduct the total amount paid by libraries at the base amount from the total to be paid by the libraries.
10. For each library that is above the base amount, multiple the average from Step 6 by the amount calculated in Step 9 (total amount left to be paid) to get a new fee for libraries above base.
11. Add all of the numbers in Step 10.
12. For each library that is above the base amount, divide the new fee calculated in Step 10 by the total of the new calculations in Step 11 to get a new percentage.
13. Subtract the total from Step 11 from the total amount to be shared by those above base.
14. For each library that is above the base amount, multiple the amount left to be shared (calculated in Step 13) by the new percentage calculated in Step 12.
15. For each library that is above the base amount, add the amount calculated in Step 14 to the amount calculated in Step 10.
16. If any library is below the base amount at this step, replace their number with the base amount.

## WRLSWEB

Data needed:

- Total amount libraries will pay
- Number of items held by each library
- Circulation for each library

Steps:

1. Determine 10% of the total amount libraries will pay. This is the capital fee (we'll use that later).
2. Subtract the capital fee calculated in Step 1 from the total amount libraries will pay.
3. Determine 10% of the amount calculated in Step 2.
4. Divide this amount by the number of libraries participating. This is the base fee that will be paid by each library.
5. Add all of the number of volumes held by each library.
6. For each library, divide the number of volumes held by that library by the total from Step 5 to determine the library's percentage of total volumes.
7. Determine 30% of the amount calculated in Step 2.
8. For each library, multiply the percentage from Step 6 by the amount from Step 7.
9. Add all of the circulation for all of the libraries.
10. For each library, divide the circulation number for that library by the total number from Step 9 to determine the library's percentage of circulation.
11. Determine 60% of the amount calculated in Step 2.
12. For each library, multiply the percentage from Step 10 by the amount from Step 11.
13. Add the numbers from Step 4, Step 8, and Step 12 to get the total contribution to the operating fees.
14. For each library, divide the total contribution from Step 13 by 10 to determine the capital fee contribution for the library.
15. Add the number from Step 14 to the number from Step 13 to determine the total contribution for the library.

## VCAT

Data needed:

- Total amount for ILS project
- Number of items held by each library (including system)
- Circulation for each library (including system)

Steps:

1. Add all of the number of volumes held by each library.
2. For each library, divide the number of volumes held by that library by the total from Step 1 to determine the library's percentage of total volumes.
3. Add all of the circulation for all of the libraries.
4. For each library, divide the circulation number for that library by the total number from Step 3 to determine the library's percentage of circulation.
5. For each library, average the numbers in Step 2 and Step 4 (% of holdings and % of circulation)
6. For each library, multiply the average percentage found in Step 5 by the total amount for the ILS project to determine the total contribution for the library.

## Part 2: Expenses & Services

Part 2 asked consortia about expenses for their ILS, with a focus on the services provided.

There were multiple sections of part 2, with each section focused on a different service area. For ease of interpretation and review, these sections will all be considered as one in this report.

To provide both an overall view and a closer look at each individual consortium, this part of the report includes three elements:

1. This introductory text and general observations (see below).
2. A set of charts to provide a statewide picture of services and other expenses.
3. A detailed listing of services/expenses for each consortia.

### Some general observations

Based on the data provided by the consortia, there are a few general observations that I would offer:

1. **There is little consistency in services provided statewide.**

Beyond the base modules of the integrated library systems themselves, there is little consistency in the ILS package provided by the consortia. Of the multitude of services that the survey asked about, only 18 were provided by all consortia:

- Answering ILS functionality questions during normal system business hours
- Answering ILS-related technical support question during normal system business hours
- Batch processing to mass delete or update records
- Cleaning up bibliographic records (error correction on individual records, batch record changes)
- Implementing upgrades
- Investigating enhancements and modules for the ILS
- Invoicing libraries for their portion of the ILS budget
- Maintaining email lists to facilitate communication among members
- Maintaining information for the public about the ILS consortium on the website
- Paying bills for the ILS consortium
- Producing necessary statistics and data for library annual report
- Providing a reports generating module
- Providing custom reports upon request
- Providing in-person training for staff
- Providing information on unexpected outages to libraries
- Providing planning, testing, and deployment for ILS-related technology services
- Providing printed documentation/help sheets for staff
- Troubleshooting post-implementation issues from upgrades

2. **Consortia often provide services that are not accounted for in the ILS budgets.**

It is difficult to know how much is truly being spent on services related to the ILS, as most consortia do not include at least some expenses in their ILS budgets.

**3. There is a significant difference in the staffing levels among the consortia.**

As illustrated by the charts on page 79, the number of full time equivalents (FTE) providing services differs greatly, with a range of 1 to 12 FTE.

### A statewide view

In this section of the report, the data from Part 2 is presented in charts that aggregate and standardize the responses of all consortia. In most charts, two elements are presented:

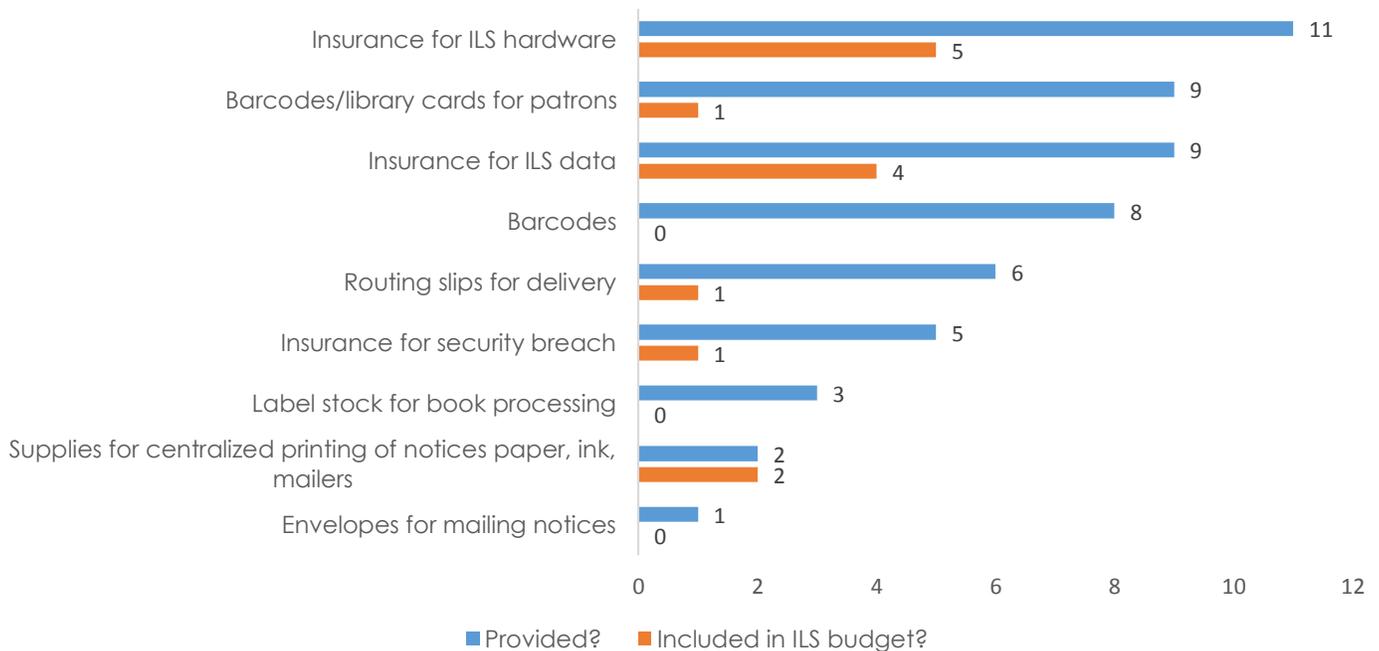
- The number of consortia that are providing a service
- The number of consortia that are including the expenses for that service in their ILS budget.

If a service is not included in the ILS budget, it may be included in the budget of the associated public library system or it may be a service that the member libraries fund themselves and is not included in the system or ILS budget. Determining how funding is provided when it is not included in the ILS budget is outside the scope of this report.

In each chart, the items included are sorted first by number of consortia providing the service and then alphabetically.

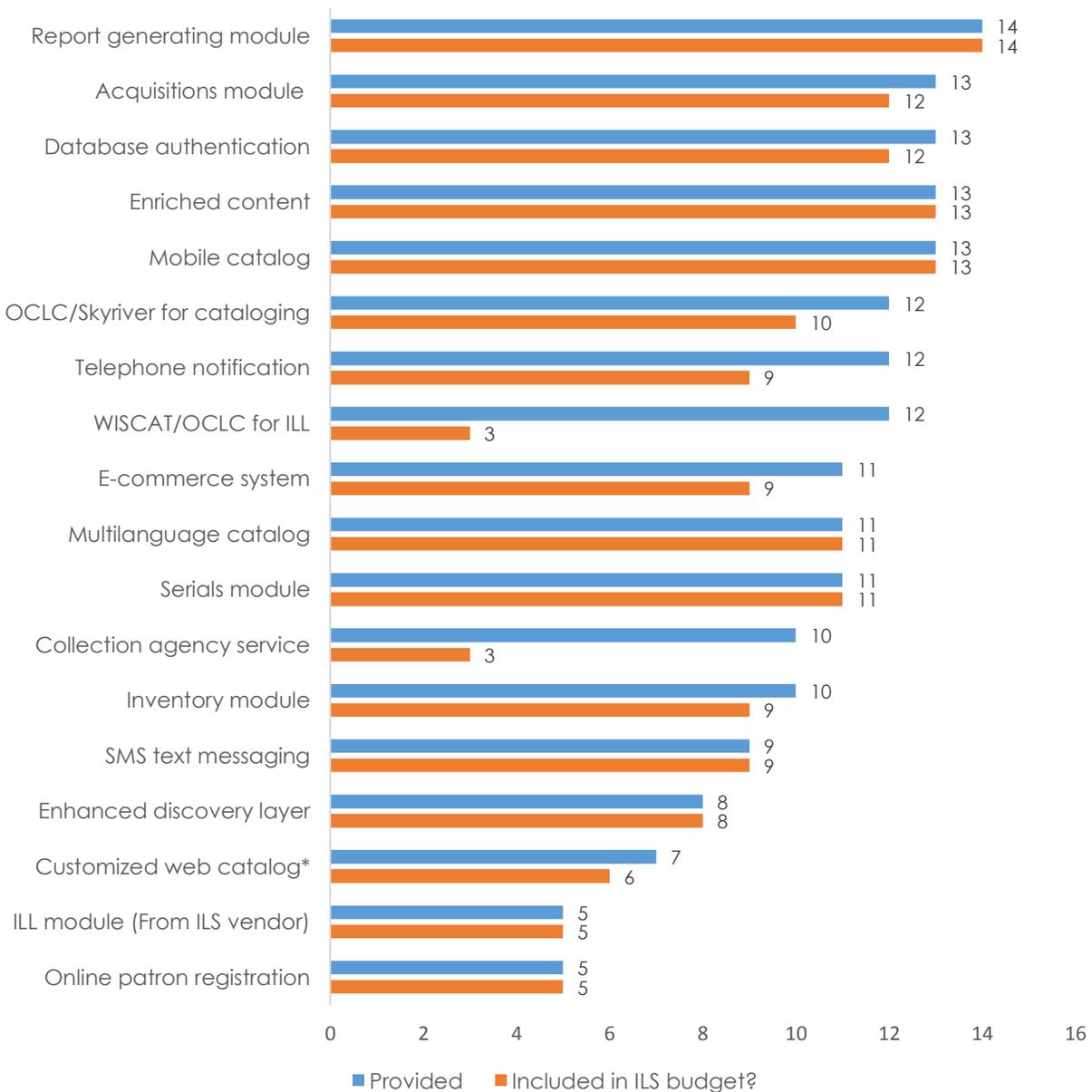
### Supplies and Equipment

The chart below shows services and expenses related to supplies and equipment. For each item, the top line shows the number of consortia that provide the service; the bottom line shows if that service is included in the ILS budget. For specific information about what services are provided by each consortium, see the detailed listings at the end of the section.



## Catalog enhancements & other add-ons

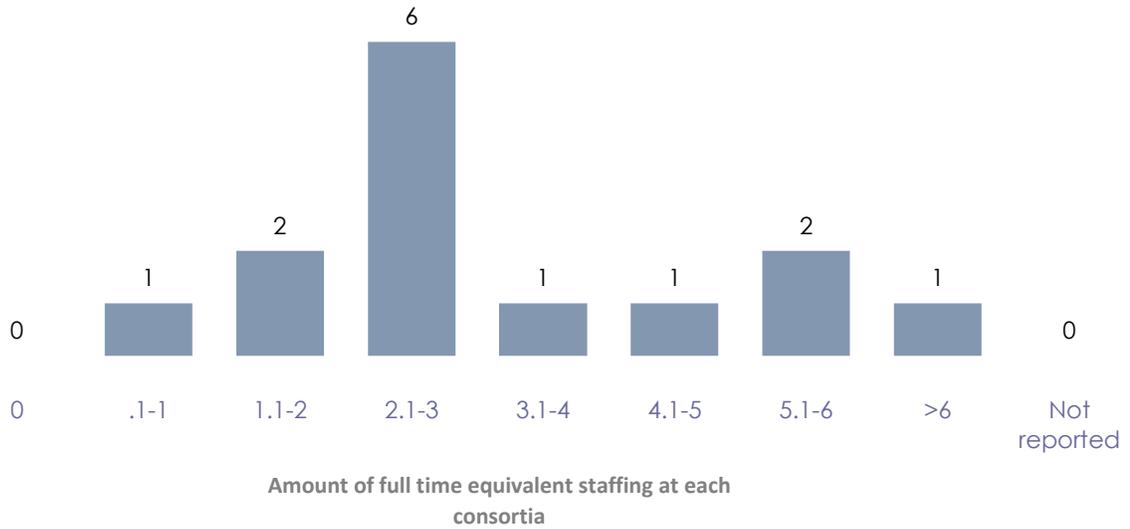
This portion of the survey asked about modules and other add-ons to the ILS system. The chart below includes general information about add-on modules. For each item, the top line shows the number of consortia that provide the service; the bottom line shows if that service is included in the ILS budget. For specific information about what services are provided by each consortium and the percentages of libraries using these add-ons, see the detailed listings at the end of the section.



\*Customizations provided by ILS consortium/system staff in 4 cases; by library staff in 2.

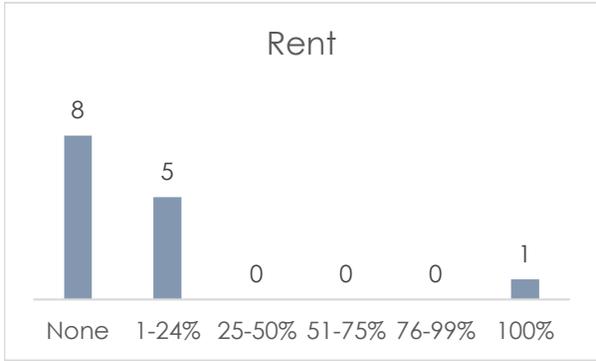
## Staffing

The survey asked about staffing for the ILS consortia. The number of full time equivalents (FTE) providing services for the consortia range from 1 to 12, with six consortia having between 2.1 and 3 FTE:

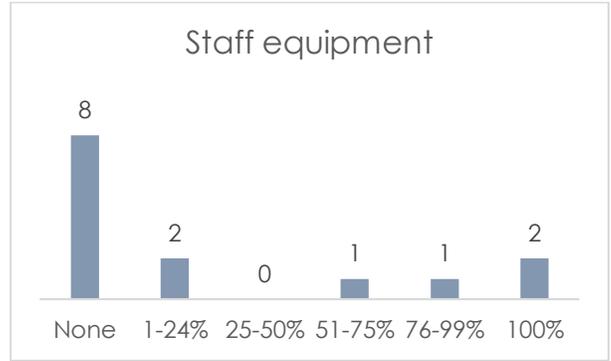


As with other services, not all of the staff costs for the ILS consortia are included in the ILS budget. Four of the 14 consortia include salaries and benefits for all staff providing services to the consortia in their budget. For details about how much salary and benefit cost is included in the ILS budget for each consortium, see the detailed listings at the end of this section.

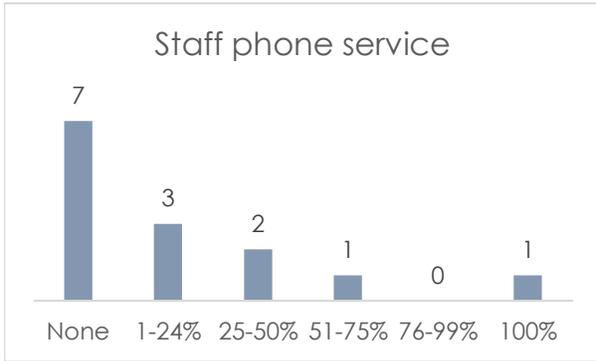
Consortia also vary in what expenses associated with staff (rent, telephone, etc.) they choose to include in their ILS budgets. The five charts on the following page show the percentages included for rent, staff equipment, staff phone service, staff furniture, and staff training/travel.



Most consortia do not include any expenses for rent in their ILS budget (8). Only one includes all ILS-associated rent.



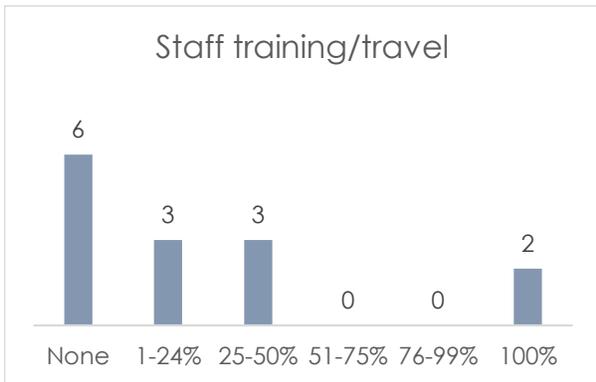
Most consortia do not include any expenses for staff equipment in their ILS budget (8). Only two include all expenses for staff equipment.



Half of the consortia do not include any portion of staff phone service in their budget. Only one includes all ILS staff phone service.



Nine of the consortia do not include any portion of staff furniture in their budget, while two include all of these expenses.



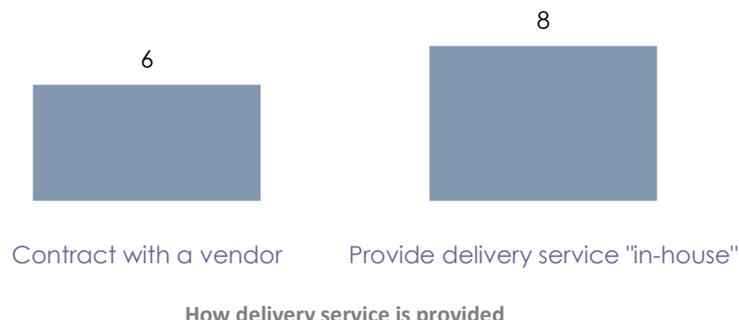
Most of the consortia include some portion of staff training/travel in their budget, while two include all of these expenses.

## Resource Sharing/Delivery

The next part of the survey asked questions about delivery and resource sharing.

Only two consortia, MCFLS and V-Cat, include any portion of the delivery service in the ILS budget. V-Cat includes less than 100%; MCFLS includes the entire delivery service in the ILS budget.

The survey asked if the consortia contracts with a vendor to provide the delivery service for the consortium. The chart below shows the results. There is almost an equal split between those consortia providing delivery service themselves (8) and those contracting with a vendor (6):



For those consortia using a vendor, there is a split between four different vendors, with Action Logistics and Waltco each providing service to three consortia:



Due to inconsistency in data collected and limited scope and time of this project, it was not possible to thoroughly analyze delivery services provided. Information provided from the consortia will be included with the report to DPI so further data collection and analysis can be done at a later date, if it is determined to be desirable to do so.

The number of days of service provided to members of the consortia are included in each consortium's detailed listing at the end of this section.

In addition to delivery services, the survey asked some questions about resource sharing.

In some consortia, not all public libraries in the system area participate in the shared ILS (see the Introduction for more information). In those consortia, sharing of resources between public libraries requires different procedures than patrons placing holds themselves in the catalog.

When a library that does not participate in the ILS would like to request materials from a participating library, there are two methodologies used: WISCAT (the statewide ILL platform provided by the Department of Public Instruction) and an ILS card (a non-participating library places holds on behalf of patrons using a single card). There is almost an even split in how many consortia use each of these techniques, with WISCAT being used in six consortia and the ILS card being used in four:



How libraries not participating in the ILS request materials from participating libraries

Just as libraries that are not participating in the ILS need a different method to request materials from those that participate, the libraries that participate need a way to request materials from those that do not participate. The methodology used is almost exactly the same as shown above, with the exception of one consortia that uses OCLC instead of an ILS card.



How libraries participating in the ILS request materials from libraries that do not participate

The survey also asked about compensation for libraries that loan more materials than they borrow within the consortium ("net lender payments"). Only three consortia provide any type of compensation for net lenders. Of the three, two provide monetary compensation and one adjusts the formula for payments slightly based on net lending.

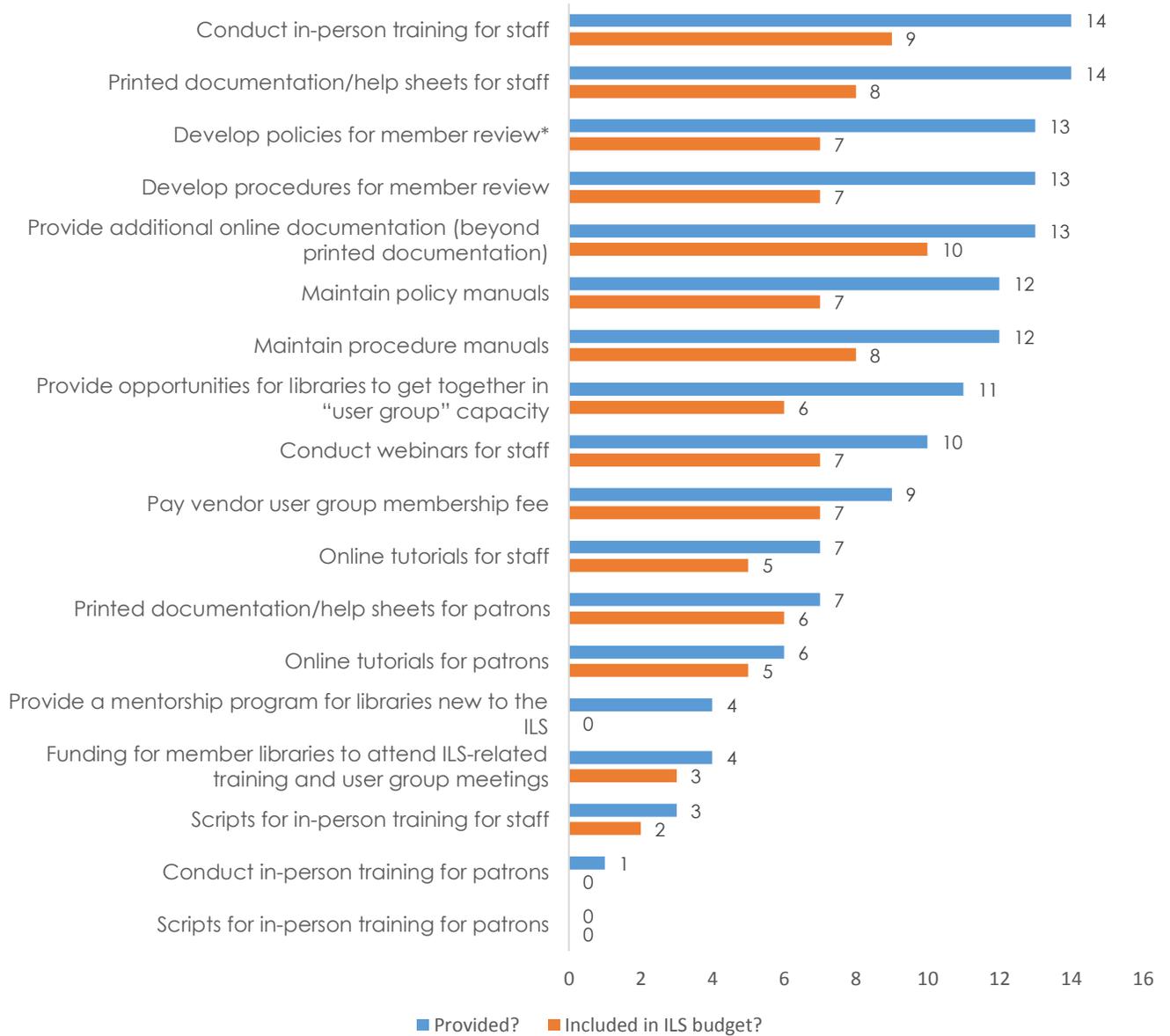


Are net lenders compensated?

For specific information about resource sharing in each consortium, see the detailed listings at the end of the section.

## Training and documentation

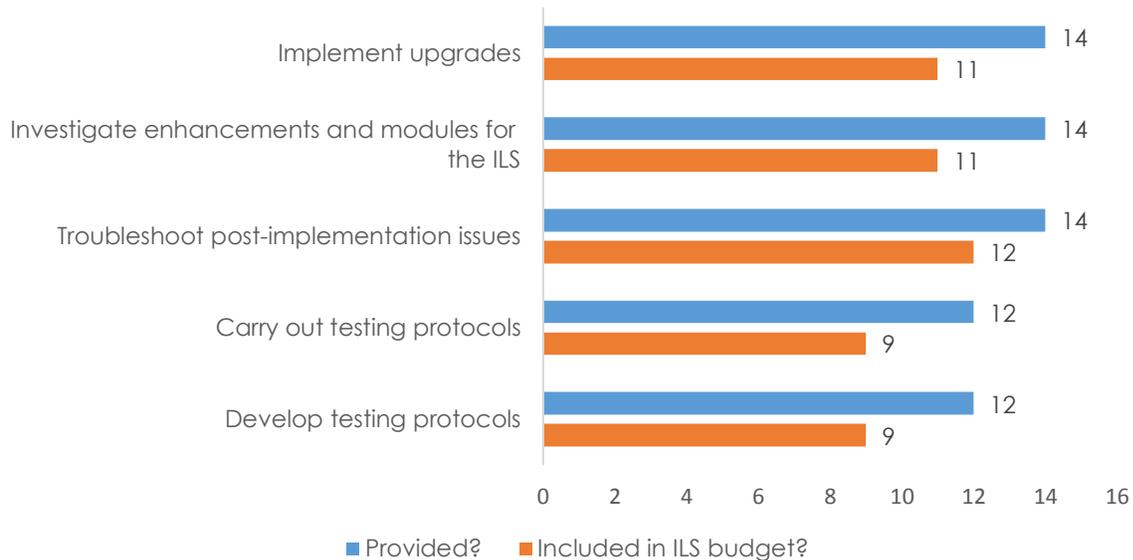
The chart below shows the services provided related to training and documentation. For each item, the top line shows the number of consortia that provide the service; the bottom line shows if that service is included in the ILS budget. For specific information about what services are provided by each consortium, see the detailed listings at the end of the section.



\*One consortium did not respond if this item was included in the ILS budget

## Upgrades and enhancements

The chart below shows the services provided related to upgrades and enhancements. For each item, the top line shows the number of consortia that provide the service; the bottom line shows if that service is included in the ILS budget. For specific information about what services are provided by each consortium, see the detailed listings at the end of the section.

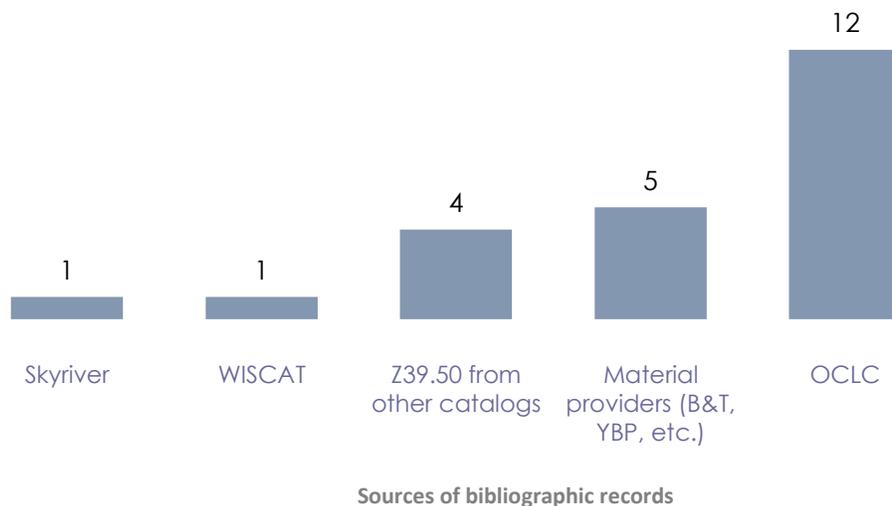


## Bibliographic & patron database services

The survey asked the consortia to provide information about the bibliographic and patron database services provided.

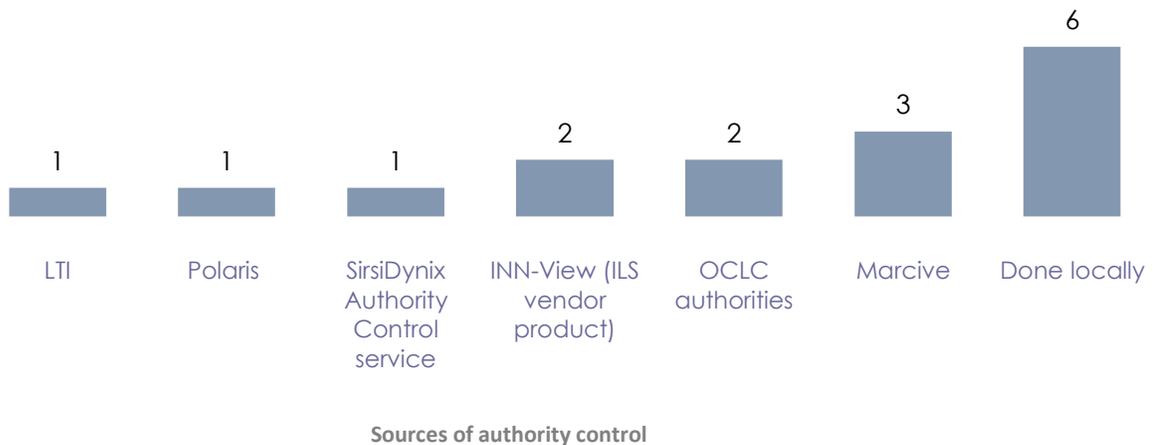
Some specific questions were asked about services used for cataloging and authority work.

The chart below shows how the consortia are acquiring bibliographic records to use in their ILS. Most consortia are using OCLC; some consortia are using vendor records and other sources in addition to OCLC. Only one consortium does not use either OCLC or Skyriver.



The chart below shows responses to the question, “What are your sources for authority control?” Two consortia do not provide authority control for their bibliographic database. Of the remaining 12, four do not use a commercial product and do the authority control work locally. Two consortia reported using a commercial service and doing work locally.

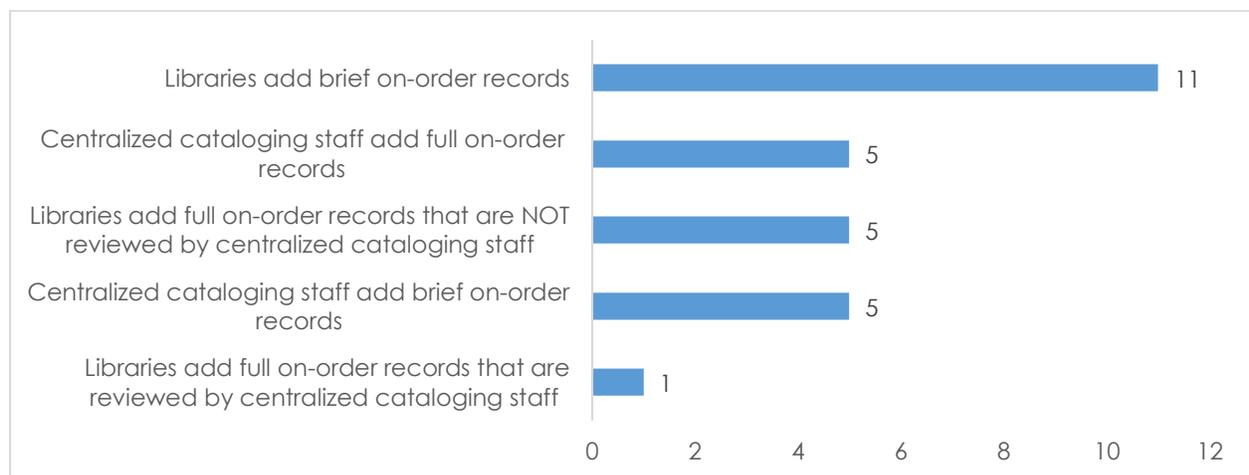
For specific information about sources of authority control for each consortium, see the detailed listings at the end of the section.



To gain a better understanding of the cataloging work that the consortia are providing, each consortium was asked to describe their practices around on-order records, adding holdings to existing records, and copy/original cataloging after items are received.

### On-order records

The chart below illustrates how the consortia are handling on-order records. In most consortia, the individual libraries add brief on-order records (minimal title information) that will be replaced once items are received. Fewer consortia have full on-order records added prior to receiving an item. Two consortia did not respond to this question.

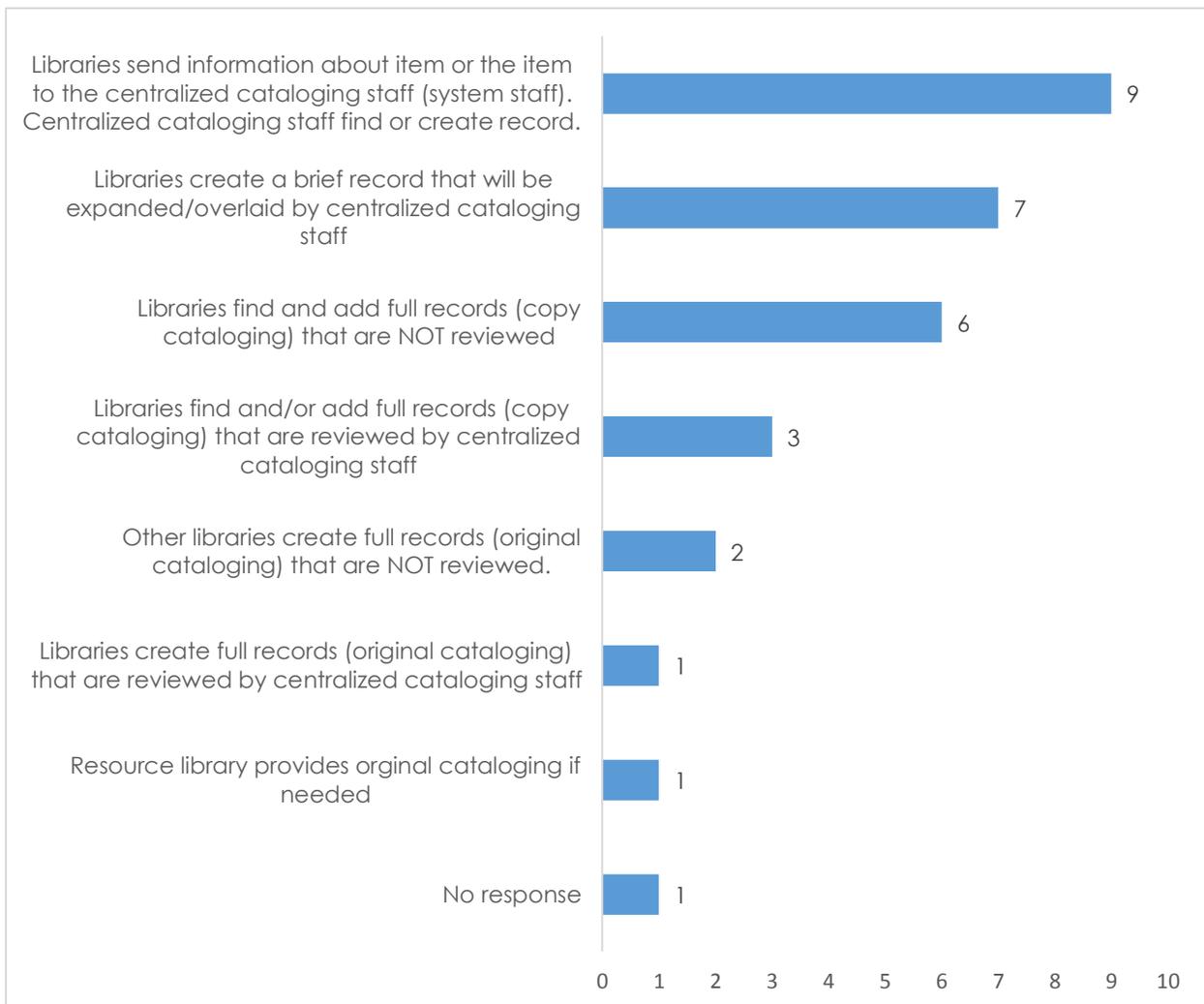


### Adding holdings to existing records

In all consortia that responded, member libraries add their holdings to existing records. No consortia provides this service centrally.

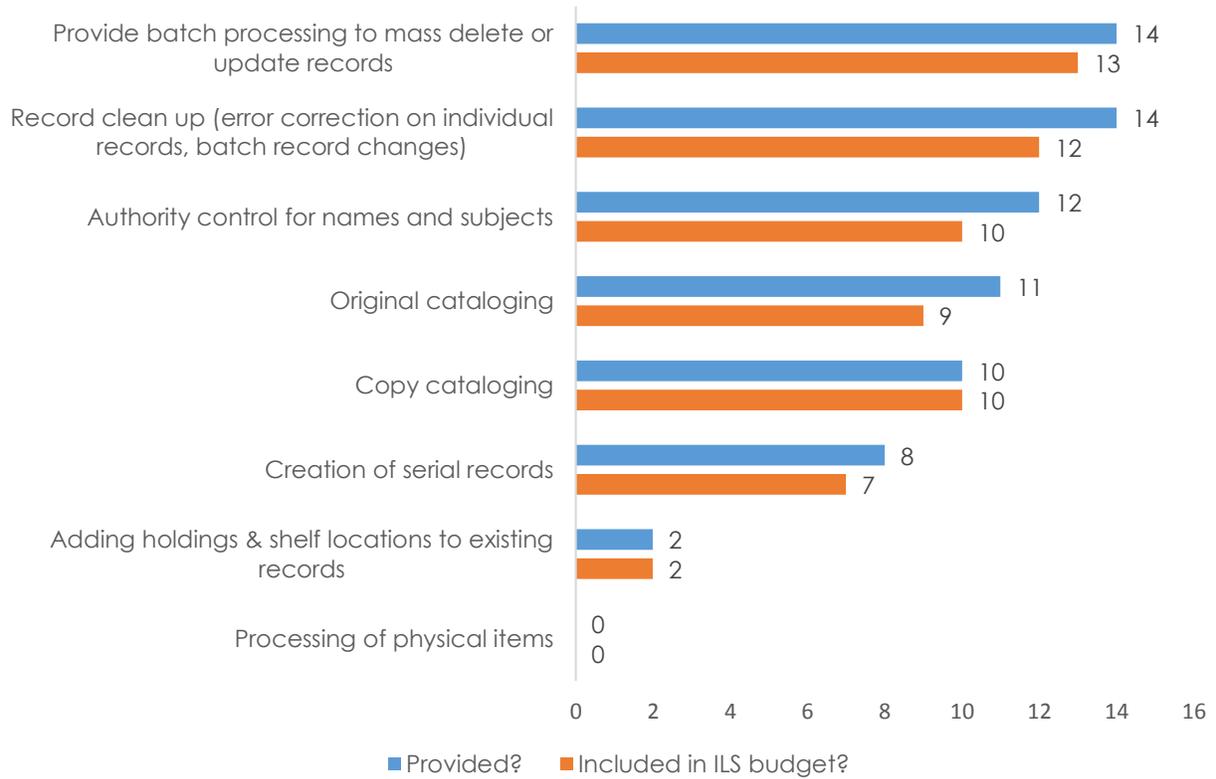
### Copy/original cataloging after an item is received

How an item is cataloged after it is received varies widely among the consortia. In nine consortia, libraries send information about the item or the item itself to centralized cataloging staff who then create or find a full record. However, in most of these cases, this methodology is only used if library staff cannot find a record themselves or cannot add a brief record. In most consortia, centralized cataloging staff is reviewing the work of the individual libraries, though this is not always the case.



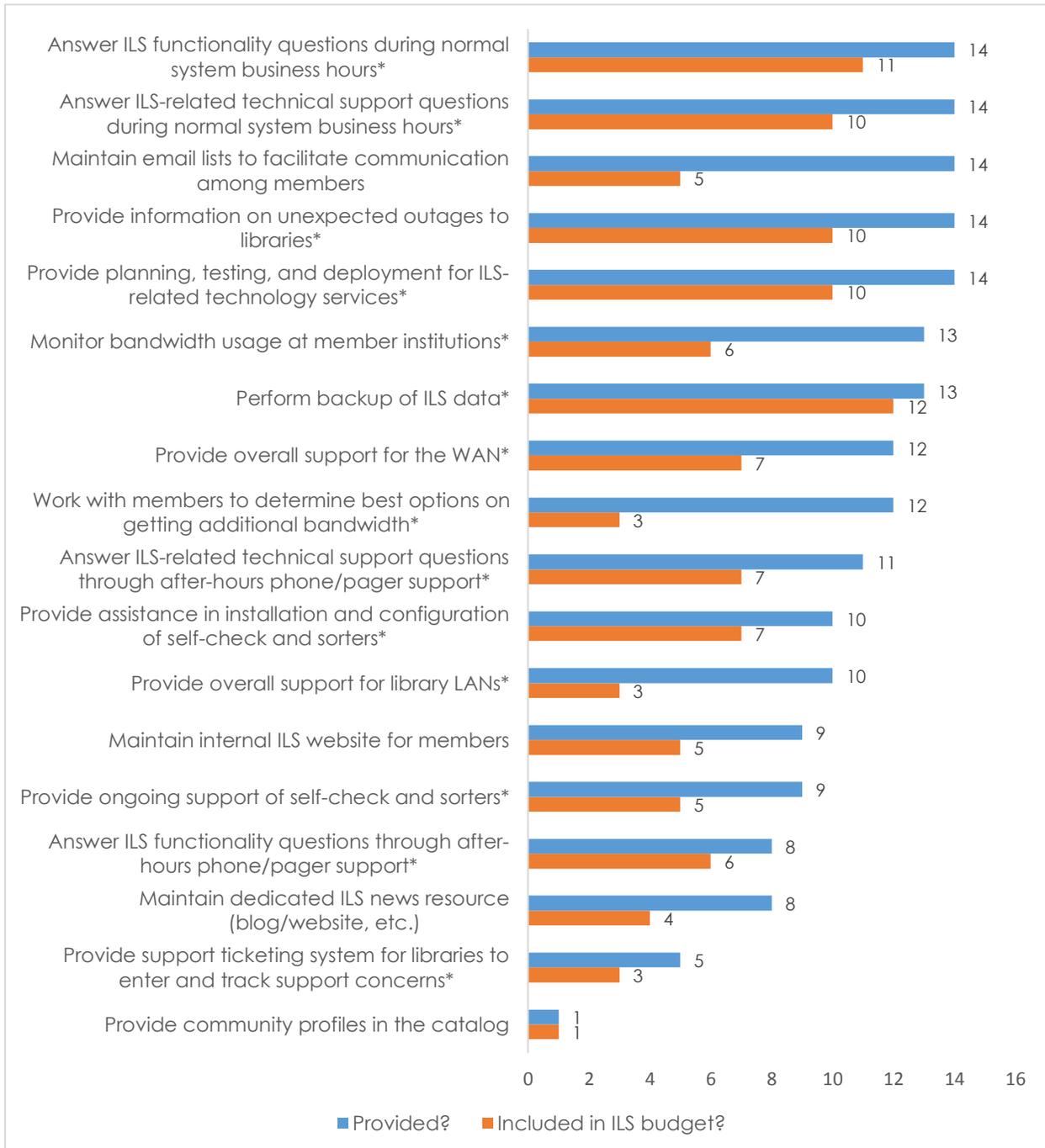
For specific information about cataloging methodologies of each consortium, see the detailed listings at the end of the section.

The chart below shows some general information about services provided related to bibliographic and patron databases. For each item, the top line shows the number of consortia that provide the service; the bottom line shows if that service is included in the ILS budget.



## Communication & support

The chart below shows some general information about services provided related to communication and support. For each item, the top line shows the number of consortia that provide the service; the bottom line shows if that service is included in the ILS budget. For specific information about communication & support services provided by each consortium, see the detailed listings at the end of the section.



\* One consortium did not respond if these items were included in the ILS budget

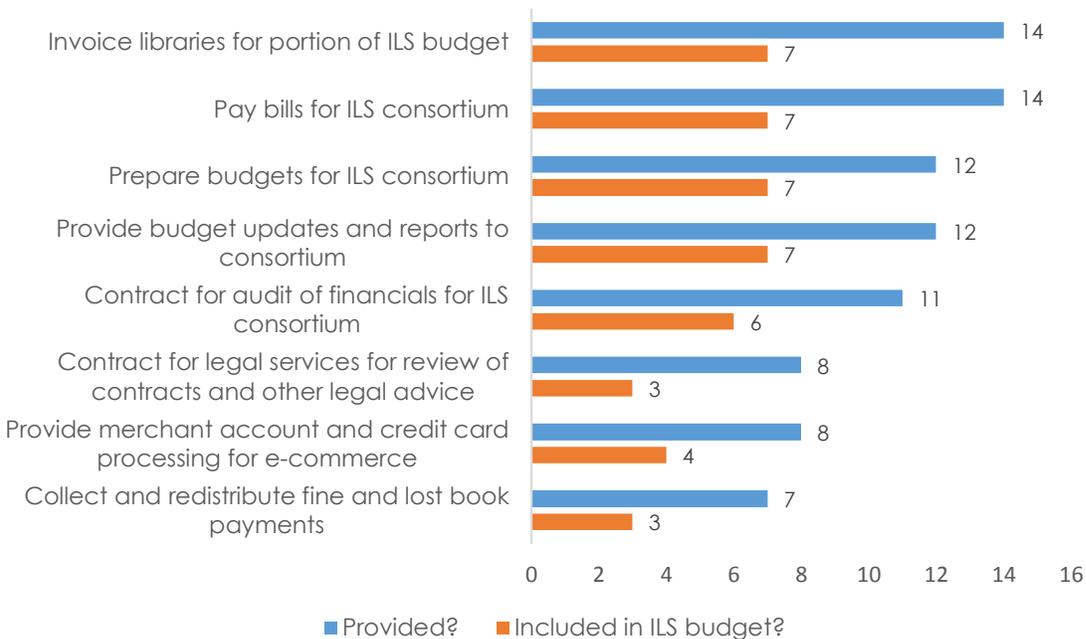
## Technology support

The survey asked consortia to provide information about their technology support services for further analysis. Due to the lack of consistent information available from the consortia, the gathering and analysis of this information was outside the scope of this project. Information provided from the consortia will be included with the report to DPI so further data collection and analysis can be done at a later date, if it is determined to be desirable to do so.

## Fiscal agency/legal support

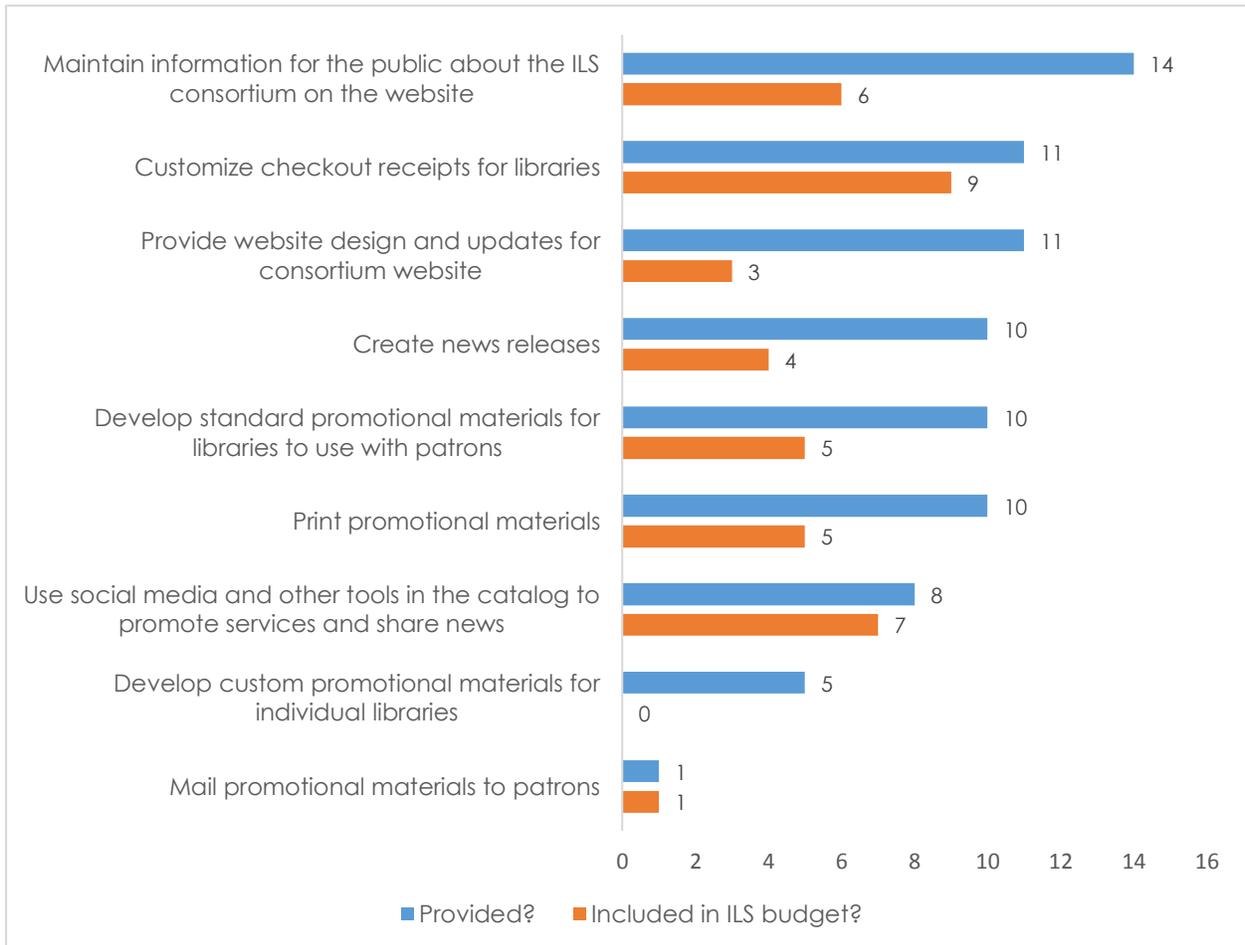
The survey asked what organization acts as the fiscal agent for each consortium. In all cases, the public library system involved with the consortium (or one of the two library systems, in the case of a consortium that covers multiple systems) acts as the fiscal agent. In one consortium, the county also acts as a fiscal agent.

The survey also asked about specific services related to fiscal agency and legal support. The chart below shows some general information about these services. For each item, the top line shows the number of consortia that provide the service; the bottom line shows if that service is included in the ILS budget. For specific information about fiscal agency and legal services provided by each consortium, see the detailed listings at the end of the section.



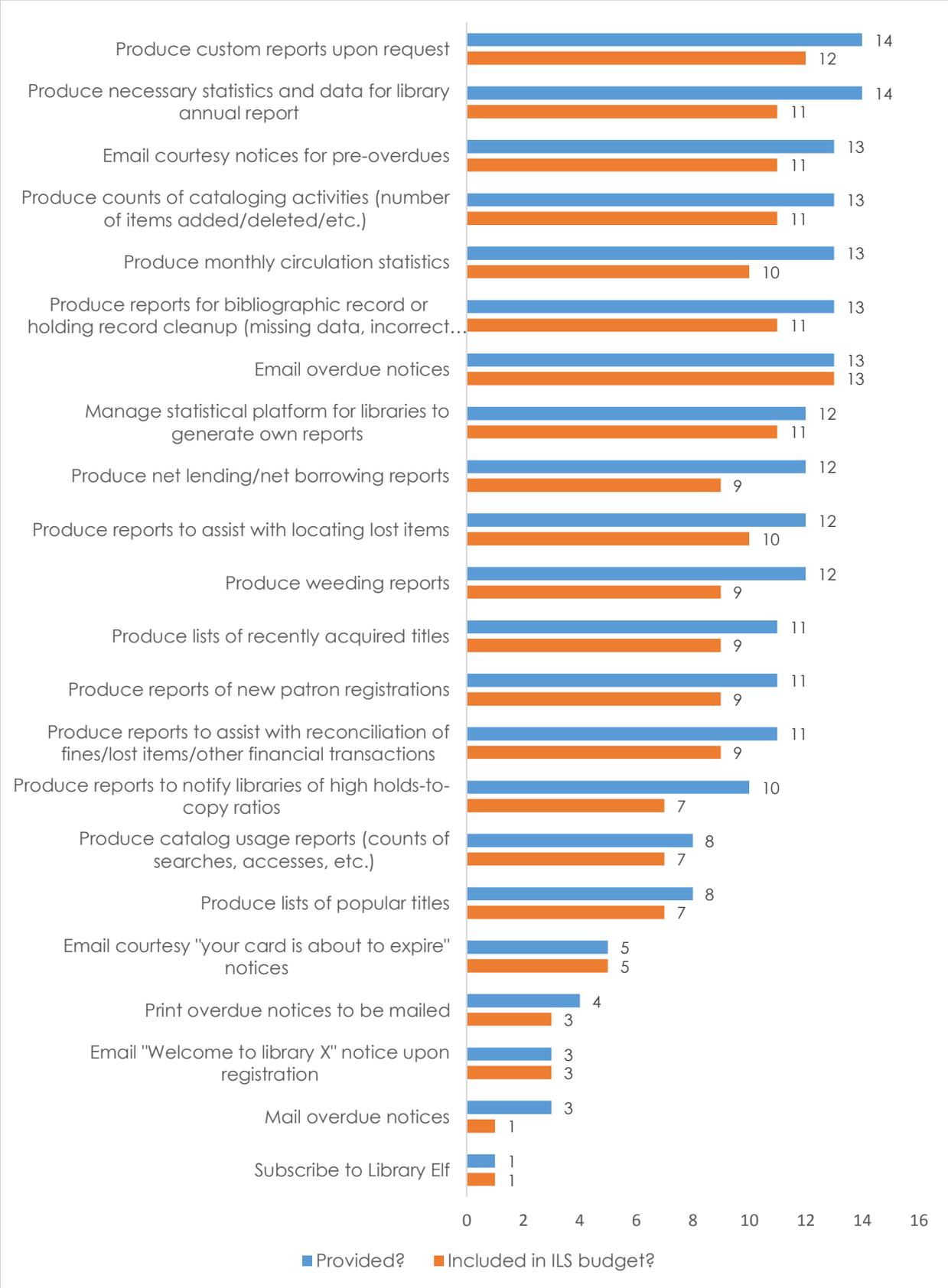
## Promotion

The chart below shows some general information about services provided related to promotion. For each item, the top line shows the number of consortia that provide the service; the bottom line shows if that service is included in the ILS budget. For specific information about promotion services provided by each consortium, see the detailed listings at the end of the section.



## Statistics, reports, and notices

The chart on the next page shows some general information about services provided related to statistics, reports, and notices. For each item, the top line shows the number of consortia that provide the service; the bottom line shows if that service is included in the ILS budget. For specific information about which of these services are provided by each consortium, see the detailed listings at the end of the section.



Detailed listing of expenses/services by consortium

# Café

## Supplies/equipment/insurance

	Provided?	Included in ILS budget?
Barcodes	No	
Barcodes/library cards for patrons	No	
Envelopes for mailing notices	No	
Insurance for ILS data	No	
Insurance for ILS hardware	No	
Insurance for security breach	No	
Label stock for book processing	No	
Routing slips for delivery	No	
Supplies for centralized printing of notices paper, ink, mailers	No	

## Catalog enhancements & other add-ons

	Used by what percentage of libraries?	Included in ILS budget?
Acquisitions module	0-24%	Yes
Collection agency service	0-24%	Yes
Customized web catalog	Yes Customized by consortium/system staff	Yes
Database authentication	100%	Yes
E-commerce system	Not provided	
Enhanced discovery layer	100%	Yes
Enriched content	100%	Yes
ILL module (From ILS vendor)	Not provided	
Inventory module	0-24%	Yes
Mobile catalog	100%	Yes
Multilanguage catalog	100%	Yes
OCLC/Skyriver for cataloging	100%	Yes
Online patron registration	0-24%	Yes
Report generating module	76-99%	Yes
Serials module	25-50%	Yes
SMS text messaging	100%	Yes
Telephone notification	51-75%	Yes
WISCAT/OCLC for ILL	Not provided	

(Café Continued)

## Staffing

**Number of full-time equivalents (FTE) providing services related to the ILS: 2.0**

**FTE included in the ILS budget: 2.0**

**How the FTE is utilized: (Note: Percentages represent total amounts of time working on an activity. For example, 200% would indicate 100% of two full time positions)**

Activity	Percentage of FTE working on activity
Administration (budget, governance, etc.)	5.7%
Bibliographic/patron database services	9.5%
Catalog enhancement/add-ons	19.0%
Communication & Support	114.0%
Fiscal agency	0.0%
Promotion	1.9%
Resource sharing/inter-system delivery	0.0%
Statistics, reports, and notices	19.0%
Supplies/equipment	1.9%
Technology infrastructure	9.5%
Training/documentation	9.5%
Upgrades/enhancements	9.5%

### Other staff-related costs included in the budget

	Percentage of cost included in the ILS budget
Rent	0-24%
Staff equipment	0-24%
Staff phone service	0-24%
Staff furniture	0-24%
Staff training/travel	0-24%

## Resource Sharing/Delivery

**Portion of delivery costs included in the ILS budget:** None is included in the ILS budget

### Percentage of libraries receiving number of days of delivery

One day	Two day	Three day	Four day	Five day	Six day
0%	0%	0%	0%	100%	0%

**Contract with a commercial vendor for delivery:** Yes

**Name of commercial vendor, if applicable:** CS Logistics

**Services provided by the vendor, if applicable:** Not provided

**Contract term with vendor, if applicable:** 1/1/2013-12/1/2015

**To get materials from libraries participating in the ILS, public libraries that do not participate in the consortium use:** N/A

**To get materials from libraries not participating in the ILS, public libraries that participate in the consortium use:** N/A

**Are net lenders compensated?** Yes

**How net lenders are compensated, if applicable:** Used as a small factor in formula

**Is the net lender compensation included in the ILS budget, if applicable?** No

Training and documentation

	Provided?	Included in ILS budget?
Develop policies for member review	No	
Develop procedures for member review	No	
Funding for member libraries to attend ILS-related training and user group meetings	No	
Maintain policy manuals	No	
Maintain procedure manuals	No	
Pay vendor user group membership fee	Yes	Yes
Provide a mentorship program for libraries new to the ILS	Yes	No
Provide additional online documentation (beyond print documentation)	Yes	No
Provide opportunities for libraries to get together in "user group" capacity	Yes	No
<i>Training for patrons</i>		
• Conduct in-person training	No	
• Online tutorials	Yes	Yes
• Printed documentation/help sheets	Yes	Yes
• Scripts for in-person training	No	
<i>Training for staff</i>		
• Conduct in-person training	Yes	Yes
• Conduct webinars	No	
• Online tutorials	No	
• Printed documentation/help sheets	Yes	Yes
• Scripts for in-person training	No	

(Café Continued)

## Upgrades and enhancements

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Carry out testing protocols	Yes	Yes
Develop testing protocols	Yes	Yes
Implement upgrades	Yes	Yes
Investigate enhancements and modules for the ILS	Yes	Yes
Troubleshoot post-implementation issues	Yes	Yes

## Bibliographic & patron database services

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Record clean up (error correction on individual records, batch record changes)	Yes	Yes
Original cataloging	No	
Copy cataloging	Yes (only for OverDrive)	Yes
Creation of serial records	No	
Adding holdings & shelf locations to existing records	No	
Processing of physical items	No	
Authority control for names and subjects	Yes	Yes
Provide batch processing to mass delete or update records	Yes	Yes

**Sources for MARC records for copy cataloging:** OCLC

**Sources for authority control:** Polaris

### **How are on order records added to the catalog?**

Libraries add brief on-order records; Libraries add full on-order records that are not reviewed.

### **How are item/holdings records added?**

Libraries add item records to existing bibliographic records

### **How is a record added when there is no record found in the bibliographic database (after an item is received)?**

Libraries find and add full records (copy cataloging) that are NOT reviewed; Resource library will do original cataloging for libraries if needed.

(Café Continued) Communication & support

	Provided?	Included in ILS budget?
Answer ILS functionality questions during normal system business hours	Yes	Yes
Answer ILS functionality questions through after-hours phone/pager support	Yes	Yes
Answer ILS-related technical support questions during normal system business hours	Yes	No
Answer ILS-related technical support questions through after-hours phone/pager support	No	
Maintain dedicated ILS news resource (blog/website, etc.)	No	
Maintain email lists to facilitate communication among members	Yes	No
Maintain internal ILS website for members	No	
Monitor bandwidth usage at member institutions	No	
Perform backup of ILS data	Yes	Yes
Provide assistance in installation and configuration of self-check and sorters	No	
Provide community profiles in the catalog	Yes	Yes
Provide information on unexpected outages to libraries	Yes	Yes
Provide ongoing support of self-check and sorters	No	
Provide overall support for library LANs	No	
Provide overall support for the WAN	No	
Provide planning, testing, and deployment for ILS-related technology services	Yes	Yes
Provide support ticketing system for libraries to enter and track support concerns	No	
Work with members to determine best options on getting additional bandwidth	No	

**The normal business hours are** M-F 8-5.

**After-hours support:** Library system/consortium available by phone and email: 24/7; Vendor available by phone: 24/7

**Fiscal agency/legal support:**

Library system acts as fiscal agent for the consortium.

	Provided?	Included in ILS budget?
Collect and redistribute fine and lost book payments	No	
Contract for audit of financials for ILS consortium	Yes	Yes
Contract for legal services for review of contracts and other legal advice	Yes	Yes
Invoice libraries for portion of ILS budget	Yes	Yes
Pay bills for ILS consortium	Yes	Yes
Prepare budgets for ILS consortium	Yes	Yes
Provide budget updates and reports to consortium	Yes	Yes
Provide merchant account and credit card processing for e-commerce	No	

(Café Continued)

Promotion:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Create news releases	Yes	Yes
Customize checkout receipts for libraries	Yes	Yes
Develop custom promotional materials for individual libraries	No	
Develop standard promotional materials for libraries to use with patrons	Yes	Yes
Mail promotional materials to patrons	No	
Maintain information for the public about the ILS consortium on the website	Yes	Yes
Print promotional materials	No	
Provide website design and updates for consortium website	No	
Use social media and other tools in the catalog to promote services and share news	Yes	Yes

Statistics, reports, and notices:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Produce monthly circulation statistics	Yes	Yes
Produce necessary statistics and data for library annual report	Yes	Yes
Produce weeding reports	Yes	Yes
Produce reports for bibliographic record or holding record cleanup (missing data, incorrect codes ,etc.)	Yes	Yes
Produce reports to assist with locating lost items	Yes	Yes
Produce reports of new patron registrations	Yes	Yes
Produce counts of cataloging activities (number of items added/deleted/etc.)	Yes	Yes
Produce reports to assist with reconciliation of fines/lost items/other financial transactions	Yes	Yes
Produce reports to notify libraries of high holds-to-copy ratios	Yes	Yes
Produce lists of popular titles	Yes	Yes
Produce lists of recently acquired titles	Yes	Yes
Produce catalog usage reports (counts of searches, accesses, etc.)	Yes	Yes
Produce net lending/net borrowing reports	Yes	Yes
Produce custom reports upon request	Yes	Yes
Manage statistical platform for libraries to generate own reports	Yes	Yes
Print overdue notices to be mailed	No	
Mail overdue notices	No	
Email overdue notices	Yes	Yes
Email courtesy notices for pre-overdues	Yes	Yes
Email courtesy "your card is about to expire" notices	Yes	Yes
Email "Welcome to library X" notice upon registration	Yes	Yes
Subscribe to Library Elf	No	

# EasiCat

## Supplies/equipment/insurance

	Provided?	Included in ILS budget?
Barcodes	No	
Barcodes/library cards for patrons	No	
Envelopes for mailing notices	No	
Insurance for ILS data	Yes	Yes
Insurance for ILS hardware	Yes	Yes
Insurance for security breach	No	
Label stock for book processing	No	
Routing slips for delivery	No	
Supplies for centralized printing of notices paper, ink, mailers	No	

## Catalog enhancements & other add-ons

	Used by what percentage of libraries?	Included in ILS budget?
Acquisitions module	0-24%	Yes
Collection agency service	0-24%	Yes
Customized web catalog	Yes If provided, customized by ILS consortium/system staff	Yes
Database authentication	100%	Yes
E-commerce system	Not provided	
Enhanced discovery layer	Not provided	
Enriched content	100%	Yes
ILL module (From ILS vendor)	0-24%	Yes
Inventory module	0-24%	Yes
Mobile catalog	100%	Yes
Multilanguage catalog	100%	Yes
OCLC/Skyriver for cataloging	Not provided	
Online patron registration	0-24%	Yes
Report generating module	100%	Yes
Serials module	100%	Yes
SMS text messaging	25-50%	Yes
Telephone notification	0-24%	Yes
WISCAT/OCLC for ILL	100%	No

(EasiCat Continued)

## Staffing

**Number of full-time equivalents (FTE) providing services related to the ILS: 2.9**

**FTE included in the ILS budget: 0.85**

**How the FTE is utilized: (Note: Percentages represent total amounts of time working on an activity. For example, 200% would indicate 100% of two full time positions)**

Activity	Percentage of FTE working on activity
Administration (budget, governance, etc.)	5.0%
Bibliographic/patron database services	100.0%
Catalog enhancement/add-ons	11.0%
Communication & Support	11.0%
Fiscal agency	5.0%
Promotion	0.0%
Resource sharing/inter-system delivery	100.0%
Statistics, reports, and notices	11.0%
Supplies/equipment	11.0%
Technology infrastructure	11.0%
Training/documentation	11.0%
Upgrades/enhancements	11.0%

### Other staff-related costs included in the budget

	Percentage of cost included in the ILS budget
Rent	0-24%
Staff equipment	100%
Staff phone service	0-24%
Staff furniture	100%
Staff training/travel	100%

## Resource Sharing/Delivery

**Portion of delivery costs included in the ILS budget:** None is included in the ILS budget

### Percentage of libraries receiving number of days of delivery

One day	Two day	Three day	Four day	Five day	Six day
6.25%	0%	0%	0%	93.75%	0%

**Contract with a commercial vendor for delivery:** No

**Name of commercial vendor, if applicable:** N/A

**Services provided by the vendor, if applicable:** N/A

**Contract term with vendor, if applicable:** N/A

**To get materials from libraries participating in the ILS, public libraries that do not participate in the consortium use:** N/A

**To get materials from libraries not participating in the ILS, public libraries that participate in the consortium use:** N/A

**Are net lenders compensated?** No

**How net lenders are compensated, if applicable:** N/A

**Is the net lender compensation included in the ILS budget, if applicable?** N/A

Training and documentation

	Provided?	Included in ILS budget?
Develop policies for member review	Yes	Yes
Develop procedures for member review	Yes	Yes
Funding for member libraries to attend ILS-related training and user group meetings	No	
Maintain policy manuals	Yes	Yes
Maintain procedure manuals	Yes	Yes
Pay vendor user group membership fee	Yes	Yes
Provide a mentorship program for libraries new to the ILS	No	
Provide additional online documentation (beyond print documentation)	Yes	Yes
Provide opportunities for libraries to get together in "user group" capacity	Yes	No
<i>Training for patrons</i>		
• Conduct in-person training	No	
• Online tutorials	No	
• Printed documentation/help sheets	No	
• Scripts for in-person training	No	
<i>Training for staff</i>		
• Conduct in-person training	Yes	Yes
• Conduct webinars	No	
• Online tutorials	No	
• Printed documentation/help sheets	Yes	Yes
• Scripts for in-person training	No	

## Upgrades and enhancements

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Carry out testing protocols	Yes	Yes
Develop testing protocols	Yes	Yes
Implement upgrades	Yes	Yes
Investigate enhancements and modules for the ILS	Yes	Yes
Troubleshoot post-implementation issues	Yes	Yes

## Bibliographic & patron database services

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Record clean up (error correction on individual records, batch record changes)	Yes	No
Original cataloging	Yes	No
Copy cataloging	Yes	No
Creation of serial records	Yes	No
Adding holdings & shelf locations to existing records	Yes	Yes
Processing of physical items	No	
Authority control for names and subjects	Yes	No
Provide batch processing to mass delete or update records	Yes	Yes

**Sources for MARC records for copy cataloging:** Material providers (B&T, YBP, etc.), OCLC

**Sources for authority control:** Done locally

### **How are on order records added to the catalog?**

Libraries add brief on-order records

### **How are item/holdings records added?**

Libraries add item records to existing bibliographic records

### **How is a record added when there is no record found in the bibliographic database (after an item is received)?**

Libraries create a brief record that will be expanded/overlaid by centralized cataloging staff; Libraries find and/or add full records (copy cataloging) that are reviewed by centralized cataloging staff

(EasiCat Continued) Communication & support

	Provided?	Included in ILS budget?
Answer ILS functionality questions during normal system business hours	Yes	Yes
Answer ILS functionality questions through after-hours phone/pager support	Yes	Yes
Answer ILS-related technical support questions during normal system business hours	Yes	Yes
Answer ILS-related technical support questions through after-hours phone/pager support	Yes	Yes
Maintain dedicated ILS news resource (blog/website, etc.)	No	
Maintain email lists to facilitate communication among members	Yes	No
Maintain internal ILS website for members	Yes	Yes
Monitor bandwidth usage at member institutions	Yes	No
Perform backup of ILS data	Yes	Yes
Provide assistance in installation and configuration of self-check and sorters	Yes	Yes
Provide community profiles in the catalog	No	
Provide information on unexpected outages to libraries	Yes	Yes
Provide ongoing support of self-check and sorters	Yes	Yes
Provide overall support for library LANs	Yes	No
Provide overall support for the WAN	Yes	No
Provide planning, testing, and deployment for ILS-related technology services	Yes	Yes
Provide support ticketing system for libraries to enter and track support concerns	No	
Work with members to determine best options on getting additional bandwidth	Yes	No

**The normal business hours are** M-F 7:30-4:30.

**After-hours support:** Library system/consortium available by phone and email: 24/7; Vendor available by phone/email/support website: 24/7

**Fiscal agency/legal support:**

Library system acts as fiscal agent for the consortium.

	Provided?	Included in ILS budget?
Collect and redistribute fine and lost book payments	No	
Contract for audit of financials for ILS consortium	Yes	No
Contract for legal services for review of contracts and other legal advice	Yes	Yes
Invoice libraries for portion of ILS budget	Yes	Yes
Pay bills for ILS consortium	Yes	Yes
Prepare budgets for ILS consortium	Yes	Yes
Provide budget updates and reports to consortium	Yes	Yes
Provide merchant account and credit card processing for e-commerce	No	

## Promotion:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Create news releases	No	
Customize checkout receipts for libraries	Yes	Yes
Develop custom promotional materials for individual libraries	No	
Develop standard promotional materials for libraries to use with patrons	No	
Mail promotional materials to patrons	No	
Maintain information for the public about the ILS consortium on the website	Yes	No
Print promotional materials	Yes	No
Provide website design and updates for consortium website	No	
Use social media and other tools in the catalog to promote services and share news	No	

## Statistics, reports, and notices:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Produce monthly circulation statistics	Yes	Yes
Produce necessary statistics and data for library annual report	Yes	Yes
Produce weeding reports	Yes	Yes
Produce reports for bibliographic record or holding record cleanup (missing data, incorrect codes ,etc.)	Yes	Yes
Produce reports to assist with locating lost items	Yes	Yes
Produce reports of new patron registrations	Yes	Yes
Produce counts of cataloging activities (number of items added/deleted/etc.)	Yes	Yes
Produce reports to assist with reconciliation of fines/lost items/other financial transactions	Yes	Yes
Produce reports to notify libraries of high holds-to-copy ratios	Yes	Yes
Produce lists of popular titles	Yes	Yes
Produce lists of recently acquired titles	Yes	Yes
Produce catalog usage reports (counts of searches, accesses, etc.)	Yes	Yes
Produce net lending/net borrowing reports	Yes	Yes
Produce custom reports upon request	Yes	Yes
Manage statistical platform for libraries to generate own reports	Yes	Yes
Print overdue notices to be mailed	No	
Mail overdue notices	No	
Email overdue notices	Yes	Yes
Email courtesy notices for pre-overdues	Yes	Yes
Email courtesy "your card is about to expire" notices	Yes	Yes
Email "Welcome to library X" notice upon registration	No	
Subscribe to Library Elf	No	

# LARS

## Supplies/equipment/insurance

	Provided?	Included in ILS budget?
Barcodes	No	
Barcodes/library cards for patrons	No	
Envelopes for mailing notices	No	
Insurance for ILS data	Yes	No
Insurance for ILS hardware	Yes	No
Insurance for security breach	Yes	No
Label stock for book processing	No	
Routing slips for delivery	Yes	No
Supplies for centralized printing of notices paper, ink, mailers	No	

## Catalog enhancements & other add-ons

	Used by what percentage of libraries?	Included in ILS budget?
Acquisitions module	Manitowoc Public Library only	No
Collection agency service	0-24%	No
Customized web catalog	Not provided	
Database authentication	100%	Yes
E-commerce system	100%	No
Enhanced discovery layer	100%	Yes
Enriched content	100%	Yes
ILL module (From ILS vendor)	Not provided	
Inventory module	0-24%	Yes
Mobile catalog	100%	Yes
Multilanguage catalog	Unknown	Yes
OCLC/Skyriver for cataloging	76-99%	No
Online patron registration	Not provided	
Report generating module	100%	Yes
Serials module	0-24%	Yes
SMS text messaging	Not provided	
Telephone notification	0-24%	No
WISCAT/OCLC for ILL	100%	No

(LARS Continued)

## Staffing

**Number of full-time equivalents (FTE) providing services related to the ILS: 1.0**

**FTE included in the ILS budget: 0**

**How the FTE is utilized: (Note: Percentages represent total amounts of time working on an activity. For example, 200% would indicate 100% of two full time positions)**

Activity	Percentage of FTE working on activity
Administration (budget, governance, etc.)	2.0%
Bibliographic/patron database services	10.0%
Catalog enhancement/add-ons	10.0%
Communication & Support	15.0%
Fiscal agency	1.0%
Promotion	5.0%
Resource sharing/inter-system delivery	2.0%
Statistics, reports, and notices	10.0%
Supplies/equipment	5.0%
Technology infrastructure	15.0%
Training/documentation	5.0%
Upgrades/enhancements	20.0%

### Other staff-related costs included in the budget

	Percentage of cost included in the ILS budget
Rent	None
Staff equipment	None
Staff phone service	None
Staff furniture	None
Staff training/travel	None

## Resource Sharing/Delivery

**Portion of delivery costs included in the ILS budget:** None is included in the ILS budget

### Percentage of libraries receiving number of days of delivery

One day	Two day	Three day	Four day	Five day	Six day
0%	0%	0%	0%	100%	0%

**Contract with a commercial vendor for delivery:** No

**Name of commercial vendor, if applicable:** N/A

**Services provided by the vendor, if applicable:** N/A

**Contract term with vendor, if applicable:** N/A

**To get materials from libraries participating in the ILS, public libraries that do not participate in the consortium use:** N/A

**To get materials from libraries not participating in the ILS, public libraries that participate in the consortium use:** N/A

**Are net lenders compensated?** No

**How net lenders are compensated, if applicable:** N/A

**Is the net lender compensation included in the ILS budget, if applicable?** N/A

Training and documentation

	Provided?	Included in ILS budget?
Develop policies for member review	Yes	No
Develop procedures for member review	Yes	No
Funding for member libraries to attend ILS-related training and user group meetings	No	
Maintain policy manuals	Yes	No
Maintain procedure manuals	Yes	No
Pay vendor user group membership fee	Yes	No
Provide a mentorship program for libraries new to the ILS	No	
Provide additional online documentation (beyond print documentation)	Yes	No
Provide opportunities for libraries to get together in "user group" capacity	Yes	No
<i>Training for patrons</i>		
• Conduct in-person training	No	
• Online tutorials	No	
• Printed documentation/help sheets	No	
• Scripts for in-person training	No	
<i>Training for staff</i>		
• Conduct in-person training	Yes	No
• Conduct webinars	Yes	No
• Online tutorials	Yes	No
• Printed documentation/help sheets	Yes	No
• Scripts for in-person training	No	

(LARS Continued)

## Upgrades and enhancements

	Provided?	Included in ILS budget?
Carry out testing protocols	Yes	No
Develop testing protocols	Yes	No
Implement upgrades	Yes	No
Investigate enhancements and modules for the ILS	Yes	No
Troubleshoot post-implementation issues	Yes	No

## Bibliographic & patron database services

	Provided?	Included in ILS budget?
Record clean up (error correction on individual records, batch record changes)	Yes	No
Original cataloging	No	
Copy cataloging	No	
Creation of serial records	No	
Adding holdings & shelf locations to existing records	No	
Processing of physical items	No	
Authority control for names and subjects	Yes	Yes
Provide batch processing to mass delete or update records	Yes	No

**Sources for MARC records for copy cataloging:** OCLC

**Sources for authority control:** INN-View (ILS vendor product), OCLC authorities, done locally

### How are on order records added to the catalog?

Libraries add brief on-order records; Libraries add full on-order records that are not reviewed.

### How are item/holdings records added?

Libraries add item records to existing bibliographic records

### How is a record added when there is no record found in the bibliographic database (after an item is received)?

Libraries find and add full records (copy cataloging) that are NOT reviewed; Libraries send information about item or the item to the centralized cataloging staff. Centralized cataloging staff find or create record.

## (LARS Continued) Communication & support

	Provided?	Included in ILS budget?
Answer ILS functionality questions during normal system business hours	Yes	No
Answer ILS functionality questions through after-hours phone/pager support	Yes	No
Answer ILS-related technical support questions during normal system business hours	Yes	No
Answer ILS-related technical support questions through after-hours phone/pager support	No	No
Maintain dedicated ILS news resource (blog/website, etc.)	No	
Maintain email lists to facilitate communication among members	Yes	No
Maintain internal ILS website for members	No	
Monitor bandwidth usage at member institutions	Yes	No
Perform backup of ILS data	Yes	Yes
Provide assistance in installation and configuration of self-check and sorters	No	
Provide community profiles in the catalog	No	
Provide information on unexpected outages to libraries	Yes	No
Provide ongoing support of self-check and sorters	No	
Provide overall support for library LANs	Yes	No
Provide overall support for the WAN	No	
Provide planning, testing, and deployment for ILS-related technology services	Yes	No
Provide support ticketing system for libraries to enter and track support concerns	No	
Work with members to determine best options on getting additional bandwidth	Yes	No

**The normal business hours are** M-F 8-4:30.

**After-hours support:** Library system/consortium available by phone and email: 24/7; Vendor available by phone/email/support website: 24/7 / Partner system available for WAN support by phone: 24/7

### Fiscal agency/legal support:

Library system acts as fiscal agent for the consortium.

	Provided?	Included in ILS budget?
Collect and redistribute fine and lost book payments	Yes	No
Contract for audit of financials for ILS consortium	Yes	No
Contract for legal services for review of contracts and other legal advice	No	
Invoice libraries for portion of ILS budget	Yes	No
Pay bills for ILS consortium	Yes	No
Prepare budgets for ILS consortium	Yes	No
Provide budget updates and reports to consortium	Yes	No
Provide merchant account and credit card processing for e-commerce	Yes	No

(LARS Continued)

Promotion:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Create news releases	Yes	No
Customize checkout receipts for libraries	No	
Develop custom promotional materials for individual libraries	Yes	No
Develop standard promotional materials for libraries to use with patrons	No	
Mail promotional materials to patrons	No	
Maintain information for the public about the ILS consortium on the website	Yes	No
Print promotional materials	Yes	No
Provide website design and updates for consortium website	Yes	No
Use social media and other tools in the catalog to promote services and share news	No	

Statistics, reports, and notices:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Produce monthly circulation statistics	Yes	No
Produce necessary statistics and data for library annual report	Yes	No
Produce weeding reports	Yes	No
Produce reports for bibliographic record or holding record cleanup (missing data, incorrect codes ,etc.)	Yes	No
Produce reports to assist with locating lost items	Yes	No
Produce reports of new patron registrations	Yes	No
Produce counts of cataloging activities (number of items added/deleted/etc.)	Yes	No
Produce reports to assist with reconciliation of fines/lost items/other financial transactions	Yes	No
Produce reports to notify libraries of high holds-to-copy ratios	Yes	No
Produce lists of popular titles	No	
Produce lists of recently acquired titles	Yes	No
Produce catalog usage reports (counts of searches, accesses, etc.)	No	
Produce net lending/net borrowing reports	Yes	No
Produce custom reports upon request	Yes	No
Manage statistical platform for libraries to generate own reports	Yes	Yes
Print overdue notices to be mailed	No	
Mail overdue notices	No	
Email overdue notices	Yes	Yes
Email courtesy notices for pre-overdues	Yes	Yes
Email courtesy "your card is about to expire" notices	No	
Email "Welcome to library X" notice upon registration	No	
Subscribe to Library Elf	No	

# LINKcat

## Supplies/equipment/insurance

	Provided?	Included in ILS budget?
Barcodes	Yes	No
Barcodes/library cards for patrons	Yes	No
Envelopes for mailing notices	No	
Insurance for ILS data	Yes	No
Insurance for ILS hardware	Yes	Yes
Insurance for security breach	Yes	No
Label stock for book processing	No	
Routing slips for delivery	Yes (post its)	No
Supplies for centralized printing of notices paper, ink, mailers	No	

## Catalog enhancements & other add-ons

	Used by what percentage of libraries?	Included in ILS budget?
Acquisitions module	25-49%	Yes
Collection agency service	0-24%	Yes; ILS side support only. Libraries contract directly for library-side support/maintenance.
Customized web catalog	Yes Customized by ILS consortium/system staff	Yes
Database authentication	100%	No
E-commerce system	100%	Yes
Enhanced discovery layer	Not provided	
Enriched content	100%	Yes
ILL module (From ILS vendor)	Not provided	
Inventory module	0-24%	Yes
Mobile catalog	100%	Yes
Multilanguage catalog	Not provided	
OCLC/Skyriver for cataloging	100%	Yes
Online patron registration	Not provided	
Report generating module	Unknown	Yes
Serials module	100%	Yes
SMS text messaging	100%	Yes
Telephone notification	100%	Yes
WISCAT/OCLC for ILL	100% (Only Madison Public Library uses OCLC for borrowing and lending; 3 additional libraries use for borrowing; the rest use OCLC as if they were a patron for borrowing)	No

(LINKcat Continued)

## Staffing

**Number of full-time equivalents (FTE) providing services related to the ILS: 6**

**FTE included in the ILS budget: 5.425**

**How the FTE is utilized: (Note: Percentages represent total amounts of time working on an activity. For example, 200% would indicate 100% of two full time positions)**

Activity	Percentage of FTE working on activity
Administration (budget, governance, etc.)	50%
Bibliographic/patron database services	150%
Catalog enhancement/add-ons	43.75%
Communication & Support	50%
Fiscal agency	15%
Promotion	32.5%
Resource sharing/inter-system delivery	10%
Statistics, reports, and notices	125%
Supplies/equipment	6.25%
Technology infrastructure	20%
Training/documentation	40%
Upgrades/enhancements	57.5%

### Other staff-related costs included in the budget

	Percentage of cost included in the ILS budget
Rent	None
Staff equipment	None
Staff phone service	None
Staff furniture	None
Staff training/travel	None

## Resource Sharing/Delivery

**Portion of delivery costs included in the ILS budget:** None is included in the ILS budget

### Percentage of libraries receiving number of days of delivery

One day	Two day	Three day	Four day	Five day	Six day
0%	0%	11.32%	3.77%	58.49%	26.42%

**Contract with a commercial vendor for delivery:** No

**Name of commercial vendor, if applicable:** N/A

**Services provided by the vendor, if applicable:** N/A

**Contract term with vendor, if applicable:** N/A

**To get materials from libraries participating in the ILS, public libraries that do not participate in the consortium use:** ILS card

**To get materials from libraries not participating in the ILS, public libraries that participate in the consortium use:** OCLC, with Madison Public Library as clearinghouse

**Are net lenders compensated?** No

**How net lenders are compensated, if applicable:** N/A

**Is the net lender compensation included in the ILS budget, if applicable?** N/A

Training and documentation

	Provided?	Included in ILS budget?
Develop policies for member review	Yes	Yes
Develop procedures for member review	Yes	Yes
Funding for member libraries to attend ILS-related training and user group meetings	No	
Maintain policy manuals	Yes	Yes
Maintain procedure manuals	Yes	Yes
Pay vendor user group membership fee	N/A (no fee for user group)	
Provide a mentorship program for libraries new to the ILS	No	
Provide additional online documentation (beyond print documentation)	Yes	Yes
Provide opportunities for libraries to get together in "user group" capacity	Yes	Yes
<i>Training for patrons</i>		
• Conduct in-person training	No	
• Online tutorials	Yes	Yes
• Printed documentation/help sheets	Yes	Yes
• Scripts for in-person training	No	
<i>Training for staff</i>		
• Conduct in-person training	Yes	Yes
• Conduct webinars	Yes	Yes
• Online tutorials	Yes	Yes
• Printed documentation/help sheets	Yes	Yes
• Scripts for in-person training	Yes	Yes

(LINKcat Continued)

## Upgrades and enhancements

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Carry out testing protocols	Yes	Yes
Develop testing protocols	Yes	Yes
Implement upgrades	Yes	Yes
Investigate enhancements and modules for the ILS	Yes	Yes
Troubleshoot post-implementation issues	Yes	Yes

## Bibliographic & patron database services

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Record clean up (error correction on individual records, batch record changes)	Yes	Yes
Original cataloging	Yes	Yes
Copy cataloging	Yes	Yes
Creation of serial records	Yes	Yes
Adding holdings & shelf locations to existing records	No	
Processing of physical items	No	
Authority control for names and subjects	Yes	Yes
Provide batch processing to mass delete or update records	Yes	Yes

**Sources for MARC records for copy cataloging:** OCLC

**Sources for authority control:** LTI

### **How are on order records added to the catalog?**

Centralized cataloging staff add FULL on-order records; Centralized cataloging staff add BRIEF on-order records; Libraries add brief on-order records

### **How are item/holdings records added?**

Libraries add item records to existing bibliographic records

### **How is a record added when there is no record found in the bibliographic database (after an item is received)?**

Libraries create a brief record that will be expanded/overlaid by centralized cataloging staff; Libraries send information about item or the item to the centralized cataloging staff. Centralized cataloging staff find or create record.

(LINKcat Continued) Communication & support

	Provided?	Included in ILS budget?
Answer ILS functionality questions during normal system business hours	Yes	Yes
Answer ILS functionality questions through after-hours phone/pager support	No	
Answer ILS-related technical support questions during normal system business hours	Yes	Yes
Answer ILS-related technical support questions through after-hours phone/pager support	Yes	Yes
Maintain dedicated ILS news resource (blog/website, etc.)	Yes	No
Maintain email lists to facilitate communication among members	Yes	No
Maintain internal ILS website for members	Yes	No
Monitor bandwidth usage at member institutions	Yes	No
Perform backup of ILS data	Yes	Yes
Provide assistance in installation and configuration of self-check and sorters	Yes	Yes
Provide community profiles in the catalog	No	
Provide information on unexpected outages to libraries	Yes	Yes
Provide ongoing support of self-check and sorters	Yes	Yes
Provide overall support for library LANs	Yes	No
Provide overall support for the WAN	Yes	No
Provide planning, testing, and deployment for ILS-related technology services	Yes	Yes
Provide support ticketing system for libraries to enter and track support concerns	Yes	Yes
Work with members to determine best options on getting additional bandwidth	Yes	No

**The normal business hours are** M-F 8-5.

**After-hours support:** Library system/consortium available by pager: 24/7 but typically during library open hours.; Vendor available by online ticketing system: 24/7

**Fiscal agency/legal support:**

Library system acts as fiscal agent for the consortium.

	Provided?	Included in ILS budget?
Collect and redistribute fine and lost book payments	Yes	Yes
Contract for audit of financials for ILS consortium	Yes	No
Contract for legal services for review of contracts and other legal advice	Yes	No
Invoice libraries for portion of ILS budget	Yes	No
Pay bills for ILS consortium	Yes	No
Prepare budgets for ILS consortium	Yes	Yes
Provide budget updates and reports to consortium	Yes	Yes
Provide merchant account and credit card processing for e-commerce	Yes	Yes

(LINKcat Continued)

Promotion:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Create news releases	Yes	No
Customize checkout receipts for libraries	Yes	Yes
Develop custom promotional materials for individual libraries	No	
Develop standard promotional materials for libraries to use with patrons	Yes	No
Mail promotional materials to patrons	No	
Maintain information for the public about the ILS consortium on the website	Yes	No
Print promotional materials	Yes	No
Provide website design and updates for consortium website	Yes	No
Use social media and other tools in the catalog to promote services and share news	Yes	Yes

Statistics, reports, and notices:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Produce monthly circulation statistics	Yes	Yes
Produce necessary statistics and data for library annual report	Yes	Yes
Produce weeding reports	Yes	Yes
Produce reports for bibliographic record or holding record cleanup (missing data, incorrect codes ,etc.)	Yes	Yes
Produce reports to assist with locating lost items	Yes	Yes
Produce reports of new patron registrations	Yes	Yes
Produce counts of cataloging activities (number of items added/deleted/etc.)	Yes	Yes
Produce reports to assist with reconciliation of fines/lost items/other financial transactions	Yes	Yes
Produce reports to notify libraries of high holds-to-copy ratios	Yes	Yes
Produce lists of popular titles	Yes	Yes
Produce lists of recently acquired titles	Yes	Yes
Produce catalog usage reports (counts of searches, accesses, etc.)	Yes	Yes
Produce net lending/net borrowing reports	Yes	Yes
Produce custom reports upon request	Yes	Yes
Manage statistical platform for libraries to generate own reports	Yes	Yes
Print overdue notices to be mailed	No	
Mail overdue notices	No	
Email overdue notices	Yes	Yes
Email courtesy notices for pre-overdues	Yes	Yes
Email courtesy "your card is about to expire" notices	No	No
Email "Welcome to library X" notice upon registration	No	
Subscribe to Library Elf	No	

# MCFLS

## Supplies/equipment/insurance

	Provided?	Included in ILS budget?
Barcodes	Yes	No
Barcodes/library cards for patrons	Yes	No
Envelopes for mailing notices	No	
Insurance for ILS data	Yes	No
Insurance for ILS hardware	Yes	No
Insurance for security breach	No	
Label stock for book processing	Yes	No
Routing slips for delivery	Yes	No
Supplies for centralized printing of notices paper, ink, mailers	Yes	Yes

## Catalog enhancements & other add-ons

	Used by what percentage of libraries?	Included in ILS budget?
Acquisitions module	50-74%	Yes
Collection agency service	25-50%	No
Customized web catalog	Not provided	
Database authentication	100%	Yes
E-commerce system	100%	Yes
Enhanced discovery layer	100%	Yes
Enriched content	100%	Yes
ILL module (From ILS vendor)	Not provided	
Inventory module	0-24%	Yes
Mobile catalog	100%	Yes
Multilanguage catalog	100%	Yes
OCLC/Skyriver for cataloging	100%	Yes
Online patron registration	100%	Yes
Report generating module	100%	Yes
Serials module	100%	Yes
SMS text messaging	100%	Yes
Telephone notification	76-99%	Yes
WISCAT/OCLC for ILL	100%	Yes

## Staffing

**Number of full-time equivalents (FTE) providing services related to the ILS:** 12.5

**FTE included in the ILS budget:** 12.5

**How the FTE is utilized (Note: Percentages represent total amounts of time working on an activity. For example, 200% would indicate 100% of two full time positions)**

Activity	Total percentage of FTE working on activity
Administration (budget, governance, etc.)	25.0%
Bibliographic/patron database services	650.0%
Catalog enhancement/add-ons	12.5%
Communication & Support	25.0%
Fiscal agency	0.0%
Promotion	0.0%
Resource sharing/inter-system delivery	350.0%
Statistics, reports, and notices	37.5%
Supplies/equipment	25.0%
Technology infrastructure	100.0%
Training/documentation	12.5%
Upgrades/enhancements	12.5%

### Other staff-related costs included in the budget

	Percentage of cost included in the ILS budget
Rent	None
Staff equipment	None
Staff phone service	None
Staff furniture	0-24%
Staff training/travel	None

## Resource Sharing/Delivery

**Portion of delivery costs included in the ILS budget:** 100% is included in the ILS budget

### Percentage of libraries receiving number of days of delivery

One day	Two day	Three day	Four day	Five day	Six day
0%	0%	0%	0%	100%	0%

**Contract with a commercial vendor for delivery:** Yes

**Name of commercial vendor, if applicable:** Action Logistics

**Services provided by the vendor, if applicable:** Delivery, hub sorting

**Contract term with vendor, if applicable:** 1/1/2013-12/31/2015

**To get materials from libraries participating in the ILS, public libraries that do not participate in the consortium use:** N/A

**To get materials from libraries not participating in the ILS, public libraries that participate in the consortium use:** N/A

**Are net lenders compensated?** Yes

**How net lenders are compensated, if applicable:** 40% of state aid is apportioned to net lenders based on their percentage of net lending.

**Is the net lender compensation included in the ILS budget, if applicable?** No

Training and documentation

	Provided?	Included in ILS budget?
Develop policies for member review	Yes	Yes
Develop procedures for member review	Yes	Yes
Funding for member libraries to attend ILS-related training and user group meetings	No	
Maintain policy manuals	Yes	Yes
Maintain procedure manuals	Yes	Yes
Pay vendor user group membership fee	Yes	Yes
Provide a mentorship program for libraries new to the ILS	No	
Provide additional online documentation (beyond print documentation)	Yes	Yes
Provide opportunities for libraries to get together in "user group" capacity	Yes	Yes
<i>Training for patrons</i>		
• Conduct in-person training	No	
• Online tutorials	Yes	Yes
• Printed documentation/help sheets	Yes	Yes
• Scripts for in-person training	No	
<i>Training for staff</i>		
• Conduct in-person training	Yes	Yes
• Conduct webinars	Yes	Yes
• Online tutorials	Yes	Yes
• Printed documentation/help sheets	Yes	Yes
• Scripts for in-person training	No	

(MCFLS Continued)

## Upgrades and enhancements

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Carry out testing protocols	Yes	Yes
Develop testing protocols	Yes	Yes
Implement upgrades	Yes	Yes
Investigate enhancements and modules for the ILS	Yes	Yes
Troubleshoot post-implementation issues	Yes	Yes

## Bibliographic & patron database services

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Record clean up (error correction on individual records, batch record changes)	Yes	Yes
Original cataloging	Yes	Yes
Copy cataloging	Yes	Yes
Creation of serial records	Yes	Yes
Adding holdings & shelf locations to existing records	No	
Processing of physical items	No	
Authority control for names and subjects	Yes	Yes
Provide batch processing to mass delete or update records	Yes	Yes

**Sources for MARC records for copy cataloging:** OCLC

**Sources for authority control:** Done locally

### **How are on order records added to the catalog?**

Centralized cataloging staff add FULL on-order records; Centralized cataloging staff add BRIEF on-order records; Libraries add brief on-order records

### **How are item/holdings records added?**

Libraries add item records to existing bibliographic records

### **How is a record added when there is no record found in the bibliographic database (after an item is received)?**

Libraries create a brief record that will be expanded/overlaid by centralized cataloging staff; Libraries send information about item or the item to the centralized cataloging staff. Centralized cataloging staff find or create record.

(MCFLS Continued) Communication & support

	Provided?	Included in ILS budget?
Answer ILS functionality questions during normal system business hours	Yes	No
Answer ILS functionality questions through after-hours phone/pager support	Yes	Yes
Answer ILS-related technical support questions during normal system business hours	Yes	Yes
Answer ILS-related technical support questions through after-hours phone/pager support	Yes	Yes
Maintain dedicated ILS news resource (blog/website, etc.)	Yes	Yes
Maintain email lists to facilitate communication among members	Yes	Yes
Maintain internal ILS website for members	Yes	Yes
Monitor bandwidth usage at member institutions	Yes	Yes
Perform backup of ILS data	Yes	Yes
Provide assistance in installation and configuration of self-check and sorters	Yes	Yes
Provide community profiles in the catalog	No	N/A
Provide information on unexpected outages to libraries	Yes	Yes
Provide ongoing support of self-check and sorters	No	
Provide overall support for library LANs	Yes	Yes
Provide overall support for the WAN	Yes	Yes
Provide planning, testing, and deployment for ILS-related technology services	Yes	Yes
Provide support ticketing system for libraries to enter and track support concerns	Yes	Yes
Work with members to determine best options on getting additional bandwidth	Yes	Yes

**The normal business hours are** M-F 8-5.

**After-hours support:** Library system/consortium available by phone: 24/7; Vendor available by phone/email: 24/7

**Fiscal agency/legal support:**

Library system acts as fiscal agent for the consortium.

	Provided?	Included in ILS budget?
Collect and redistribute fine and lost book payments	Yes	Yes
Contract for audit of financials for ILS consortium	No	
Contract for legal services for review of contracts and other legal advice	Yes	No
Invoice libraries for portion of ILS budget	Yes	Yes
Pay bills for ILS consortium	Yes	Yes
Prepare budgets for ILS consortium	Yes	Yes
Provide budget updates and reports to consortium	Yes	Yes
Provide merchant account and credit card processing for e-commerce	Yes	Yes

(MCFLS Continued)

### Promotion:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Create news releases	Yes	Yes
Customize checkout receipts for libraries	Yes	Yes
Develop custom promotional materials for individual libraries	No	
Develop standard promotional materials for libraries to use with patrons	Yes	Yes
Mail promotional materials to patrons	Yes	Yes
Maintain information for the public about the ILS consortium on the website	Yes	Yes
Print promotional materials	Yes	Yes
Provide website design and updates for consortium website	Yes	Yes
Use social media and other tools in the catalog to promote services and share news	Yes	Yes

### Statistics, reports, and notices:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Produce monthly circulation statistics	Yes	Yes
Produce necessary statistics and data for library annual report	Yes	Yes
Produce weeding reports	Yes	Yes
Produce reports for bibliographic record or holding record cleanup (missing data, incorrect codes ,etc.)	Yes	Yes
Produce reports to assist with locating lost items	Yes	Yes
Produce reports of new patron registrations	Yes	Yes
Produce counts of cataloging activities (number of items added/deleted/etc.)	Yes	Yes
Produce reports to assist with reconciliation of fines/lost items/other financial transactions	Yes	Yes
Produce reports to notify libraries of high holds-to-copy ratios	Yes	Yes
Produce lists of popular titles	Yes	Yes
Produce lists of recently acquired titles	Yes	Yes
Produce catalog usage reports (counts of searches, accesses, etc.)	No	
Produce net lending/net borrowing reports	Yes	No
Produce custom reports upon request	Yes	Yes
Manage statistical platform for libraries to generate own reports	Yes	Yes
Print overdue notices to be mailed	Yes	Yes
Mail overdue notices	Yes	Yes
Email overdue notices	Yes	Yes
Email courtesy notices for pre-overdues	Yes	Yes
Email courtesy "your card is about to expire" notices	Yes	Yes
Email "Welcome to library X" notice upon registration	No	N/A
Subscribe to Library Elf	No	N/A

# Merlin

## Supplies/equipment/insurance

	Provided?	Included in ILS budget?
Barcodes	Yes	No
Barcodes/library cards for patrons	Yes	No
Envelopes for mailing notices	No	
Insurance for ILS data	Yes	Yes
Insurance for ILS hardware	Yes	Yes
Insurance for security breach	Yes	Yes
Label stock for book processing	No	
Routing slips for delivery	No	
Supplies for centralized printing of notices paper, ink, mailers	No	

## Catalog enhancements & other add-ons

	Used by what percentage of libraries?	Included in ILS budget?
Acquisitions module	0-24%	Yes
Collection agency service	Not provided	
Customized web catalog	Not provided	
Database authentication	100%	Yes
E-commerce system	100%	Yes
Enhanced discovery layer	Not provided	
Enriched content	Not provided	
ILL module (From ILS vendor)	Not provided	
Inventory module	0-24%	No
Mobile catalog	100%	Yes
Multilanguage catalog	Not provided	
OCLC/Skyriver for cataloging	Not provided	
Online patron registration	100%	Yes
Report generating module	100%	Yes
Serials module	Not provided	
SMS text messaging	Not provided	No
Telephone notification	51-75%	Yes
WISCAT/OCLC for ILL	100%	Yes

(Merlin Continued)

## Staffing

**Number of full-time equivalents (FTE) providing services related to the ILS: 3.0**

**FTE included in the ILS budget: 1.25**

**How the FTE is utilized: (Note: Percentages represent total amounts of time working on an activity. For example, 200% would indicate 100% of two full time positions)**

Activity	Percentage of FTE working on activity
Administration (budget, governance, etc.)	6.5%
Bibliographic/patron database services	53.0%
Catalog enhancement/add-ons	2.5%
Communication & Support	120.0%
Fiscal agency	10.0%
Promotion	7.5%
Resource sharing/inter-system delivery	44.5%
Statistics, reports, and notices	20.0%
Supplies/equipment	13.5%
Technology infrastructure	15.0%
Training/documentation	5.0%
Upgrades/enhancements	2.5%

### Other staff-related costs included in the budget

	Percentage of cost included in the ILS budget
Rent	None
Staff equipment	None
Staff phone service	None
Staff furniture	0-24%
Staff training/travel	25-50%

## Resource Sharing/Delivery

**Portion of delivery costs included in the ILS budget:** None is included in the ILS budget

### Percentage of libraries receiving number of days of delivery

One day	Two day	Three day	Four day	Five day	Six day
0%	17.86%	78.57%	0%	3.57%	0%

**Contract with a commercial vendor for delivery:** Yes

**Name of commercial vendor, if applicable:** Action Logistics

**Services provided by the vendor, if applicable:** Delivery, in-route sorting, hub sorting

**Contract term with vendor, if applicable:** 1/1/2014-12/31/2016

**To get materials from libraries participating in the ILS, public libraries that do not participate in the consortium use:** WISCAT

**To get materials from libraries not participating in the ILS, public libraries that participate in the consortium use:** ILS card, WISCAT

**Are net lenders compensated?** Yes

**How net lenders are compensated, if applicable:** Net borrowers pay into a pool and net lenders receive a credit from it toward ILS costs. The pool is equivalent to 3% of the annual ILS cost, about \$4200 in 2014. Each net borrower pays a percentage of the pool equivalent to its share of net borrows and

**Is the net lender compensation included in the ILS budget, if applicable?** Yes

## Training and documentation

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Develop policies for member review	Yes	Yes
Develop procedures for member review	Yes	Yes
Funding for member libraries to attend ILS-related training and user group meetings	No	
Maintain policy manuals	Yes	Yes
Maintain procedure manuals	Yes	Yes
Pay vendor user group membership fee	No	
Provide a mentorship program for libraries new to the ILS	No	
Provide additional online documentation (beyond print documentation)	Yes	Yes
Provide opportunities for libraries to get together in "user group" capacity	No	N/A
<i>Training for patrons</i>		
• Conduct in-person training	No	
• Online tutorials	No	
• Printed documentation/help sheets	No	
• Scripts for in-person training	No	
<i>Training for staff</i>		
• Conduct in-person training	Yes	Yes
• Conduct webinars	Yes	Yes
• Online tutorials	Yes	Yes
• Printed documentation/help sheets	Yes	Yes
• Scripts for in-person training	No	

(Merlin Continued)

## Upgrades and enhancements

	Provided?	Included in ILS budget?
Carry out testing protocols	No	
Develop testing protocols	No	
Implement upgrades	Yes	Yes
Investigate enhancements and modules for the ILS	Yes	Yes
Troubleshoot post-implementation issues	Yes	Yes

## Bibliographic & patron database services

	Provided?	Included in ILS budget?
Record clean up (error correction on individual records, batch record changes)	Yes	Yes
Original cataloging	Yes	Yes
Copy cataloging	Yes	Yes
Creation of serial records	No	
Adding holdings & shelf locations to existing records	Yes	Yes
Processing of physical items	No	
Authority control for names and subjects	Yes	No
Provide batch processing to mass delete or update records	Yes	Yes

**Sources for MARC records for copy cataloging:** Z39.50 from other catalogs

**Sources for authority control:** Marcive

### How are on order records added to the catalog?

Libraries add full on-order records that are not reviewed by centralized cataloging staff.

### How are item/holdings records added?

Libraries add item records to existing bibliographic records

### How is a record added when there is no record found in the bibliographic database (after an item is received)?

Libraries create a brief record that will be expanded/overlaid by centralized cataloging staff; Libraries find and add full records (copy cataloging) that are NOT reviewed; Libraries send information about item or the item to the centralized cataloging st

(Merlin Continued) Communication & support

	Provided?	Included in ILS budget?
Answer ILS functionality questions during normal system business hours	Yes	Yes
Answer ILS functionality questions through after-hours phone/pager support	Yes	Yes
Answer ILS-related technical support questions during normal system business hours	Yes	Yes
Answer ILS-related technical support questions through after-hours phone/pager support	Yes	Yes
Maintain dedicated ILS news resource (blog/website, etc.)	Yes	Yes
Maintain email lists to facilitate communication among members	Yes	Yes
Maintain internal ILS website for members	Yes	Yes
Monitor bandwidth usage at member institutions	Yes	Yes
Perform backup of ILS data	Yes	Yes
Provide assistance in installation and configuration of self-check and sorters	Yes	Yes
Provide community profiles in the catalog	No	
Provide information on unexpected outages to libraries	Yes	Yes
Provide ongoing support of self-check and sorters	Yes	Yes
Provide overall support for library LANs	Yes	Yes
Provide overall support for the WAN	Yes	Yes
Provide planning, testing, and deployment for ILS-related technology services	Yes	Yes
Provide support ticketing system for libraries to enter and track support concerns	No	
Work with members to determine best options on getting additional bandwidth	Yes	Yes

**The normal business hours are** M-F 8-4.

**After-hours support:** Library system/consortium available by phone: 24/7; Vendor available by phone/email: 24/7

**Fiscal agency/legal support:**

Library system acts as fiscal agent for the consortium.

	Provided?	Included in ILS budget?
Collect and redistribute fine and lost book payments	Yes	Yes
Contract for audit of financials for ILS consortium	Yes	Yes
Contract for legal services for review of contracts and other legal advice	No	
Invoice libraries for portion of ILS budget	Yes	Yes
Pay bills for ILS consortium	Yes	Yes
Prepare budgets for ILS consortium	Yes	Yes
Provide budget updates and reports to consortium	Yes	Yes
Provide merchant account and credit card processing for e-commerce	Yes	Yes

(Merlin Continued)

Promotion:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Create news releases	Yes	Yes
Customize checkout receipts for libraries	Yes	Yes
Develop custom promotional materials for individual libraries	No	
Develop standard promotional materials for libraries to use with patrons	No	
Mail promotional materials to patrons	No	
Maintain information for the public about the ILS consortium on the website	Yes	Yes
Print promotional materials	No	
Provide website design and updates for consortium website	Yes	Yes
Use social media and other tools in the catalog to promote services and share news	No	

Statistics, reports, and notices:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Produce monthly circulation statistics	Yes	Yes
Produce necessary statistics and data for library annual report	Yes	Yes
Produce weeding reports	Yes	Yes
Produce reports for bibliographic record or holding record cleanup (missing data, incorrect codes ,etc.)	Yes	Yes
Produce reports to assist with locating lost items	Yes	Yes
Produce reports of new patron registrations	Yes	Yes
Produce counts of cataloging activities (number of items added/deleted/etc.)	Yes	Yes
Produce reports to assist with reconciliation of fines/lost items/other financial transactions	No	
Produce reports to notify libraries of high holds-to-copy ratios	No	
Produce lists of popular titles	Yes	Yes
Produce lists of recently acquired titles	Yes	Yes
Produce catalog usage reports (counts of searches, accesses, etc.)	Yes	Yes
Produce net lending/net borrowing reports	Yes	Yes
Produce custom reports upon request	Yes	Yes
Manage statistical platform for libraries to generate own reports	Yes	Yes
Print overdue notices to be mailed	Yes	Yes
Mail overdue notices	No	
Email overdue notices	No	
Email courtesy notices for pre-overdues	Yes	Yes
Email courtesy "your card is about to expire" notices	No	No
Email "Welcome to library X" notice upon registration	No	
Subscribe to Library Elf	No	

# MORE

## Supplies/equipment/insurance

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Barcodes	Yes	No
Barcodes/library cards for patrons	Yes	No
Envelopes for mailing notices	No	
Insurance for ILS data	Yes	Yes
Insurance for ILS hardware	Yes	No
Insurance for security breach	Yes	No
Label stock for book processing	Yes	No
Routing slips for delivery	No	
Supplies for centralized printing of notices paper, ink, mailers	No	

## Catalog enhancements & other add-ons

	<b>Used by what percentage of libraries?</b>	<b>Included in ILS budget?</b>
Acquisitions module	50-74%	Yes
Collection agency service	0-24%	No
Customized web catalog	Yes Customized by library staff	No
Database authentication	100%	Yes
E-commerce system	100%	Yes
Enhanced discovery layer	100%	Yes
Enriched content	100%	Yes
ILL module (From ILS vendor)	Not provided	
Inventory module	Not provided	
Mobile catalog	100%	Yes
Multilanguage catalog	100%	Yes
OCLC/Skyriver for cataloging	0-24%	Yes
Online patron registration	Not provided	
Report generating module	100%	Yes
Serials module	76-99%	Yes
SMS text messaging	100%	Yes
Telephone notification	100%	Yes
WISCAT/OCLC for ILL	76-99%	No

(MORE Continued)

## Staffing

**Number of full-time equivalents (FTE) providing services related to the ILS: 4.0**

**FTE included in the ILS budget: 3.25**

**How the FTE is utilized: (Note: Percentages represent total amounts of time working on an activity. For example, 200% would indicate 100% of two full time positions)**

Activity	Percentage of FTE working on activity
Administration (budget, governance, etc.)	20.0%
Bibliographic/patron database services	80.0%
Catalog enhancement/add-ons	40.0%
Communication & Support	60.0%
Fiscal agency	20.0%
Promotion	20.0%
Resource sharing/inter-system delivery	20.0%
Statistics, reports, and notices	40.0%
Supplies/equipment	20.0%
Technology infrastructure	20.0%
Training/documentation	40.0%
Upgrades/enhancements	20.0%

### Other staff-related costs included in the budget

	Percentage of cost included in the ILS budget
Rent	None
Staff equipment	None
Staff phone service	None
Staff furniture	None
Staff training/travel	25-50%

## Resource Sharing/Delivery

**Portion of delivery costs included in the ILS budget:** None is included in the ILS budget

### Percentage of libraries receiving number of days of delivery

One day	Two day	Three day	Four day	Five day	Six day
0%	2%	52%	22%	24%	0%

**Contract with a commercial vendor for delivery:** Yes

**Name of commercial vendor, if applicable:** Waltco

**Services provided by the vendor, if applicable:** Delivery, hub sorting

**Contract term with vendor, if applicable:** month-to-month

**To get materials from libraries participating in the ILS, public libraries that do not participate in the consortium use:** WISCAT

**To get materials from libraries not participating in the ILS, public libraries that participate in the consortium use:** WISCAT

**Are net lenders compensated?** No

**How net lenders are compensated, if applicable:** N/A

**Is the net lender compensation included in the ILS budget, if applicable?** N/A

Training and documentation

	Provided?	Included in ILS budget?
Develop policies for member review	Yes	Yes
Develop procedures for member review	Yes	Yes
Funding for member libraries to attend ILS-related training and user group meetings	Yes	Yes
Maintain policy manuals	Yes	Yes
Maintain procedure manuals	Yes	Yes
Pay vendor user group membership fee	Yes	Yes
Provide a mentorship program for libraries new to the ILS	No	
Provide additional online documentation (beyond print documentation)	Yes	Yes
Provide opportunities for libraries to get together in "user group" capacity	Yes	Yes
<i>Training for patrons</i>		
• Conduct in-person training	No	
• Online tutorials	Yes	Yes
• Printed documentation/help sheets	Yes	Yes
• Scripts for in-person training	No	
<i>Training for staff</i>		
• Conduct in-person training	Yes	Yes
• Conduct webinars	Yes	Yes
• Online tutorials	Yes	Yes
• Printed documentation/help sheets	Yes	Yes
• Scripts for in-person training	Yes	Yes

(MORE Continued)

## Upgrades and enhancements

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Carry out testing protocols	Yes	Yes
Develop testing protocols	Yes	Yes
Implement upgrades	Yes	Yes
Investigate enhancements and modules for the ILS	Yes	Yes
Troubleshoot post-implementation issues	Yes	Yes

## Bibliographic & patron database services

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Record clean up (error correction on individual records, batch record changes)	Yes	Yes
Original cataloging	Yes	Yes
Copy cataloging	Yes	Yes
Creation of serial records	No	
Adding holdings & shelf locations to existing records	Yes (optional cost- recovery service)	No
Processing of physical items	Yes (optional cost- recovery service)	No
Authority control for names and subjects	Yes	Yes
Provide batch processing to mass delete or update records	Yes	Yes

**Sources for MARC records for copy cataloging:** Material providers (B&T, YBP, etc.), OCLC

**Sources for authority control:** INN-View (ILS vendor product), OCLC authorities, done locally

### **How are on order records added to the catalog?**

Libraries add brief on-order records; Libraries add full on-order records that are reviewed by centralized cataloging staff

### **How are item/holdings records added?**

Libraries add item records to existing bibliographic records

### **How is a record added when there is no record found in the bibliographic database (after an item is received)?**

Libraries create a brief record that will be expanded/overlaid by centralized cataloging staff; Libraries find and/or add full records (copy cataloging) that are reviewed by centralized cataloging staff; Libraries create full records (original cataloging)

(MORE Continued) Communication & support

	Provided?	Included in ILS budget?
Answer ILS functionality questions during normal system business hours	Yes	Yes
Answer ILS functionality questions through after-hours phone/pager support	No	
Answer ILS-related technical support questions during normal system business hours	Yes	Yes
Answer ILS-related technical support questions through after-hours phone/pager support	Yes	Yes
Maintain dedicated ILS news resource (blog/website, etc.)	Yes	No
Maintain email lists to facilitate communication among members	Yes	No
Maintain internal ILS website for members	Yes	No
Monitor bandwidth usage at member institutions	Yes	No
Perform backup of ILS data	Yes	Yes
Provide assistance in installation and configuration of self-check and sorters	Yes	No
Provide community profiles in the catalog	No	
Provide information on unexpected outages to libraries	Yes	Yes
Provide ongoing support of self-check and sorters	Yes	No
Provide overall support for library LANs	Yes	No
Provide overall support for the WAN	Yes	No
Provide planning, testing, and deployment for ILS-related technology services	Yes	Yes
Provide support ticketing system for libraries to enter and track support concerns	Yes	No
Work with members to determine best options on getting additional bandwidth	Yes	No

**The normal business hours are** M-F 8-5.

**After-hours support:** Library system/consortium available by phone/email: 7a - 8a; 5p - 9p

**Fiscal agency/legal support:**

Library system acts as fiscal agent for the consortium.

	Provided?	Included in ILS budget?
Collect and redistribute fine and lost book payments	No	
Contract for audit of financials for ILS consortium	Yes	No
Contract for legal services for review of contracts and other legal advice	Yes	No
Invoice libraries for portion of ILS budget	Yes	Yes
Pay bills for ILS consortium	Yes	Yes
Prepare budgets for ILS consortium	Yes	Yes
Provide budget updates and reports to consortium	Yes	Yes
Provide merchant account and credit card processing for e-commerce	Yes	No

(MORE Continued)

### Promotion:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Create news releases	No	
Customize checkout receipts for libraries	Yes	Yes
Develop custom promotional materials for individual libraries	Yes	No
Develop standard promotional materials for libraries to use with patrons	Yes	Yes
Mail promotional materials to patrons	No	
Maintain information for the public about the ILS consortium on the website	Yes	Yes
Print promotional materials	Yes	Yes (partial cost)
Provide website design and updates for consortium website	Yes	No
Use social media and other tools in the catalog to promote services and share news	Yes	Yes

### Statistics, reports, and notices:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Produce monthly circulation statistics	Yes	Yes
Produce necessary statistics and data for library annual report	Yes	Yes
Produce weeding reports	Yes	Yes
Produce reports for bibliographic record or holding record cleanup (missing data, incorrect codes ,etc.)	Yes	Yes
Produce reports to assist with locating lost items	Yes	Yes
Produce reports of new patron registrations	Yes	Yes
Produce counts of cataloging activities (number of items added/deleted/etc.)	Yes	Yes
Produce reports to assist with reconciliation of fines/lost items/other financial transactions	Yes	Yes
Produce reports to notify libraries of high holds-to-copy ratios	Yes	Yes
Produce lists of popular titles	Yes	Yes
Produce lists of recently acquired titles	Yes	Yes
Produce catalog usage reports (counts of searches, accesses, etc.)	Yes	Yes
Produce net lending/net borrowing reports	Yes	Yes
Produce custom reports upon request	Yes	Yes
Manage statistical platform for libraries to generate own reports	Yes	Yes
Print overdue notices to be mailed	No	
Mail overdue notices	No	
Email overdue notices	Yes	Yes
Email courtesy notices for pre-overdues	No	
Email courtesy "your card is about to expire" notices	No	No
Email "Welcome to library X" notice upon registration	No	
Subscribe to Library Elf	Yes	Yes

# NetSouthwest

## Supplies/equipment/insurance

	Provided?	Included in ILS budget?
Barcodes	Yes	No
Barcodes/library cards for patrons	Yes	No
Envelopes for mailing notices	No	No
Insurance for ILS data	Yes	No
Insurance for ILS hardware	No	
Insurance for security breach	No	
Label stock for book processing	No	
Routing slips for delivery	No	No
Supplies for centralized printing of notices paper, ink, mailers	No	No

## Catalog enhancements & other add-ons

	Used by what percentage of libraries?	Included in ILS budget?
Acquisitions module	0-24%	Yes
Collection agency service	Not provided	
Customized web catalog	Yes If provided, customized by Library staff	Yes
Database authentication	100%	Yes
E-commerce system	Not provided	
Enhanced discovery layer	51-75%	Yes
Enriched content	100%	Yes
ILL module (From ILS vendor)	0-24%	Yes
Inventory module	0-24%	Yes
Mobile catalog	25-50%	Yes
Multilanguage catalog	0-24%	Yes
OCLC/Skyriver for cataloging	0-24%	Yes
Online patron registration	Not provided	
Report generating module	76-99%	Yes
Serials module	0-24%	Yes
SMS text messaging	Not provided	
Telephone notification	Not provided	
WISCAT/OCLC for ILL	51-75%	No

(NetSouthwest Continued)

## Staffing

**Number of full-time equivalents (FTE) providing services related to the ILS: 2.9**

**FTE included in the ILS budget: 1.75**

**How the FTE is utilized: (Note: Percentages represent total amounts of time working on an activity. For example, 200% would indicate 100% of two full time positions)**

Activity	Percentage of FTE working on activity
Administration (budget, governance, etc.)	5.0%
Bibliographic/patron database services	200.0%
Catalog enhancement/add-ons	5.0%
Communication & Support	14.0%
Fiscal agency	2.0%
Promotion	5.0%
Resource sharing/inter-system delivery	15.0%
Statistics, reports, and notices	10.0%
Supplies/equipment	2.0%
Technology infrastructure	10.0%
Training/documentation	15.0%
Upgrades/enhancements	2.0%

### Other staff-related costs included in the budget

	Percentage of cost included in the ILS budget
Rent	0-24%
Staff equipment	51-75%
Staff phone service	25-50%
Staff furniture	None
Staff training/travel	0-24%

## Resource Sharing/Delivery

**Portion of delivery costs included in the ILS budget:** None is included in the ILS budget

### Percentage of libraries receiving number of days of delivery

One day	Two day	Three day	Four day	Five day	Six day
0%	73.33%	26.67%	0%	0%	0%

**Contract with a commercial vendor for delivery:** No

**Name of commercial vendor, if applicable:** N/A

**Services provided by the vendor, if applicable:** N/A

**Contract term with vendor, if applicable:** N/A

**To get materials from libraries participating in the ILS, public libraries that do not participate in the consortium use:** ILS card, WISCAT

**To get materials from libraries not participating in the ILS, public libraries that participate in the consortium use:** WISCAT

**Are net lenders compensated?** No

**How net lenders are compensated, if applicable:** N/A

**Is the net lender compensation included in the ILS budget, if applicable?** N/A

Training and documentation

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Develop policies for member review	Yes	No
Develop procedures for member review	Yes	No
Funding for member libraries to attend ILS-related training and user group meetings	No	
Maintain policy manuals	Yes	No
Maintain procedure manuals	Yes	Yes
Pay vendor user group membership fee	No	
Provide a mentorship program for libraries new to the ILS	Yes	No
Provide additional online documentation (beyond print documentation)	Yes	Yes
Provide opportunities for libraries to get together in "user group" capacity	Yes	No
<i>Training for patrons</i>		
• Conduct in-person training	No	
• Online tutorials	No	
• Printed documentation/help sheets	No	
• Scripts for in-person training	No	
<i>Training for staff</i>		
• Conduct in-person training	Yes	Yes
• Conduct webinars	Yes	No
• Online tutorials	No	
• Printed documentation/help sheets	Yes	No
• Scripts for in-person training	Yes	No

(NetSouthwest Continued)

## Upgrades and enhancements

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Carry out testing protocols	Yes	No
Develop testing protocols	Yes	No
Implement upgrades	Yes	No
Investigate enhancements and modules for the ILS	Yes	No
Troubleshoot post-implementation issues	Yes	Yes

## Bibliographic & patron database services

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Record clean up (error correction on individual records, batch record changes)	Yes	Yes
Original cataloging	Yes	Yes
Copy cataloging	Yes	Yes
Creation of serial records	Yes	Yes
Adding holdings & shelf locations to existing records	No	
Processing of physical items	No	
Authority control for names and subjects	Yes	Yes
Provide batch processing to mass delete or update records	Yes	Yes

**Sources for MARC records for copy cataloging:** OCLC, Z39.50 from other catalogs

**Sources for authority control:** Marcive

### **How are on order records added to the catalog?**

Centralized cataloging staff add FULL on-order records

### **How are item/holdings records added?**

Libraries add item records to existing bibliographic records

### **How is a record added when there is no record found in the bibliographic database (after an item is received)?**

Libraries send information about item or the item to the centralized cataloging staff (system staff). Centralized cataloging staff find or create record.

(NetSouthwest Continued) Communication & support

	Provided?	Included in ILS budget?
Answer ILS functionality questions during normal system business hours	Yes	Yes
Answer ILS functionality questions through after-hours phone/pager support	Yes	Yes
Answer ILS-related technical support questions during normal system business hours	Yes	No
Answer ILS-related technical support questions through after-hours phone/pager support	No	No
Maintain dedicated ILS news resource (blog/website, etc.)	Yes	No
Maintain email lists to facilitate communication among members	Yes	No
Maintain internal ILS website for members	No	
Monitor bandwidth usage at member institutions	Yes	No
Perform backup of ILS data	No	
Provide assistance in installation and configuration of self-check and sorters	No	
Provide community profiles in the catalog	No	
Provide information on unexpected outages to libraries	Yes	No
Provide ongoing support of self-check and sorters	No	
Provide overall support for library LANs	Yes	No
Provide overall support for the WAN	Yes	Yes
Provide planning, testing, and deployment for ILS-related technology services	Yes	No
Provide support ticketing system for libraries to enter and track support concerns	No	
Work with members to determine best options on getting additional bandwidth	Yes	No

**The normal business hours are** M-F 8-4:30.

**After-hours support:** Library system/consortium available by phone/email: M-F 4:30-8; Sat 8-5; Sun 1-4; Vendor available by phone/email: 24/7

**Fiscal agency/legal support:**

Library system acts as fiscal agent for the consortium.

	Provided?	Included in ILS budget?
Collect and redistribute fine and lost book payments	No	
Contract for audit of financials for ILS consortium	Yes	Yes
Contract for legal services for review of contracts and other legal advice	Yes	No
Invoice libraries for portion of ILS budget	Yes	No
Pay bills for ILS consortium	Yes	No
Prepare budgets for ILS consortium	Yes	No
Provide budget updates and reports to consortium	Yes	No
Provide merchant account and credit card processing for e-commerce	No	

(NetSouthwest Continued)

Promotion:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Create news releases	Yes	No
Customize checkout receipts for libraries	No	
Develop custom promotional materials for individual libraries	Yes	No
Develop standard promotional materials for libraries to use with patrons	Yes	No
Mail promotional materials to patrons	No	
Maintain information for the public about the ILS consortium on the website	Yes	No
Print promotional materials	No	
Provide website design and updates for consortium website	Yes	No
Use social media and other tools in the catalog to promote services and share news	Yes	Yes

Statistics, reports, and notices:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Produce monthly circulation statistics	No	
Produce necessary statistics and data for library annual report	Yes	Yes
Produce weeding reports	Yes	No
Produce reports for bibliographic record or holding record cleanup (missing data, incorrect codes ,etc.)	No	
Produce reports to assist with locating lost items	Yes	Yes
Produce reports of new patron registrations	No	
Produce counts of cataloging activities (number of items added/deleted/etc.)	Yes	Yes
Produce reports to assist with reconciliation of fines/lost items/other financial transactions	Yes	Yes
Produce reports to notify libraries of high holds-to-copy ratios	No	
Produce lists of popular titles	No	
Produce lists of recently acquired titles	No	
Produce catalog usage reports (counts of searches, accesses, etc.)	No	
Produce net lending/net borrowing reports	No	
Produce custom reports upon request	Yes	Yes
Manage statistical platform for libraries to generate own reports	No	
Print overdue notices to be mailed	No	
Mail overdue notices	No	
Email overdue notices	Yes	Yes
Email courtesy notices for pre-overdues	Yes	Yes
Email courtesy "your card is about to expire" notices	No	No
Email "Welcome to library X" notice upon registration	No	
Subscribe to Library Elf	No	

# OWLSnet

## Supplies/equipment/insurance

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Barcodes	Yes	No
Barcodes/library cards for patrons	Yes	Yes
Envelopes for mailing notices	No	
Insurance for ILS data	No	
Insurance for ILS hardware	Yes	Yes
Insurance for security breach	No	
Label stock for book processing	Yes	No
Routing slips for delivery	Yes	No
Supplies for centralized printing of notices paper, ink, mailers	No	

## Catalog enhancements & other add-ons

	<b>Used by what percentage of libraries?</b>	<b>Included in ILS budget?</b>
Acquisitions module	0-24%	Yes
Collection agency service	Not provided	
Customized web catalog	Not provided	
Database authentication	100%	Yes
E-commerce system	100%	Yes
Enhanced discovery layer	Not provided	
Enriched content	100%	Yes
ILL module (From ILS vendor)	Not provided	
Inventory module	Not provided	
Mobile catalog	100%	Yes
Multilanguage catalog	100%	Yes
OCLC/Skyriver for cataloging	100%	Yes
Online patron registration	100%	Yes
Report generating module	25-50%	Yes
Serials module	100%	Yes
SMS text messaging	100%	Yes
Telephone notification	Not provided	
WISCAT/OCLC for ILL	100%	Yes

(OWLSnet Continued)

## Staffing

**Number of full-time equivalents (FTE) providing services related to the ILS: 5.8**

**FTE included in the ILS budget: 5.75**

**How the FTE is utilized: (Note: Percentages represent total amounts of time working on an activity. For example, 200% would indicate 100% of two full time positions)**

Activity	Percentage of FTE working on activity
Administration (budget, governance, etc.)	Not reported
Bibliographic/patron database services	Not reported
Catalog enhancement/add-ons	Not reported
Communication & Support	Not reported
Fiscal agency	Not reported
Promotion	Not reported
Resource sharing/inter-system delivery	Not reported
Statistics, reports, and notices	Not reported
Supplies/equipment	Not reported
Technology infrastructure	Not reported
Training/documentation	Not reported
Upgrades/enhancements	Not reported

### Other staff-related costs included in the budget

	Percentage of cost included in the ILS budget
Rent	0-24%
Staff equipment	None
Staff phone service	25-50%
Staff furniture	None
Staff training/travel	25-50%

## Resource Sharing/Delivery

**Portion of delivery costs included in the ILS budget:** None is included in the ILS budget

### Percentage of libraries receiving number of days of delivery

One day	Two day	Three day	Four day	Five day	Six day
1.96%	3.92%	33.33%	3.92%	56.86%	0%

**Contract with a commercial vendor for delivery:** No

**Name of commercial vendor, if applicable:** Waltco

**Services provided by the vendor, if applicable:** Delivery, hub sorting

**Contract term with vendor, if applicable:** month-to-month

**To get materials from libraries participating in the ILS, public libraries that do not participate in the consortium use:** ILS card, WISCAT

**To get materials from libraries not participating in the ILS, public libraries that participate in the consortium use:** ILS card, WISCAT

**Are net lenders compensated?** No

**How net lenders are compensated, if applicable:** N/A

**Is the net lender compensation included in the ILS budget, if applicable?** N/A

Training and documentation

	Provided?	Included in ILS budget?
Develop policies for member review	Yes	Yes
Develop procedures for member review	Yes	Yes
Funding for member libraries to attend ILS-related training and user group meetings	No	
Maintain policy manuals	Yes	Yes
Maintain procedure manuals	Yes	Yes
Pay vendor user group membership fee	No	
Provide a mentorship program for libraries new to the ILS	No	
Provide additional online documentation (beyond print documentation)	Yes	Yes
Provide opportunities for libraries to get together in "user group" capacity	Yes	Yes
<i>Training for patrons</i>		
• Conduct in-person training	No	
• Online tutorials	Yes	Yes
• Printed documentation/help sheets	Yes	Yes
• Scripts for in-person training	No	
<i>Training for staff</i>		
• Conduct in-person training	Yes	Yes
• Conduct webinars	Yes	Yes
• Online tutorials	Yes	Yes
• Printed documentation/help sheets	Yes	Yes
• Scripts for in-person training	No	

## Upgrades and enhancements

	Provided?	Included in ILS budget?
Carry out testing protocols	Yes	Yes
Develop testing protocols	Yes	Yes
Implement upgrades	Yes	Yes
Investigate enhancements and modules for the ILS	Yes	Yes
Troubleshoot post-implementation issues	Yes	Yes

## Bibliographic & patron database services

	Provided?	Included in ILS budget?
Record clean up (error correction on individual records, batch record changes)	Yes	Yes
Original cataloging	Yes	Yes
Copy cataloging	Yes	Yes
Creation of serial records	Yes	Yes
Adding holdings & shelf locations to existing records	No	
Processing of physical items	No	
Authority control for names and subjects	Yes	Yes
Provide batch processing to mass delete or update records	Yes	Yes

**Sources for MARC records for copy cataloging:** Material providers (B&T, YBP, etc.), OCLC

**Sources for authority control:** Done locally

### How are on order records added to the catalog?

Centralized cataloging staff add FULL on-order records; Centralized cataloging staff add BRIEF on-order records; Libraries add brief on-order records; Libraries add full on-order records that are not reviewed by centralized cataloging staff

### How are item/holdings records added?

Libraries add item records to existing bibliographic records

### How is a record added when there is no record found in the bibliographic database (after an item is received)?

Libraries find and add full records (copy cataloging) that are NOT reviewed; Libraries send information about item or the item to the centralized cataloging staff. Centralized cataloging staff find or create record.

(OWLSnet Continued) Communication & support

	Provided?	Included in ILS budget?
Answer ILS functionality questions during normal system business hours	Yes	Yes
Answer ILS functionality questions through after-hours phone/pager support	No	
Answer ILS-related technical support questions during normal system business hours	Yes	Yes
Answer ILS-related technical support questions through after-hours phone/pager support	Yes	Yes
Maintain dedicated ILS news resource (blog/website, etc.)	Yes	Yes
Maintain email lists to facilitate communication among members	Yes	Yes
Maintain internal ILS website for members	Yes	Yes
Monitor bandwidth usage at member institutions	Yes	Yes
Perform backup of ILS data	Yes	Yes
Provide assistance in installation and configuration of self-check and sorters	Yes	Yes
Provide community profiles in the catalog	No	
Provide information on unexpected outages to libraries	Yes	Yes
Provide ongoing support of self-check and sorters	Yes	Yes
Provide overall support for library LANs	Yes	Yes
Provide overall support for the WAN	Yes	Yes
Provide planning, testing, and deployment for ILS-related technology services	Yes	Yes
Provide support ticketing system for libraries to enter and track support concerns	No	
Work with members to determine best options on getting additional bandwidth	No	

**The normal business hours are** M-F 8-5.

**After-hours support:** Library system/consortium available by phone/pager: library open hours

**Fiscal agency/legal support:**

One of the two library systems acts as fiscal agent for the consortium.

	Provided?	Included in ILS budget?
Collect and redistribute fine and lost book payments	No	
Contract for audit of financials for ILS consortium	Yes	Yes
Contract for legal services for review of contracts and other legal advice	No	
Invoice libraries for portion of ILS budget	Yes	Yes
Pay bills for ILS consortium	Yes	Yes
Prepare budgets for ILS consortium	No	
Provide budget updates and reports to consortium	No	
Provide merchant account and credit card processing for e-commerce	Yes	Yes

(OWLSnet Continued) Promotion:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Create news releases	Yes	Yes
Customize checkout receipts for libraries	No (vendor does not offer)	
Develop custom promotional materials for individual libraries	Yes	No
Develop standard promotional materials for libraries to use with patrons	Yes	Yes
Mail promotional materials to patrons	No	
Maintain information for the public about the ILS consortium on the website	Yes	Yes
Print promotional materials	Yes	Yes
Provide website design and updates for consortium website	Yes	Yes
Use social media and other tools in the catalog to promote services and share news	Yes	Yes

Statistics, reports, and notices:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Produce monthly circulation statistics	Yes	Yes
Produce necessary statistics and data for library annual report	Yes	Yes
Produce weeding reports	Yes	Yes
Produce reports for bibliographic record or holding record cleanup (missing data, incorrect codes ,etc.)	Yes	Yes
Produce reports to assist with locating lost items	Yes	Yes
Produce reports of new patron registrations	Yes	Yes
Produce counts of cataloging activities (number of items added/deleted/etc.)	Yes	Yes
Produce reports to assist with reconciliation of fines/lost items/other financial transactions	Yes	Yes
Produce reports to notify libraries of high holds-to-copy ratios	Yes	Yes
Produce lists of popular titles	No	
Produce lists of recently acquired titles	Yes	Yes
Produce catalog usage reports (counts of searches, accesses, etc.)	Yes	Yes
Produce net lending/net borrowing reports	Yes	Yes
Produce custom reports upon request	Yes	Yes
Manage statistical platform for libraries to generate own reports	Yes	Yes
Print overdue notices to be mailed	No	
Mail overdue notices	No	
Email overdue notices	Yes	Yes
Email courtesy notices for pre-overdues	Yes	Yes
Email courtesy "your card is about to expire" notices	No	No
Email "Welcome to library X" notice upon registration	No	
Subscribe to Library Elf	No	

# RockCat

## Supplies/equipment/insurance

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Barcodes	No	
Barcodes/library cards for patrons	No	
Envelopes for mailing notices	No	
Insurance for ILS data	No	
Insurance for ILS hardware	No	
Insurance for security breach	No	
Label stock for book processing	No	
Routing slips for delivery	Yes	Yes
Supplies for centralized printing of notices paper, ink, mailers	No	

## Catalog enhancements & other add-ons

	<b>Used by what percentage of libraries?</b>	<b>Included in ILS budget?</b>
Acquisitions module	25-49%	Yes
Collection agency service	51-75%	No
Customized web catalog	Not provided	
Database authentication	25-50%	Yes
E-commerce system	25-50%	No
Enhanced discovery layer	Not provided	
Enriched content	100%	Yes
ILL module (From ILS vendor)	Not provided	
Inventory module	Not provided	
Mobile catalog	Not provided	
Multilanguage catalog	100%	Yes
OCLC/Skyriver for cataloging	25-50%	No
Online patron registration	Not provided	
Report generating module	100%	Yes
Serials module	25-50%	Yes
SMS text messaging	Not provided	
Telephone notification	100%	Yes
WISCAT/OCLC for ILL	100%	No

(RockCat Continued)

## Staffing

**Number of full-time equivalents (FTE) providing services related to the ILS: 1.8**

**FTE included in the ILS budget: 1**

**How the FTE is utilized: (Note: Percentages represent total amounts of time working on an activity. For example, 200% would indicate 100% of two full time positions)**

Activity	Percentage of FTE working on activity
Administration (budget, governance, etc.)	10.0%
Bibliographic/patron database services	15.0%
Catalog enhancement/add-ons	5.0%
Communication & Support	40.0%
Fiscal agency	5.0%
Promotion	5.0%
Resource sharing/inter-system delivery	25.0%
Statistics, reports, and notices	20.0%
Supplies/equipment	5.0%
Technology infrastructure	10.0%
Training/documentation	20.0%
Upgrades/enhancements	10.0%

### Other staff-related costs included in the budget

	Percentage of cost included in the ILS budget
Rent	0-24%
Staff equipment	0-24%
Staff phone service	0-24%
Staff furniture	None
Staff training/travel	None

## Resource Sharing/Delivery

**Portion of delivery costs included in the ILS budget:** None is included in the ILS budget

### Percentage of libraries receiving number of days of delivery

One day	Two day	Three day	Four day	Five day	Six day
0%	0%	0%	0%	100%	0%

**Contract with a commercial vendor for delivery:** No

**Name of commercial vendor, if applicable:** N/A

**Services provided by the vendor, if applicable:** N/A

**Contract term with vendor, if applicable:** N/A

**To get materials from libraries participating in the ILS, public libraries that do not participate in the consortium use:** N/A

**To get materials from libraries not participating in the ILS, public libraries that participate in the consortium use:** N/A

**Are net lenders compensated?** No

**How net lenders are compensated, if applicable:** N/A

**Is the net lender compensation included in the ILS budget, if applicable?** N/A

Training and documentation

	Provided?	Included in ILS budget?
Develop policies for member review	Yes	No
Develop procedures for member review	Yes	No
Funding for member libraries to attend ILS-related training and user group meetings	No	
Maintain policy manuals	Yes	No
Maintain procedure manuals	Yes	No
Pay vendor user group membership fee	No	
Provide a mentorship program for libraries new to the ILS	No	
Provide additional online documentation (beyond print documentation)	Yes	Yes
Provide opportunities for libraries to get together in "user group" capacity	No	
<i>Training for patrons</i>		
• Conduct in-person training	Yes	No
• Online tutorials	Yes	No
• Printed documentation/help sheets	Yes	Yes
• Scripts for in-person training	No	
<i>Training for staff</i>		
• Conduct in-person training	Yes	No
• Conduct webinars	No	
• Online tutorials	No	
• Printed documentation/help sheets	Yes	No
• Scripts for in-person training	No	

(RockCat Continued)

## Upgrades and enhancements

	Provided?	Included in ILS budget?
Carry out testing protocols	No	
Develop testing protocols	No	
Implement upgrades	Yes	Yes
Investigate enhancements and modules for the ILS	Yes	Yes
Troubleshoot post-implementation issues	Yes	Yes

## Bibliographic & patron database services

	Provided?	Included in ILS budget?
Record clean up (error correction on individual records, batch record changes)	Yes	Yes
Original cataloging	No	
Copy cataloging	No	
Creation of serial records	No	
Adding holdings & shelf locations to existing records	No	
Processing of physical items	No	
Authority control for names and subjects	No	
Provide batch processing to mass delete or update records	Yes	Yes

**Sources for MARC records for copy cataloging:** Material providers (B&T, YBP, etc.), OCLC, Z39.50 from other catalogs

**Sources for authority control:** No authority control provided

### How are on order records added to the catalog?

Libraries add brief on-order records

### How are item/holdings records added?

Libraries add item records to existing bibliographic records

### How is a record added when there is no record found in the bibliographic database (after an item is received)?

Libraries find and add full records (copy cataloging) that are NOT reviewed; Other libraries create full records (original cataloging) that are NOT reviewed.

(RockCat Continued) Communication & support

	Provided?	Included in ILS budget?
Answer ILS functionality questions during normal system business hours	Yes	Yes
Answer ILS functionality questions through after-hours phone/pager support	Yes	Yes
Answer ILS-related technical support questions during normal system business hours	Yes	Yes
Answer ILS-related technical support questions through after-hours phone/pager support	Yes	Yes
Maintain dedicated ILS news resource (blog/website, etc.)	No	
Maintain email lists to facilitate communication among members	Yes	No
Maintain internal ILS website for members	No	
Monitor bandwidth usage at member institutions	Yes	No
Perform backup of ILS data	Yes	Yes
Provide assistance in installation and configuration of self-check and sorters	Yes	No
Provide community profiles in the catalog	No	
Provide information on unexpected outages to libraries	Yes	Yes
Provide ongoing support of self-check and sorters	Yes	No
Provide overall support for library LANs	No	
Provide overall support for the WAN	Yes	No
Provide planning, testing, and deployment for ILS-related technology services	Yes	Yes
Provide support ticketing system for libraries to enter and track support concerns	No	
Work with members to determine best options on getting additional bandwidth	Yes	No

**The normal business hours are** M-F 8-5.

**After-hours support:** Library system/consortium available by phone and email: 24/7; Vendor available by phone/email/online ticketing system: 24/7

**Fiscal agency/legal support:**

Library system; county acts as fiscal agent for the consortium.

	Provided?	Included in ILS budget?
Collect and redistribute fine and lost book payments	Yes	No
Contract for audit of financials for ILS consortium	No	
Contract for legal services for review of contracts and other legal advice	No	
Invoice libraries for portion of ILS budget	Yes	No
Pay bills for ILS consortium	Yes	No
Prepare budgets for ILS consortium	Yes	No
Provide budget updates and reports to consortium	Yes	No
Provide merchant account and credit card processing for e-commerce	No	

(RockCat Continued)

Promotion:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Create news releases	Yes	No
Customize checkout receipts for libraries	Yes	Yes
Develop custom promotional materials for individual libraries	Yes	No
Develop standard promotional materials for libraries to use with patrons	Yes	No
Mail promotional materials to patrons	No	
Maintain information for the public about the ILS consortium on the website	Yes	No
Print promotional materials	Yes	Yes
Provide website design and updates for consortium website	Yes	No
Use social media and other tools in the catalog to promote services and share news	Yes	Yes

Statistics, reports, and notices:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Produce monthly circulation statistics	Yes	Yes
Produce necessary statistics and data for library annual report	Yes	Yes
Produce weeding reports	Yes	Yes
Produce reports for bibliographic record or holding record cleanup (missing data, incorrect codes ,etc.)	Yes	Yes
Produce reports to assist with locating lost items	Yes	Yes
Produce reports of new patron registrations	Yes	Yes
Produce counts of cataloging activities (number of items added/deleted/etc.)	Yes	Yes
Produce reports to assist with reconciliation of fines/lost items/other financial transactions	Yes	Yes
Produce reports to notify libraries of high holds-to-copy ratios	No	
Produce lists of popular titles	Yes	Yes
Produce lists of recently acquired titles	Yes	Yes
Produce catalog usage reports (counts of searches, accesses, etc.)	No	
Produce net lending/net borrowing reports	Yes	Yes
Produce custom reports upon request	Yes	Yes
Manage statistical platform for libraries to generate own reports	Yes	Yes
Print overdue notices to be mailed	No	
Mail overdue notices	No	
Email overdue notices	Yes	Yes
Email courtesy notices for pre-overdues	Yes	No
Email courtesy "your card is about to expire" notices	No	No
Email "Welcome to library X" notice upon registration	No	
Subscribe to Library Elf	No	

# SHARE

## Supplies/equipment/insurance

	Provided?	Included in ILS budget?
Barcodes	No	
Barcodes/library cards for patrons	No	
Envelopes for mailing notices	No	
Insurance for ILS data	No	
Insurance for ILS hardware	Yes	No
Insurance for security breach	No	
Label stock for book processing	No	
Routing slips for delivery	Yes (Mid-Wisconsin only)	No
Supplies for centralized printing of notices paper, ink, mailers	No	

## Catalog enhancements & other add-ons

	Used by what percentage of libraries?	Included in ILS budget?
Acquisitions module	0-24%	For Lakeshores Library System only
Collection agency service	25-50%	No
Customized web catalog	Yes Customized by ILS consortium/system staff	Yes
Database authentication	Not provided	
E-commerce system	76-99%	Yes
Enhanced discovery layer	100%	Yes
Enriched content	100%	Yes
ILL module (From ILS vendor)	100%	Yes
Inventory module	0-24%	Yes
Mobile catalog	25-50%	Yes
Multilanguage catalog	25-50%	Yes
OCLC/Skyriver for cataloging	100%	Yes (Lakeshores only)
Online patron registration	Not provided	
Report generating module	100%	Yes
Serials module	76-99%	Yes
SMS text messaging	51-75%	Yes
Telephone notification	51-75%	No
WISCAT/OCLC for ILL	76-99%	No

## (SHARE Continued) Staffing

**Number of full-time equivalents (FTE) providing services related to the ILS: 3.0**

**FTE included in the ILS budget: 1**

**How the FTE is utilized: (Note: Percentages represent total amounts of time working on an activity. For example, 200% would indicate 100% of two full time positions)**

Activity	Percentage of FTE working on activity
Administration (budget, governance, etc.)	Not reported
Bibliographic/patron database services	Not reported
Catalog enhancement/add-ons	Not reported
Communication & Support	Not reported
Fiscal agency	Not reported
Promotion	Not reported
Resource sharing/inter-system delivery	Not reported
Statistics, reports, and notices	Not reported
Supplies/equipment	Not reported
Technology infrastructure	Not reported
Training/documentation	Not reported
Upgrades/enhancements	Not reported

### Other staff-related costs included in the budget

	Percentage of cost included in the ILS budget
Rent	None
Staff equipment	None
Staff phone service	None
Staff furniture	None
Staff training/travel	None

## Resource Sharing/Delivery

**Portion of delivery costs included in the ILS budget:** None is included in the ILS budget

### Percentage of libraries receiving number of days of delivery

One day	Two day	Three day	Four day	Five day	Six day
0%	0%	0%	0%	100%	0%

**Contract with a commercial vendor for delivery:** Yes

**Name of commercial vendor, if applicable:** Excell Express (LLS) and Action Logistics (MWFLS)

**Services provided by the vendor, if applicable:** Delivery, in-route sorting (LLS), hub sorting (MWFLS)

**Contract term with vendor, if applicable:** 1/1/2014 - 1/1/2016 (LLS)

9/1/2013 - 9/1/2016 (MWFLS)

**To get materials from libraries participating in the ILS, public libraries that do not participate in the consortium use:** N/A

**To get materials from libraries not participating in the ILS, public libraries that participate in the consortium use:** N/A

**Are net lenders compensated?** No

**How net lenders are compensated, if applicable:** N/A

**Is the net lender compensation included in the ILS budget, if applicable?** N/A

Training and documentation

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Develop policies for member review	Yes	No
Develop procedures for member review	Yes	No
Funding for member libraries to attend ILS-related training and user group meetings	Yes (Mid-Wisconsin only)	No
Maintain policy manuals	No	
Maintain procedure manuals	No	
Pay vendor user group membership fee	Yes	No
Provide a mentorship program for libraries new to the ILS	No	
Provide additional online documentation (beyond print documentation)	Yes	No
Provide opportunities for libraries to get together in "user group" capacity	No	
<i>Training for patrons</i>		
• Conduct in-person training	No	
• Online tutorials	No	
• Printed documentation/help sheets	No	
• Scripts for in-person training	No	
<i>Training for staff</i>		
• Conduct in-person training	Yes	No
• Conduct webinars	No	
• Online tutorials	Yes	No
• Printed documentation/help sheets	Yes	No
• Scripts for in-person training	No	

(SHARE Continued)

## Upgrades and enhancements

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Carry out testing protocols	Yes	No
Develop testing protocols	Yes	No
Implement upgrades	Yes	No
Investigate enhancements and modules for the ILS	Yes	No
Troubleshoot post-implementation issues	Yes	No

## Bibliographic & patron database services

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Record clean up (error correction on individual records, batch record changes)	Yes	Yes
Original cataloging	Yes	No
Copy cataloging	No	
Creation of serial records	No	
Adding holdings & shelf locations to existing records	No	
Processing of physical items	No	
Authority control for names and subjects	No	
Provide batch processing to mass delete or update records	Yes	Yes(Mid-Wisconsin only)

**Sources for MARC records for copy cataloging:** Skyriver

**Sources for authority control:** No authority control provided

### **How are on order records added to the catalog?**

Libraries add full on-order records that are not reviewed by centralized cataloging staff

### **How are item/holdings records added?**

Libraries add item records to existing bibliographic records

### **How is a record added when there is no record found in the bibliographic database (after an item is received)?**

Libraries find and add full records (copy cataloging) that are NOT reviewed; Other libraries create full records (original cataloging) that are NOT reviewed.

(SHARE Continued) Communication & support

	Provided?	Included in ILS budget?
Answer ILS functionality questions during normal system business hours	Yes	Not reported
Answer ILS functionality questions through after-hours phone/pager support	Yes	Not reported
Answer ILS-related technical support questions during normal system business hours	Yes	Not reported
Answer ILS-related technical support questions through after-hours phone/pager support	Not reported	Not reported
Maintain dedicated ILS news resource (blog/website, etc.)	No	
Maintain email lists to facilitate communication among members	Yes	
Maintain internal ILS website for members	No	
Monitor bandwidth usage at member institutions	Yes	Not reported
Perform backup of ILS data	Yes	Not reported
Provide assistance in installation and configuration of self-check and sorters	Yes	Not reported
Provide community profiles in the catalog	No	
Provide information on unexpected outages to libraries	Yes	Not reported
Provide ongoing support of self-check and sorters	Yes	Not reported
Provide overall support for library LANs	Yes	Not reported
Provide overall support for the WAN	Yes	Not reported
Provide planning, testing, and deployment for ILS-related technology services	Yes	Not reported
Provide support ticketing system for libraries to enter and track support concerns	Yes	Not reported
Work with members to determine best options on getting additional bandwidth	Yes	Not reported

**The normal business hours are** M-F 8-5.

**After-hours support:** 24/7 Vendor Availability

**Fiscal agency/legal support:**

One of the two library systems acts as fiscal agent for the consortium.

	Provided?	Included in ILS budget?
Collect and redistribute fine and lost book payments	Yes	No
Contract for audit of financials for ILS consortium	No	
Contract for legal services for review of contracts and other legal advice	No	
Invoice libraries for portion of ILS budget	Yes	No
Pay bills for ILS consortium	Yes	No
Prepare budgets for ILS consortium	No	
Provide budget updates and reports to consortium	No	
Provide merchant account and credit card processing for e-commerce	Yes	No

(SHARE Continued)

Promotion:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Create news releases	No	
Customize checkout receipts for libraries	Yes	No
Develop custom promotional materials for individual libraries	No	
Develop standard promotional materials for libraries to use with patrons	No	
Mail promotional materials to patrons	No	
Maintain information for the public about the ILS consortium on the website	Yes	No
Print promotional materials	Yes	No
Provide website design and updates for consortium website	No	
Use social media and other tools in the catalog to promote services and share news	Yes	No

Statistics, reports, and notices:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Produce monthly circulation statistics	Yes	No
Produce necessary statistics and data for library annual report	Yes	No
Produce weeding reports	Yes	No
Produce reports for bibliographic record or holding record cleanup (missing data, incorrect codes ,etc.)	Yes	No
Produce reports to assist with locating lost items	Yes	No
Produce reports of new patron registrations	Yes	No
Produce counts of cataloging activities (number of items added/deleted/etc.)	Yes	No
Produce reports to assist with reconciliation of fines/lost items/other financial transactions	Yes	No
Produce reports to notify libraries of high holds-to-copy ratios	Yes	No
Produce lists of popular titles	Yes	No
Produce lists of recently acquired titles	Yes	No
Produce catalog usage reports (counts of searches, accesses, etc.)	Yes	No
Produce net lending/net borrowing reports	Yes	No
Produce custom reports upon request	Yes	No
Manage statistical platform for libraries to generate own reports	Yes	No
Print overdue notices to be mailed	No	
Mail overdue notices	No	
Email overdue notices	Yes	Yes
Email courtesy notices for pre-overdues	Yes	No
Email courtesy "your card is about to expire" notices	Yes	Yes
Email "Welcome to library X" notice upon registration	Yes	yes
Subscribe to Library Elf	No	

# V-Cat

## Supplies/equipment/insurance

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Barcodes	Yes	No
Barcodes/library cards for patrons	Yes	No
Envelopes for mailing notices	No	
Insurance for ILS data	Yes	No
Insurance for ILS hardware	Yes	No
Insurance for security breach	Yes	No
Label stock for book processing	No	
Routing slips for delivery	Yes	No
Supplies for centralized printing of notices paper, ink, mailers	No	

## Catalog enhancements & other add-ons

	<b>Used by what percentage of libraries?</b>	<b>Included in ILS budget?</b>
Acquisitions module	0-24%	No
Collection agency service	Not provided	
Customized web catalog	Not provided	
Database authentication	100%	Yes
E-commerce system	0-24%	Yes
Enhanced discovery layer	Not provided	
Enriched content	100%	Yes
ILL module (From ILS vendor)	0-24%	Yes
Inventory module	100%	Yes
Mobile catalog	100%	Yes
Multilanguage catalog	100%	Yes
OCLC/Skyriver for cataloging	100%	Yes
Online patron registration	Not provided	
Report generating module	100%	Yes
Serials module	Not provided	
SMS text messaging	100%	Yes
Telephone notification	100%	Yes
WISCAT/OCLC for ILL	100%	No

(V-Cat Continued)

## Staffing

**Number of full-time equivalents (FTE) providing services related to the ILS: 2.9**

**FTE included in the ILS budget: 0.34**

**How the FTE is utilized: (Note: Percentages represent total amounts of time working on an activity. For example, 200% would indicate 100% of two full time positions)**

Activity	Percentage of FTE working on activity
Administration (budget, governance, etc.)	50.0%
Bibliographic/patron database services	50.0%
Catalog enhancement/add-ons	15.0%
Communication & Support	15.0%
Fiscal agency	15.0%
Promotion	5.0%
Resource sharing/inter-system delivery	15.0%
Statistics, reports, and notices	25.0%
Supplies/equipment	15.0%
Technology infrastructure	15.0%
Training/documentation	40.0%
Upgrades/enhancements	25.0%

### Other staff-related costs included in the budget

	Percentage of cost included in the ILS budget
Rent	None
Staff equipment	None
Staff phone service	None
Staff furniture	None
Staff training/travel	0-24%

## Resource Sharing/Delivery

**Portion of delivery costs included in the ILS budget:** A portion is included in the ILS budget, but not 100%

### Percentage of libraries receiving number of days of delivery

One day	Two day	Three day	Four day	Five day	Six day
0%	10.81%	48.65%	10.81%	29.73%	0%

**Contract with a commercial vendor for delivery:** Yes

**Name of commercial vendor, if applicable:** Waltco

**Services provided by the vendor, if applicable:** Delivery

**Contract term with vendor, if applicable:** 1/1/2014; no ending date (30 days notice to end)

**To get materials from libraries participating in the ILS, public libraries that do not participate in the consortium use:** WISCAT

**To get materials from libraries not participating in the ILS, public libraries that participate in the consortium use:** WISCAT

V-Cat: Resource Sharing/Delivery (continued)

**Are net lenders compensated?** No

**How net lenders are compensated, if applicable:** N/A

**Is the net lender compensation included in the ILS budget, if applicable?** N/A

Training and documentation

	Provided?	Included in ILS budget?
Develop policies for member review	Yes	No
Develop procedures for member review	Yes	No
Funding for member libraries to attend ILS-related training and user group meetings	Yes	Yes
Maintain policy manuals	Yes	No
Maintain procedure manuals	Yes	No
Pay vendor user group membership fee	Yes	Yes
Provide a mentorship program for libraries new to the ILS	Yes	No
Provide additional online documentation (beyond print documentation)	Yes	Yes
Provide opportunities for libraries to get together in "user group" capacity	Yes	Yes
<i>Training for patrons</i>		
• Conduct in-person training	No	
• Online tutorials	No	
• Printed documentation/help sheets	No	
• Scripts for in-person training	No	
<i>Training for staff</i>		
• Conduct in-person training	Yes	No
• Conduct webinars	Yes	Yes
• Online tutorials	No	
• Printed documentation/help sheets	Yes	No
• Scripts for in-person training	No	

(V-Cat Continued)

## Upgrades and enhancements

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Carry out testing protocols	Yes	Yes
Develop testing protocols	Yes	Yes
Implement upgrades	Yes	Yes
Investigate enhancements and modules for the ILS	Yes	Yes
Troubleshoot post-implementation issues	Yes	Yes

## Bibliographic & patron database services

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Record clean up (error correction on individual records, batch record changes)	Yes	Yes
Original cataloging	Yes	Yes
Copy cataloging	Yes	Yes
Creation of serial records	Yes	Yes
Adding holdings & shelf locations to existing records	No	
Processing of physical items	No	
Authority control for names and subjects	No	
Provide batch processing to mass delete or update records	Yes	Yes

**Sources for MARC records for copy cataloging:** Material providers (B&T, YBP, etc.), OCLC, Z39.50 from other catalogs, WISCAT

**Sources for authority control:** No authority control provided

### How are on order records added to the catalog?

Centralized cataloging staff add BRIEF on-order records; Libraries add brief on-order records

### How are item/holdings records added?

Libraries add item records to existing bibliographic records

### How is a record added when there is no record found in the bibliographic database (after an item is received)?

Libraries create a brief record that will be expanded/overlaid by centralized cataloging staff; Libraries find and/or add full records (copy cataloging) that are reviewed by centralized cataloging staff; Libraries send information about item or the item to the centralized cataloging staff. Centralized cataloging staff find or create

(V-Cat Continued) Communication & support

	Provided?	Included in ILS budget?
Answer ILS functionality questions during normal system business hours	Yes	Yes
Answer ILS functionality questions through after-hours phone/pager support	No	
Answer ILS-related technical support questions during normal system business hours	Yes	Yes
Answer ILS-related technical support questions through after-hours phone/pager support	Yes	Yes
Maintain dedicated ILS news resource (blog/website, etc.)	Yes	Yes
Maintain email lists to facilitate communication among members	Yes	Yes
Maintain internal ILS website for members	Yes	Yes
Monitor bandwidth usage at member institutions	Yes	Yes
Perform backup of ILS data	Yes	Yes
Provide assistance in installation and configuration of self-check and sorters	Yes	Yes
Provide community profiles in the catalog	No	No
Provide information on unexpected outages to libraries	Yes	Yes
Provide ongoing support of self-check and sorters	Yes	No
Provide overall support for library LANs	Yes	No
Provide overall support for the WAN	Yes	Yes
Provide planning, testing, and deployment for ILS-related technology services	Yes	Yes
Provide support ticketing system for libraries to enter and track support concerns	Yes	Yes
Work with members to determine best options on getting additional bandwidth	Yes	No

**The normal business hours are** Winter: M-F 8-5; Summer: M-F 8-4:30.

**After-hours support:** Library system/consortium available by phone/email: 24/7/ Vendor available by phone/email: 24/7

**Fiscal agency/legal support:**

Library system acts as fiscal agent for the consortium.

	Provided?	Included in ILS budget?
Collect and redistribute fine and lost book payments	No	
Contract for audit of financials for ILS consortium	Yes	Yes
Contract for legal services for review of contracts and other legal advice	Yes	No
Invoice libraries for portion of ILS budget	Yes	Yes
Pay bills for ILS consortium	Yes	Yes
Prepare budgets for ILS consortium	Yes	Yes
Provide budget updates and reports to consortium	Yes	Yes
Provide merchant account and credit card processing for e-commerce	No	

(V-Cat Continued)Promotion:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Create news releases	No	
Customize checkout receipts for libraries	Yes	Yes
Develop custom promotional materials for individual libraries	No	
Develop standard promotional materials for libraries to use with patrons	Yes	Yes
Mail promotional materials to patrons	No	
Maintain information for the public about the ILS consortium on the website	Yes	Yes
Print promotional materials	No	
Provide website design and updates for consortium website	Yes	No
Use social media and other tools in the catalog to promote services and share news	No	No

Statistics, reports, and notices:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Produce monthly circulation statistics	Yes	Yes
Produce necessary statistics and data for library annual report	Yes	Yes
Produce weeding reports	No	
Produce reports for bibliographic record or holding record cleanup (missing data, incorrect codes ,etc.)	Yes	Yes
Produce reports to assist with locating lost items	No	
Produce reports of new patron registrations	No	
Produce counts of cataloging activities (number of items added/deleted/etc.)	Yes	Yes
Produce reports to assist with reconciliation of fines/lost items/other financial transactions	No	
Produce reports to notify libraries of high holds-to-copy ratios	No	
Produce lists of popular titles	No	
Produce lists of recently acquired titles	No	
Produce catalog usage reports (counts of searches, accesses, etc.)	No	
Produce net lending/net borrowing reports	Yes	Yes
Produce custom reports upon request	Yes	Yes
Manage statistical platform for libraries to generate own reports	Yes	Yes
Print overdue notices to be mailed	No	
Mail overdue notices	No	
Email overdue notices	Yes	Yes
Email courtesy notices for pre-overdues	Yes	Yes
Email courtesy "your card is about to expire" notices	No	No
Email "Welcome to library X" notice upon registration	No	No
Subscribe to Library Elf	No	No

# WALS

## Supplies/equipment/insurance

	Provided?	Included in ILS budget?
Barcodes	Yes	No
Barcodes/library cards for patrons	Yes	No
Envelopes for mailing notices	No	
Insurance for ILS data	Yes	Yes
Insurance for ILS hardware	Yes	Yes
Insurance for security breach	No	
Label stock for book processing	No	
Routing slips for delivery	Yes	No
Supplies for centralized printing of notices paper, ink, mailers	Yes	Yes

## Catalog enhancements & other add-ons

	Used by what percentage of libraries?	Included in ILS budget?
Acquisitions module	0-24%	Yes
Collection agency service	25-50%	No
Customized web catalog	100% Customized by ILS consortium/system staff/consultant hired by system	Yes
Database authentication	100%	Yes
E-commerce system	100%	Yes
Enhanced discovery layer	100%	Yes
Enriched content	100%	Yes
ILL module (From ILS vendor)	Not provided	
Inventory module	Not provided	
Mobile catalog	New feature: unknown at this time	Yes
Multilanguage catalog	Unknown	Yes
OCLC/Skyriver for cataloging	Central office only	Yes
Online patron registration	Not provided	
Report generating module	100%	Yes
Serials module	Not provided	
SMS text messaging	Not provided	
Telephone notification	25-50%	No
WISCAT/OCLC for ILL	100%	No

(WALS Continued)

## Staffing

**Number of full-time equivalents (FTE) providing services related to the ILS: 3.0**

**FTE included in the ILS budget: 3.0**

**How the FTE is utilized: (Note: Percentages represent total amounts of time working on an activity. For example, 200% would indicate 100% of two full time positions)**

Activity	Percentage of FTE working on activity
Administration (budget, governance, etc.)	0.0%
Bibliographic/patron database services	200.0%
Catalog enhancement/add-ons	30.0%
Communication & Support	110.0%
Fiscal agency	2.0%
Promotion	0.0%
Resource sharing/inter-system delivery	0.0%
Statistics, reports, and notices	43.0%
Supplies/equipment	15.0%
Technology infrastructure	60.0%
Training/documentation	35.0%
Upgrades/enhancements	25.0%

### Other staff-related costs included in the budget

	Percentage of cost included in the ILS budget
Rent	100%
Staff equipment	100%
Staff phone service	100%
Staff furniture	100%
Staff training/travel	100%

## Resource Sharing/Delivery

**Portion of delivery costs included in the ILS budget:** None is included in the ILS budget

### Percentage of libraries receiving number of days of delivery

One day	Two day	Three day	Four day	Five day	Six day
0%	3.13%	53.13%	28.13%	15.63%	0%

**Contract with a commercial vendor for delivery:** No

**Name of commercial vendor, if applicable:** N/A

**Services provided by the vendor, if applicable:** N/A

**Contract term with vendor, if applicable:** N/A

**To get materials from libraries participating in the ILS, public libraries that do not participate in the consortium use:** ILS card

**To get materials from libraries not participating in the ILS, public libraries that participate in the consortium use:** ILS card

**Are net lenders compensated?** No

**How net lenders are compensated, if applicable:** N/A

**Is the net lender compensation included in the ILS budget, if applicable?** N/A

Training and documentation

	Provided?	Included in ILS budget?
Develop policies for member review	Yes	Yes
Develop procedures for member review	Yes	Yes
Funding for member libraries to attend ILS-related training and user group meetings	Yes	Yes
Maintain policy manuals	Yes	Yes
Maintain procedure manuals	Yes	Yes
Pay vendor user group membership fee	Yes	Yes
Provide a mentorship program for libraries new to the ILS	No	
Provide additional online documentation (beyond print documentation)	Yes	Yes
Provide opportunities for libraries to get together in "user group" capacity	Yes	Yes
<i>Training for patrons</i>		
• Conduct in-person training	No	
• Online tutorials	No	
• Printed documentation/help sheets	No	
• Scripts for in-person training	No	
<i>Training for staff</i>		
• Conduct in-person training	Yes	Yes
• Conduct webinars	Yes	Yes
• Online tutorials	No	
• Printed documentation/help sheets	Yes	Yes
• Scripts for in-person training	No	

(WALS Continued)

## Upgrades and enhancements

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Carry out testing protocols	Yes	Yes
Develop testing protocols	Yes	Yes
Implement upgrades	Yes	Yes
Investigate enhancements and modules for the ILS	Yes	Yes
Troubleshoot post-implementation issues	Yes	Yes

## Bibliographic & patron database services

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Record clean up (error correction on individual records, batch record changes)	Yes	Yes
Original cataloging	Yes	Yes
Copy cataloging	Yes	Yes
Creation of serial records	Yes	Yes
Adding holdings & shelf locations to existing records	No	
Processing of physical items	No	
Authority control for names and subjects	Yes	Yes
Provide batch processing to mass delete or update records	Yes	Yes

**Sources for MARC records for copy cataloging:** OCLC

**Sources for authority control:** Done locally

### **How are on order records added to the catalog?**

Centralized cataloging staff add FULL on-order records; Centralized cataloging staff add BRIEF on-order records; Libraries add brief on-order records

### **How are item/holdings records added?**

Libraries add item records to existing bibliographic records

### **How is a record added when there is no record found in the bibliographic database (after an item is received)?**

Libraries create a brief record that will be expanded/overlaid by centralized cataloging staff; Libraries send information about item or the item to the centralized cataloging staff. Centralized cataloging staff find or create record.

(WALS Continued) Communication & support

	Provided?	Included in ILS budget?
Answer ILS functionality questions during normal system business hours	Yes	Yes
Answer ILS functionality questions through after-hours phone/pager support	No	
Answer ILS-related technical support questions during normal system business hours	Yes	Yes
Answer ILS-related technical support questions through after-hours phone/pager support	Yes	Yes
Maintain dedicated ILS news resource (blog/website, etc.)	Yes	No
Maintain email lists to facilitate communication among members	Yes	Yes
Maintain internal ILS website for members	Yes	No
Monitor bandwidth usage at member institutions	Yes	Yes
Perform backup of ILS data	Yes	Yes
Provide assistance in installation and configuration of self-check and sorters	Yes	Yes
Provide community profiles in the catalog	No	
Provide information on unexpected outages to libraries	Yes	Yes
Provide ongoing support of self-check and sorters	Yes	Yes
Provide overall support for library LANs	No	
Provide overall support for the WAN	Yes	Yes
Provide planning, testing, and deployment for ILS-related technology services	Yes	Yes
Provide support ticketing system for libraries to enter and track support concerns	No	
Work with members to determine best options on getting additional bandwidth	Yes	Yes

**The normal business hours are** M-F 7:30-5.

**After-hours support:** Library system/consortium available by phone/email: Whenever member library is open or staff person notices, consortium staff is called by one library

**Fiscal agency/legal support:**

Library system acts as fiscal agent for the consortium.

	Provided?	Included in ILS budget?
Collect and redistribute fine and lost book payments	Yes	No
Contract for audit of financials for ILS consortium	Yes	Yes
Contract for legal services for review of contracts and other legal advice	Yes	Yes
Invoice libraries for portion of ILS budget	Yes	No
Pay bills for ILS consortium	Yes	No
Prepare budgets for ILS consortium	Yes	No
Provide budget updates and reports to consortium	Yes	No
Provide merchant account and credit card processing for e-commerce	Yes	No

(WALS Continued)

Promotion:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Create news releases	Yes	No
Customize checkout receipts for libraries	Yes	No
Develop custom promotional materials for individual libraries	No	
Develop standard promotional materials for libraries to use with patrons	Yes	No
Mail promotional materials to patrons	No	
Maintain information for the public about the ILS consortium on the website	Yes	No
Print promotional materials	Yes	No
Provide website design and updates for consortium website	Yes	No
Use social media and other tools in the catalog to promote services and share news	No	

Statistics, reports, and notices:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Produce monthly circulation statistics	Yes	Yes
Produce necessary statistics and data for library annual report	Yes	Yes
Produce weeding reports	Yes	Yes
Produce reports for bibliographic record or holding record cleanup (missing data, incorrect codes ,etc.)	Yes	Yes
Produce reports to assist with locating lost items	Yes	Yes
Produce reports of new patron registrations	Yes	Yes
Produce counts of cataloging activities (number of items added/deleted/etc.)	Yes	Yes
Produce reports to assist with reconciliation of fines/lost items/other financial transactions	Yes	Yes
Produce reports to notify libraries of high holds-to-copy ratios	Yes	Yes
Produce lists of popular titles	No	
Produce lists of recently acquired titles	Yes	Yes
Produce catalog usage reports (counts of searches, accesses, etc.)	Yes	Yes
Produce net lending/net borrowing reports	Yes	Yes
Produce custom reports upon request	Yes	Yes
Manage statistical platform for libraries to generate own reports	No	
Print overdue notices to be mailed	Yes	Yes
Mail overdue notices	Yes	No
Email overdue notices	Yes	Yes
Email courtesy notices for pre-overdues	Yes	Yes
Email courtesy "your card is about to expire" notices	Yes	Yes
Email "Welcome to library X" notice upon registration	Yes	Yes
Subscribe to Library Elf	No	

# WRLSWEB

## Supplies/equipment/insurance

	Provided?	Included in ILS budget?
Barcodes	No	
Barcodes/library cards for patrons	Yes	No
Envelopes for mailing notices	Yes	No
Insurance for ILS data	No	
Insurance for ILS hardware	Yes	No
Insurance for security breach	No	
Label stock for book processing	No	
Routing slips for delivery	No	
Supplies for centralized printing of notices paper, ink, mailers	No	

## Catalog enhancements & other add-ons

	Used by what percentage of libraries?	Included in ILS budget?
Acquisitions module	0-24%	Yes
Collection agency service	0-24%	No
Customized web catalog	Not provided	
Database authentication	0-24%	Yes
E-commerce system	0-24%	Yes
Enhanced discovery layer	100%	Yes
Enriched content	100%	Yes
ILL module (From ILS vendor)	0-24%	Yes
Inventory module	25-50%	Yes
Mobile catalog	76-99%	Yes
Multilanguage catalog	Not provided	
OCLC/Skyriver for cataloging	100%	Yes
Online patron registration	Not provided	
Report generating module	76-99%	Yes
Serials module	0-24%	Yes
SMS text messaging	25-50%	Yes
Telephone notification	76-99%	Yes
WISCAT/OCLC for ILL	Not provided	

## Staffing

**Number of full-time equivalents (FTE) providing services related to the ILS: 4.5**

**FTE included in the ILS budget: 2**

**How the FTE is utilized: (Note: Percentages represent total amounts of time working on an activity. For example, 200% would indicate 100% of two full time positions)**

Activity	Percentage of FTE working on activity
Administration (budget, governance, etc.)	52.0%
Bibliographic/patron database services	2.1%
Catalog enhancement/add-ons	10.4%
Communication & Support	52.0%
Fiscal agency	52.0%
Promotion	0.0%
Resource sharing/inter-system delivery	10.4%
Statistics, reports, and notices	52.0%
Supplies/equipment	52.0%
Technology infrastructure	100.0%
Training/documentation	10.4%
Upgrades/enhancements	52.0%

### Other staff-related costs included in the budget

	Percentage of cost included in the ILS budget
Rent	None
Staff equipment	76-99%
Staff phone service	51-75%
Staff furniture	None
Staff training/travel	None

## Resource Sharing/Delivery

**Portion of delivery costs included in the ILS budget:** None is included in the ILS budget

### Percentage of libraries receiving number of days of delivery

One day	Two day	Three day	Four day	Five day	Six day
0%	0%	100%	0%	0%	0%

**Contract with a commercial vendor for delivery:** No

**Name of commercial vendor, if applicable:** N/A

**Services provided by the vendor, if applicable:** N/A

**Contract term with vendor, if applicable:** N/A

**To get materials from libraries participating in the ILS, public libraries that do not participate in the consortium use:** WISCAT

**To get materials from libraries not participating in the ILS, public libraries that participate in the consortium use:** WISCAT

**Are net lenders compensated?** No

**How net lenders are compensated, if applicable:** N/A

**Is the net lender compensation included in the ILS budget, if applicable?** N/A

Training and documentation

	Provided?	Included in ILS budget?
Develop policies for member review	Yes	No
Develop procedures for member review	Yes	No
Funding for member libraries to attend ILS-related training and user group meetings	No	
Maintain policy manuals	Yes	No
Maintain procedure manuals	Yes	No
Pay vendor user group membership fee	Yes	Yes
Provide a mentorship program for libraries new to the ILS	Yes	No
Provide additional online documentation (beyond print documentation)	No	
Provide opportunities for libraries to get together in "user group" capacity	Yes	No
<i>Training for patrons</i>		
• Conduct in-person training	No	
• Online tutorials	No	
• Printed documentation/help sheets	Yes	No
• Scripts for in-person training	No	
<i>Training for staff</i>		
• Conduct in-person training	Yes	No
• Conduct webinars	Yes	No
• Online tutorials	No	
• Printed documentation/help sheets	Yes	No
• Scripts for in-person training	No	

(WRLSWEB Continued)

## Upgrades and enhancements

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Carry out testing protocols	Yes	Yes
Develop testing protocols	Yes	Yes
Implement upgrades	Yes	Yes
Investigate enhancements and modules for the ILS	Yes	Yes
Troubleshoot post-implementation issues	Yes	Yes

## Bibliographic & patron database services

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Record clean up (error correction on individual records, batch record changes)	Yes	Yes
Original cataloging	Yes	Yes
Copy cataloging	Yes	Yes
Creation of serial records	Yes	Yes
Adding holdings & shelf locations to existing records	No	
Processing of physical items	No	
Authority control for names and subjects	Yes	Yes
Provide batch processing to mass delete or update records	Yes	Yes

**Sources for MARC records for copy cataloging:** OCLC

**Sources for authority control:** Marcive

**How are on order records added to the catalog?**

Libraries add brief on-order records

**How are item/holdings records added?**

Libraries add item records to existing bibliographic records

**How is a record added when there is no record found in the bibliographic database (after an item is received)?**

Did not provide a response

(WRLSWEB Continued) Communication & support

	Provided?	Included in ILS budget?
Answer ILS functionality questions during normal system business hours	Yes	Yes
Answer ILS functionality questions through after-hours phone/pager support	No	
Answer ILS-related technical support questions during normal system business hours	Yes	Yes
Answer ILS-related technical support questions through after-hours phone/pager support	Yes	Yes
Maintain dedicated ILS news resource (blog/website, etc.)	No	
Maintain email lists to facilitate communication among members	Yes	No
Maintain internal ILS website for members	Yes	No
Monitor bandwidth usage at member institutions	Yes	Yes
Perform backup of ILS data	Yes	Yes
Provide assistance in installation and configuration of self-check and sorters	No	
Provide community profiles in the catalog	No	
Provide information on unexpected outages to libraries	Yes	No
Provide ongoing support of self-check and sorters	No	
Provide overall support for library LANs	No	
Provide overall support for the WAN	Yes	Yes
Provide planning, testing, and deployment for ILS-related technology services	Yes	No
Provide support ticketing system for libraries to enter and track support concerns	No	
Work with members to determine best options on getting additional bandwidth	Yes	No

**The normal business hours are** M-F 8:30-4:30.

**After-hours support:** None available

**Fiscal agency/legal support:**

Library system acts as fiscal agent for the consortium.

	Provided?	Included in ILS budget?
Collect and redistribute fine and lost book payments	No	
Contract for audit of financials for ILS consortium	Yes	No
Contract for legal services for review of contracts and other legal advice	No	
Invoice libraries for portion of ILS budget	Yes	No
Pay bills for ILS consortium	Yes	No
Prepare budgets for ILS consortium	Yes	No
Provide budget updates and reports to consortium	Yes	No
Provide merchant account and credit card processing for e-commerce	No	

## Promotion:

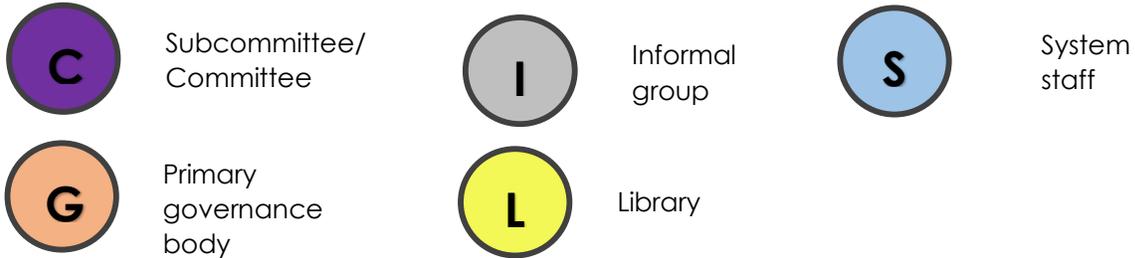
	<b>Provided?</b>	<b>Included in ILS budget?</b>
Create news releases	Yes	No
Customize checkout receipts for libraries	Yes	Yes
Develop custom promotional materials for individual libraries	No	
Develop standard promotional materials for libraries to use with patrons	Yes	No
Mail promotional materials to patrons	No	
Maintain information for the public about the ILS consortium on the website	Yes	No
Print promotional materials	Yes	Yes
Provide website design and updates for consortium website	Yes	No
Use social media and other tools in the catalog to promote services and share news	No	

## Statistics, reports, and notices:

	<b>Provided?</b>	<b>Included in ILS budget?</b>
Produce monthly circulation statistics	Yes	No
Produce necessary statistics and data for library annual report	Yes	No
Produce weeding reports	No	
Produce reports for bibliographic record or holding record cleanup (missing data, incorrect codes ,etc.)	Yes	Yes
Produce reports to assist with locating lost items	No	
Produce reports of new patron registrations	No	
Produce counts of cataloging activities (number of items added/deleted/etc.)	No	
Produce reports to assist with reconciliation of fines/lost items/other financial transactions	No	
Produce reports to notify libraries of high holds-to-copy ratios	Yes	No
Produce lists of popular titles	No	
Produce lists of recently acquired titles	No	
Produce catalog usage reports (counts of searches, accesses, etc.)	No	
Produce net lending/net borrowing reports	No	
Produce custom reports upon request	Yes	Yes
Manage statistical platform for libraries to generate own reports	Yes	Yes
Print overdue notices to be mailed	Yes	No
Mail overdue notices	Yes	No
Email overdue notices	Yes	Yes
Email courtesy notices for pre-overdues	Yes	Yes
Email courtesy "your card is about to expire" notices	No	No
Email "Welcome to library X" notice upon registration	No	
Subscribe to Library Elf	No	

## Part 3: Some Scenarios

Part 3 of the survey asked the consortia to explain, in their own words, how three different scenarios would be handled. Below is a visual presentation of the steps involved in addressing each scenario, as explained by the respondents. Each circle represents an action taken by a particular party. The parties are represented as follows:

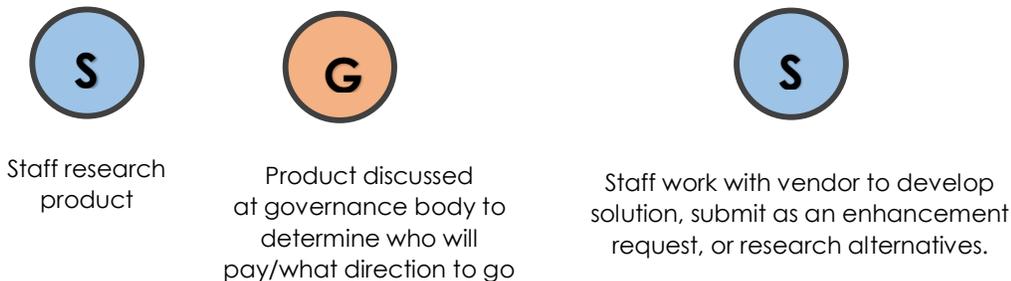


Scenario 1: "One library would like the new ExtraSpiffy feature added to the catalog. This feature is not yet available from the vendor."

Café / LARS (both consortia have same process)



EasiCat



LARS – See Café

LINKcat



System staff forward to appropriate committee



Committee investigates



Committee presents work to governance body for discussion



Clusters (sub-groups of governance) are encouraged to discuss



Governance body discusses/decides; could be added to budget cycle or put into decision process for custom development

MCFLS



Staff research product; determine viability & interest



Staff discuss potential with vendor and determine if it will be an enhancement request or paid development



Staff present to governance body for discussion/decision

Merlin



Library ask staff to help with research and ask for agenda item on governance body agenda



OR



Library or system staff arrange demo



Decision made by governance body

Key:



Subcommittee/Committee



Primary governance body



Informal group



Library



System staff

MORE



Staff research solutions available from vendor and 3<sup>rd</sup> party (if timeframe doesn't work with vendor)



OR



Governance body could adjust budget or system staff could work with library to explore implementing with library funds.

NetSouthwest



System staff ask for item on governance body agenda



Governance body determines if there is enough interest for a subcommittee



Committee investigates



Committee presents work to governance body for discussion/decision

OWLSnet



Library asks for item on governance body agenda



Idea presented at meeting of governance body



Staff research solutions available from vendor and 3<sup>rd</sup> party



Staff present to governance body for discussion/decision

Key:



Subcommittee/ Committee



Primary governance body



Informal group



Library



System staff

## RockCat



Idea presented at meeting of governance body to determine need/want



Staff research solutions available from vendor and 3<sup>rd</sup> party



Decision made by governance body

## SHARE



Idea presented by interested person at meeting of governance body to determine need/want. Group will discuss with system technical staff.



Project added to the list of projects for IT staff to work on.

## V-Cat



OR



System staff or governance body forward to appropriate committee



Committee investigates



Committee presents recommendation to governance body; body discusses and makes decision

### Key:



Subcommittee/  
Committee



Primary  
governance  
body



Informal  
group



Library



System  
staff

## WALS



System staff asks vendor to add to their development list and monitor progress; would also research 3<sup>rd</sup> party options.

## WRLSWEB



Idea presented at meeting of governance body to determine need/want



Staff research solutions available from vendor and 3<sup>rd</sup> party

Scenario 2: "The topic of YouTube videos for patron training came up at a non-ILS meeting. There was significant interest from the libraries in having these videos."

## Café



System staff would discuss with interested party, explore, make a sample, and send out for informal feedback.

### Key:



Subcommittee/  
Committee



Primary  
governance  
body



Informal  
group



Library



System  
staff

### EasiCat



Idea discussed at meeting of governance body



OR



System staff or library staff research and prepare recommendations



OR



Ad-hoc committee or system staff work on developing videos

### LARS



System staff survey libraries to determine interest and solicit volunteers to help create videos.



Informal group of libraries create and consult on videos.

### LINKcat



System staff forward to appropriate committee



Committee determines interest



System staff investigates and creates content



Committee reviews content



System staff create videos

#### Key:



Subcommittee/Committee



Primary governance body



Informal group



Library



System staff

## MCFLS



Idea discussed at meeting of governance body to determine interest



Subcommittee develops project



Subcommittee present to governance body for further consideration



Subcommittee or system staff create videos.

## Merlin



Idea discussed at meeting of governance body to determine if system staff, a committee, or an individual library director is willing to undertake project.



A committee or system staff or individual library director creates the videos.

## MORE



Staff work with library to understand what is desired and how to proceed (if library will make videos or if it will be a group effort).



OR



AND



Content could be created by individual library or system staff would call for volunteers to script, record, etc..

### Key:



Subcommittee/  
Committee



Primary  
governance  
body



Informal  
group



Library



System  
staff

### Net Southwest



System staff work with committee to investigate

Committee presents findings to governance body

Committee moves forward with project

### OWLSnet



Library asks for item on governance body agenda

Idea presented at meeting of governance body

Staff research solutions available

Staff present to governance body for discussion/decision

### RockCat



Idea presented at meeting of governance body to determine need/want

Staff create content with library involvement

#### Key:



Subcommittee/Committee



Primary governance body



Informal group



Library



System staff

## SHARE



Idea presented by interested person at meeting of governance body to determine need/want and if system staff have resources to organize/execute.

## V-Cat



System staff investigate concept



Committee works with staff to provide videos.

## WALS



Topic discussed at next general meeting of staff from all libraries.



Idea discussed at governance body to put on project list.



Working group further develops project

### Key:



Subcommittee/  
Committee



Primary  
governance  
body



Informal  
group



Library



System  
staff

## WRLSWEB



Idea presented at meeting of governance body to determine need/want



Individual libraries create videos and share

Scenario 3: "A subset of libraries is very unhappy with the rules related to new and popular items. They have been expressing concern in other meetings and individually to other libraries, but not at any ILS-related meetings."

Café / Net Southwest (both consortia have same process)



System staff contact concerned libraries and attempt to solve the issue locally.



OR



If issue cannot be resolved, present at a meeting of the governance body or a committee.

## EasiCat



OR



System staff discuss issue with concerned libraries, research issue, and place issue on governance body agenda or libraries could ask for the issue to be put on the agenda.



Issue discussed/decided at meeting of governance body.

### Key:



Subcommittee/  
Committee



Primary  
governance  
body



Informal  
group



Library



System  
staff

## LARS



System staff or libraries ask for the item to be on the governance body agenda.

Issue discussed/decided at meeting of governance body.

## LINKcat



System staff contact concerned libraries to discuss the issue.

Issue is brought to cluster meeting(s) for discussion.

Cluster representative (s) bring issue to governance body for discussion/decision.

## MCFLS



Issue discussed/decided at meeting of governance body.

### Key:



## Merlin



Libraries asks for item on the governance body agenda.



Issue discussed/decided at meeting of governance body.

## MORE



Staff work with libraries to brainstorm solutions and explain formal process for consideration of issue.



Libraries could ask for an item on the governance body agenda.



Issue discussed/decided at meeting of governance body.

## Net Southwest – See Café

### OWLSnet



Libraries asks for agenda item on governance body agenda



Issue presented at meeting of governance body



Staff research solutions available



Staff present to governance body for discussion/decision

### Key:



Subcommittee/  
Committee



Primary  
governance  
body



Informal  
group



Library



System  
staff

## RockCat



System staff would bring the issue to the governance body.



Governance body would discuss and perhaps take action on issue.

**SHARE:** N/A – there are not rules that cover the consortium

## V-Cat



System staff contact concerned libraries and suggest that the appropriate committee discuss the issue.



Committee discusses the issue and makes recommendation to governance body.



Issue discussed/decided at meeting of governance body.

**WALS / WRLSWEB** (both consortia have same process)



System staff discuss issue with concerned libraries and encourage or ask them to put issue on the governance body agenda.



Libraries asks for agenda item on governance body agenda



Issue discussed/decided at meeting of governance body.

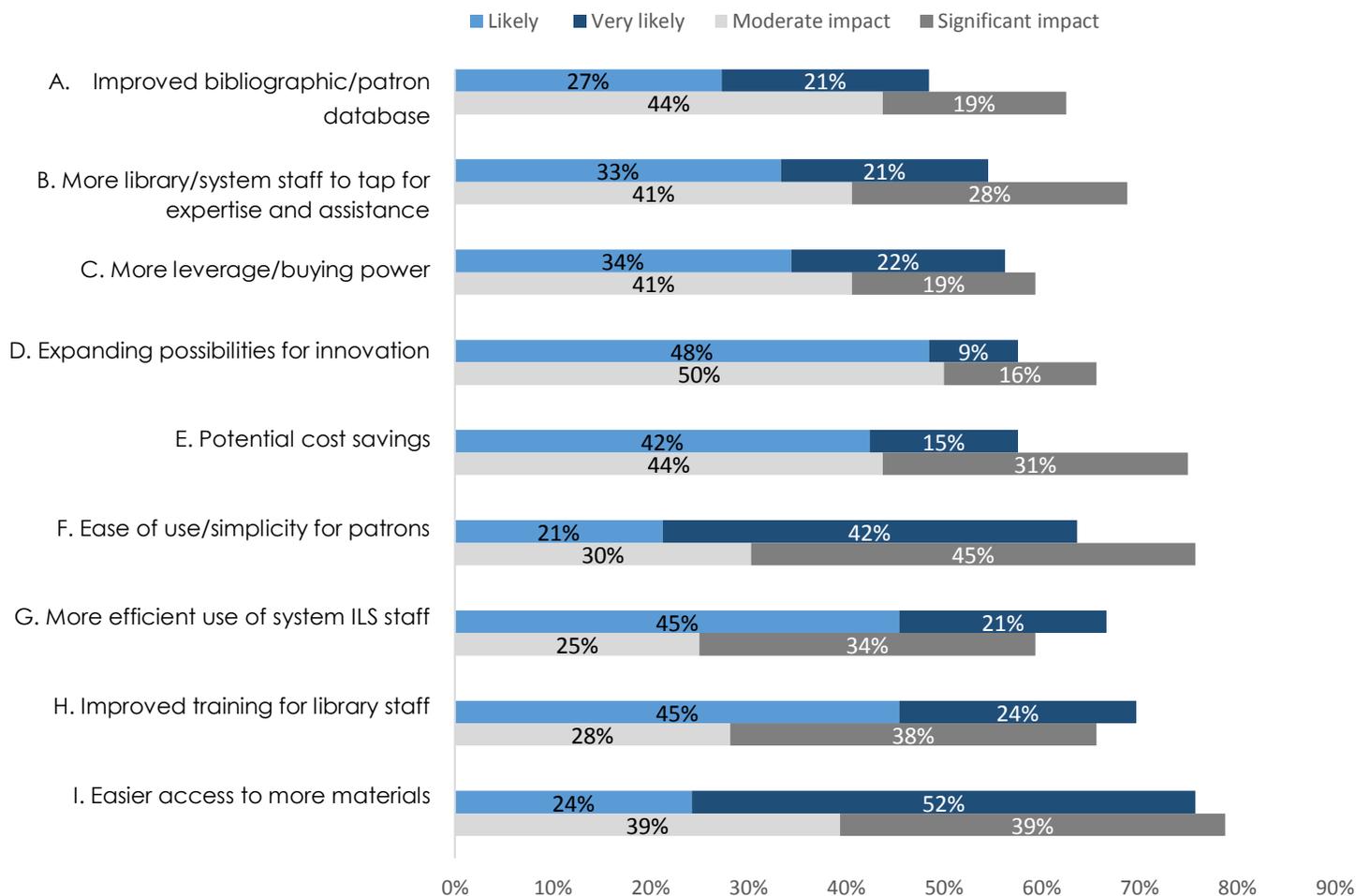
**WRLSWEB – See WALS**

## Considering the advantages and disadvantages of larger units of service

Part 4 of the survey asked respondents to consider the advantages and disadvantages of combining existing projects into larger consortia. All system staff that work on ILS-related activities were asked to complete this section of the survey. There were 33 responses to the survey, including multiple responses from some systems. In the charts below, percentages of responses are presented to make responses comparable, as not all respondents answered all items. Number of responses for each question is included in tables at the end of the section.

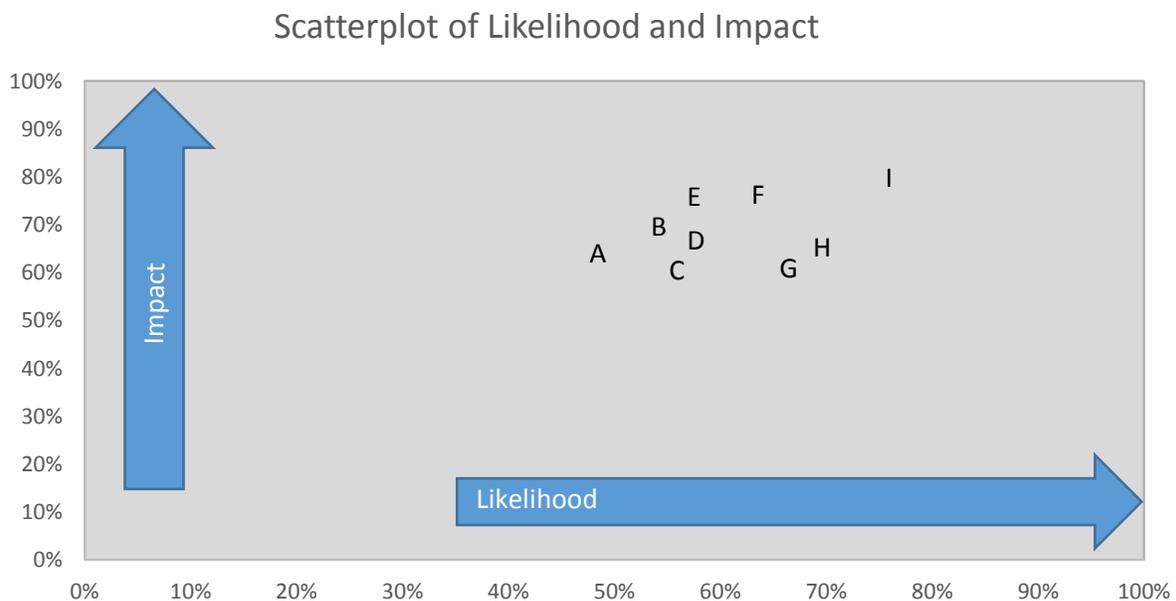
### Likelihood and impact of potential benefits

Respondents were asked to consider advantages that could result from larger units of service and asked to rate these advantages on two scales: the likelihood that the advantage would occur and the positive impact on the library and patrons. This information is presented in the chart below, arranged in order of the total “Likely” and “Very Likely” responses.



Respondents felt that *easier access to more materials* would have the most significant impact on service to patrons and would be the advantage most likely to occur. In general, a majority of respondents felt that the proposed advantages would have moderate-to-significant positive impact on patrons and libraries. However, they were less certain that such advantages were likely to occur with larger units of service. For example, 63% of respondents felt that an *improved bibliographic/patron database* would have a moderate-to-significant positive impact. Only 48% of respondents felt that this advantage was likely to occur.

To illustrate the relationship between likelihood and impact, the chart below plots the total percentage of respondents that indicated an advantage was “Likely” or “Very likely” as the X and the total percentage of respondents that indicated an advantage had “Moderate impact” or “Significant impact” as the Y. Each letter corresponds to the letter at the beginning of each advantage in the chart above.



See Table 4.1 in “Supporting Tables” at the end of the section for more detailed responses of the ratings.

Respondents were asked for any other advantages they perceive to larger units of service. Other advantages identified include:

- Outsourcing of ILS support for smaller systems
- Less time spent on administering the ILS and more time spent on engaging with members on marketing, PR, etc.
- More durability: “Larger membership base can more easily survive troubles with individual members. Larger overall resource pool is more resilient to resource drains...”

It was also suggested that the advantages would not necessarily be equal across systems: smaller systems and libraries may have more to gain because of additional access to materials and to expertise.

Multiple respondents suggested that benefits may only be realized if the appropriate amount of staffing is maintained. Building a larger consortium while cutting or not increasing staff may mean a negative impact on services.

## Importance of identified challenges

Respondents were asked to consider some identified challenges to larger units of services for an ILS and to rate each challenge on two scales: their personal perception of the importance of the concern and how important they perceive the challenge to be to their member libraries. The results are presented in the chart on the following page.

In general, respondents rated many challenges as being significantly more important to libraries than to themselves. For example, 44% of respondents rated the importance of *loss of autonomy for libraries* as important or very important from their perspective, while 94% of respondents perceived this challenge to be important or very important to their member libraries. Challenges that were rated as significantly (15% or more) more important to the libraries than to the system staff themselves are (in order from largest to smallest difference):

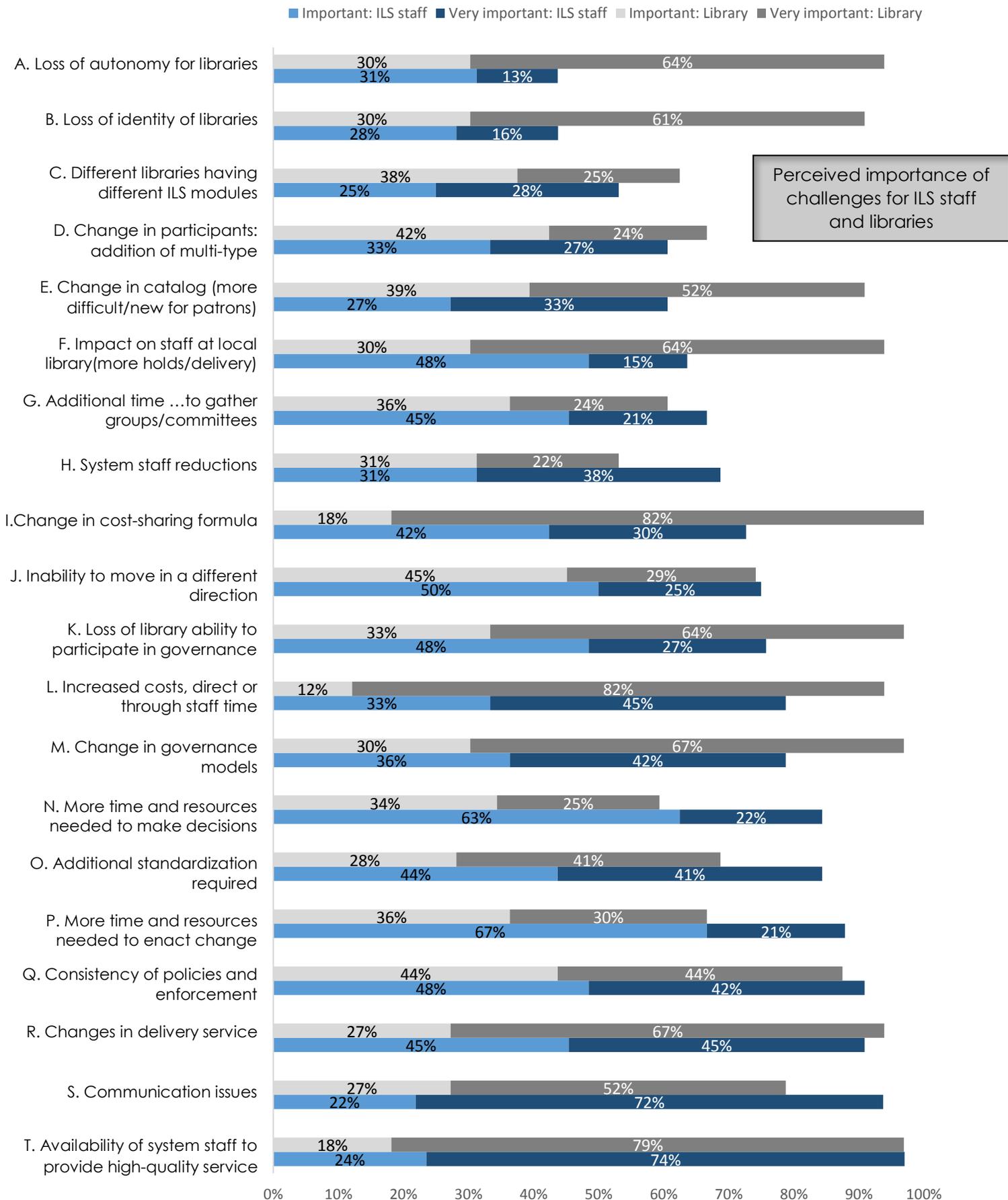
- Loss of autonomy for libraries
- Loss of identity of libraries
- Change in catalog
- Impact on staff at local library
- Change in cost sharing formula
- Loss of library ability to participate in governance
- Increased costs, directly or through staff time
- Changes in governance models

100% of respondents felt that a *change in cost-sharing formula* would be “important” or “very important” to their members, making this item the most highly rated challenge.

Challenges that were rated as significantly (15% or more) less important to the libraries than to the system staff themselves are (in order from largest to smallest difference):

- More time and resources needed to make decisions
- More time and resources needed to enact change
- System staff reductions
- Additional standardization required
- Communication issues

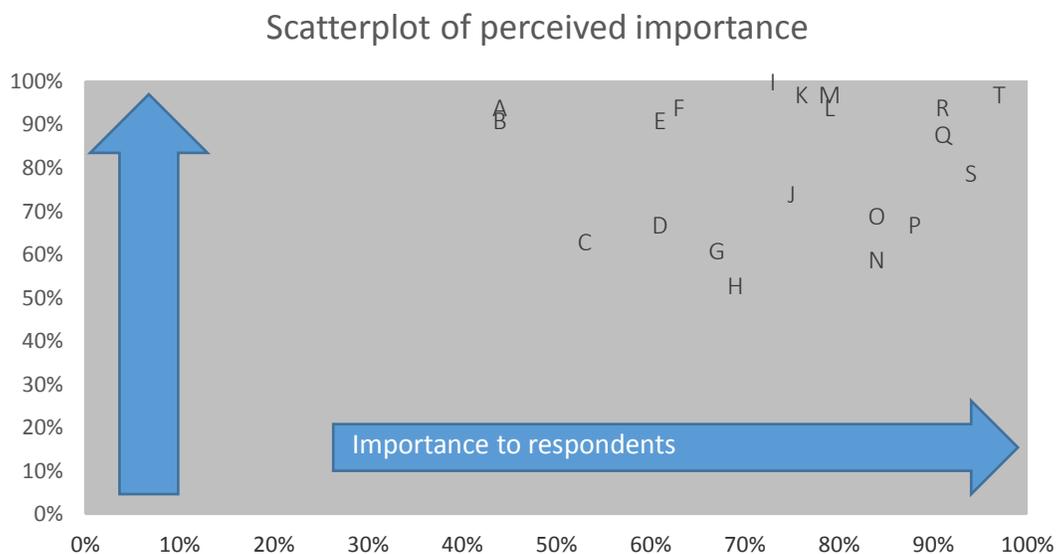
These particular challenges would more directly impact system staff, so it is logical that they would rate them as more important.



There were three challenges that were viewed as almost equally important to libraries and to system staff and were also viewed as “important” or “very important” by 90% of respondents when considering both their own viewpoint and that of the libraries:

- Availability of system staff to provide high-quality service
- Changes in delivery service
- Consistency of policies and enforcement (lending new materials, meeting hold obligations, position of barcode, etc.)

To illustrate the relationship between the perceived importance of these items, the chart below plots the responses for each challenge with the total percentage of respondents that indicated a challenge was “Important” or “Very Important to themselves as the X and the total percentage of respondents that indicated a challenge was “Important” or “Very Important to member libraries as the Y. Each letter corresponds to the letter at the beginning of each advantage in the table above.



See Table 4.2 in “Supporting Tables” at the end of the section for more detailed responses.

It is important to note that all data collected in this section was from the perspective of system/ILS staff. Collecting comparable data from member libraries to determine if the perceptions of the system staff are accurate could be beneficial.

Respondents were asked for any other challenges they perceive to larger units of service for an ILS. Other challenges identified include:

- Loss of identify and autonomy for the library system
- Change itself: acceptance of change and compromise
- Lack of buy-in from libraries as size of consortium increases
- Merging bibliographic databases of different qualities
- Thinking and act for the good of the whole rather than an individual library or system
- Startup costs, including costs to end current contracts, conversion costs, and staff time needed to merge the systems.
- Vendor selection

## What is an ideal ILS consortium?

Respondents were asked to describe their ideal ILS consortium. Because of the variety of responses, the answers were split into four categories (size/number of libraries, geographic area, decision making, and other comments) and are presented below. Responses have been grouped to provide similar responses together.

The responses suggest that there is no clear answer to what an ideal ILS consortium looks like. Many responses are contradictory (one library, one vote vs. NO one library, one vote, for example) and others represent very different impressions of ideal size and geographic area.

### Size/number of libraries

Big enough to provide a wide variety of materials to patrons.
Small enough to maintain familiarity and trust but big enough to gain benefits of sharing and diversity without overburdening staff or over-complicating the ILS configuration.
Large enough to have a varied, diverse, and robust collection, yet be small enough so each member/community perceives their participation and contribution as important.
In general, I think an ILS consortium should be on the larger side, in order to provide patrons with access to a variety of materials and utilize staff and money efficiently. The question is, how big is too big? Is there a size that's "too big?"...It depends on the size of the libraries. 50-75 small to medium libraries is not a bad number (with a few larger libraries in the mix as well), as long as there is enough ILS staff to run a system that large.
Provide patrons with access to a variety of materials and utilize staff and money efficiently.
We believe a regional ILS consortium would be the best combination of size to realize cost-savings while being small enough to respond efficiently to member libraries.
It depends upon the resources the libraries can bring to the group, and how those library directors / boards are willing to cooperate.
I don't think the number of libraries is a worthwhile consideration unless you take into account the size of the libraries/size of staff/size of population served. A number calculation NOT based on a blend of those factors would almost certainly result in bad guidelines and poorly built consortia. Sadly, I can't give you a specific magic number. Probably a range of numbers would be best, based on the diversity of the state (heavily populated in some areas, sparsely populated in others, etc.).
30-40 libraries.
all Wisconsin libraries and Systems would eventually share an ILS {and} combine most/all of the similar services currently duplicated throughout the state.
All public libraries in Wisconsin.
40-60 small-to-mid-sized libraries or perhaps fewer with larger libraries in the mix I think this provides a wide and deep pool of materials for patrons, but also a manageable number of libraries to work together directly. 60 libraries seems like the upper limit for enabling central staff to maintain individualized relationships with member library staff.
50-75 small to medium libraries (with a few large libraries in the mix).
16 libraries (current is ideal).
40-50 libraries max with 4 dedicated system staff.
6 ILS consortia in the state.
No more than two systems {would be combined}.
having 4 or 5 systems in the state.
One card, one catalog for the State, one staff.

### Geographic area

Get materials into the patron's hands in a reasonable time frame.
An hours driving distance.
Driving radius of 1-1.5 hours from system headquarters.
4 driving hours across.
It would be nice if the geographic area could be traversed in one day, so people could travel for meetings without too much difficulty.
It should be possible for libraries to visit their system offices in one day, and vice versa.
Geographic area no more than 120 miles.
Top half of the state.
Upper portion of the state divided in half.
All of the state.
5-7 counties.
Larger consortia would be better where road infrastructure is more prevalent.
"Reasonable size" is best. Regardless of how a geographic area is defined, some libraries will always be on the edge of a system, and may identify with the other system/ILS.
Continuous, geographic area.
System office in the center of the area covered so that the cost for delivery and travel time for meetings would be kept down.

## Decision making

One library, one vote.
At least to start with, ...decisions {should} be made within a 1 to 1 governance structure (1 library, 1 vote) so that no particular library feels bullied or unrepresented. Initial years of a merger can be difficult and resentments can be a very large factor in making a new structure work or fail. Regular and frequent (monthly or bimonthly) all-member meetings would be important, again in the beginning years.
Decisions would be made by consensus, or by steering committee with input/representation from the membership. Straw polls to gain member input can be used as a method of gathering input. However, decisions should not regularly be made on strictly 1 vote per member library. Neither should it be finally up to one person. No member library should be completely autonomous in areas of ILS policies, procedures, configurations, etc.
Meet and make decisions based on consensus.
Committees having balanced and equal representation.
Strong committee structure that is willing to make the tough choices and recommend changes that will streamline and simplify the library processes for patrons.
In terms of a statewide effort, I like the model of Evergreen Indiana. They have well-defined governance, a smaller, nimbler executive council charged with making key decisions, yet have a lot of advisory opportunities for members.
Strong central leadership along with a representative body. While input from members is vital, I think it's a service to member libraries not to have to take on significant leadership and governance duties for the ILS consortium. Ideally, a representative body would be comprised of elected member library directors who meet with and represent a subset of members (say, 1 director representing the 5 libraries in her half of the county).

### Decision making (continued):

Decisions on policies should be made collaboratively among the libraries and the system staff. In a large system, there would have to be a representative system for the libraries. The libraries know what their needs are, they know what the needs of the patrons are, but the system staff knows how the ILS works, and they know the ramifications of changes to policies and procedures.
The Indiana EverGreen... governance model seems appropriate for such a large system and their policies and procedures are clear and consistent.
Decisions would be made by the ruling council, the makeup of which would depend on the number of libraries involved. All directors for budget decisions, representation for operational decisions.
Representation for all member libraries with voting and majority rule.
The libraries would have to be represented in the decision making process, maybe a board that would represent a group of the libraries and then one of those board members would be on the system board.
I think an ideal ILS consortium will be one that enables the various library directors / staff to meet on occasion, and to have rules that allow consensus when possible, and voting (one per participating library) equality. If larger, a representative committee may be best -- say 1 rep per 3 libraries.
Fixed advisory committees inform a smaller governing unit. Committees help keep libraries involved.

### Other comments:

1 card
Public/academic sharing one catalog and system
Consistency in loan periods, fines, etc.
One that is efficiently run, and one that supports products, services, policies, procedures that benefit everyone involved - from patron to ILS administration.
The ideal ILS consortium would put the PATRON'S needs first. We should get over the "old way" of doing things and look for ways that we can utilize technology to improve our patron's lives via the library. We live in a very mobile society and technology is everywhere.
It would be interesting to think about what things could look like if a statewide ILS were provided along with a reorganization of library systems into fewer regional units. The statewide ILS could provide the increased standardization, efficiency and unified patron expectations, while the regional systems could provide the local IT, consulting, training, organizational, marketing and 'people' skills the libraries need. Again, I think the most important thing is having an appropriate mission, a governance framework to support that mission, and clear lines of communication between the different nodes of the system: member libraries <--> system staff <--> ILS governing body/staff <--> DPI.
I think we could realize some benefits of larger units of service by employing a gateway among independent ILSs, allowing as-close-to-seamless discovery and access to materials for patrons as possible without the challenges of creating and maintaining a single, very large ILS.
I also think the size of staff running the consortium should not be considered as a place for immediate cuts in positions with the belief that jobs are redundant. All of the consortium in the state, at present, are very unique and function quite differently. So people with the same job titles have vastly different responsibilities and experiences. Any redundancies would likely not become apparent until a year or so after mergers.

### Other comments (continued):

<p>While online learning and webinars are wonderful, it's very difficult to establish lasting relationships with people you don't see. It's not just the library directors who need to have a relationship with each other and with system staff, but library staff as well.</p>
<p>I think there are benefits to combining systems' ILSs. It would be a huge amount of work, but if the benefits outweigh the costs, probably worth it. But at some point, the number of libraries and the greater geographic area become issues. Governance will be tricky. It would be nice to share things in a better way; perhaps through something like Innovative's Inn-Reach product. It might be easier to do something like that rather than merge whole systems.</p>
<p>To me it makes the most sense for each system to operate their own ILS and then connect all the systems together through something like Innovative's INN-Reach. Staff could then concentrate on their local libraries but we could still share staff expertise and training, and library cards would be good everywhere with easy access to all materials.</p>
<p>Each system and system staff need to have a clear and defined role.</p>
<p>Each library system cataloging their own materials with the same criteria to be put in the statewide service. Libraries would be able to still select their own check out times, holds, overdue fees, etc. The ILS staff would know everything that the ILS product can do- types of reports that can be run, how it looks on the library system's website, how it interacts with other products and teach enhancements of the product to the librarians or the system tech staff. System tech staff can concentrate on helping libraries with other things: computer, printer, scanner, software set up, web design, tech toys, etc., They would be the contact between the State run ILS and their libraries. This would be a cost savings for library systems. The tech staff does not have to be an expert on the ILS product and trouble shoot which takes a great amount of time.</p>
<p>If the ideal ILS consortium is to be the entire state of Wisconsin, then the State should pay for it, without reducing funding to library systems or other services. Delivery of materials should be determined by the ILS for nearest neighbors first, before sending materials across the state. Popular materials holds will always be an issue, though in an ideal ILS, every library will have enough copies to meet demand within a reasonable time frame. Finally, no ILS consortium will ever please all of the participants all of the time.</p>
<p>One delivery courier providing 5 days a week delivery. Centralized cataloging method. Highly uniform or standardized rules.</p>
<p>Hosted tech support from vendor. Use a proprietary system not open source. Have adequate state money (LSTA?) to help offset library contributions with reduced budgets. Turn some small libraries into digital collection hubs.</p>
<p>As has happened in other states, if library systems reorganized along larger regional lines, they could possibly strike a balance between good service and cost efficiencies.</p>
<p>Communities that are very geographically and socially close, with a history of cooperation, should be in the same consortium.</p>

## Survey of libraries that do not participate in a shared ILS

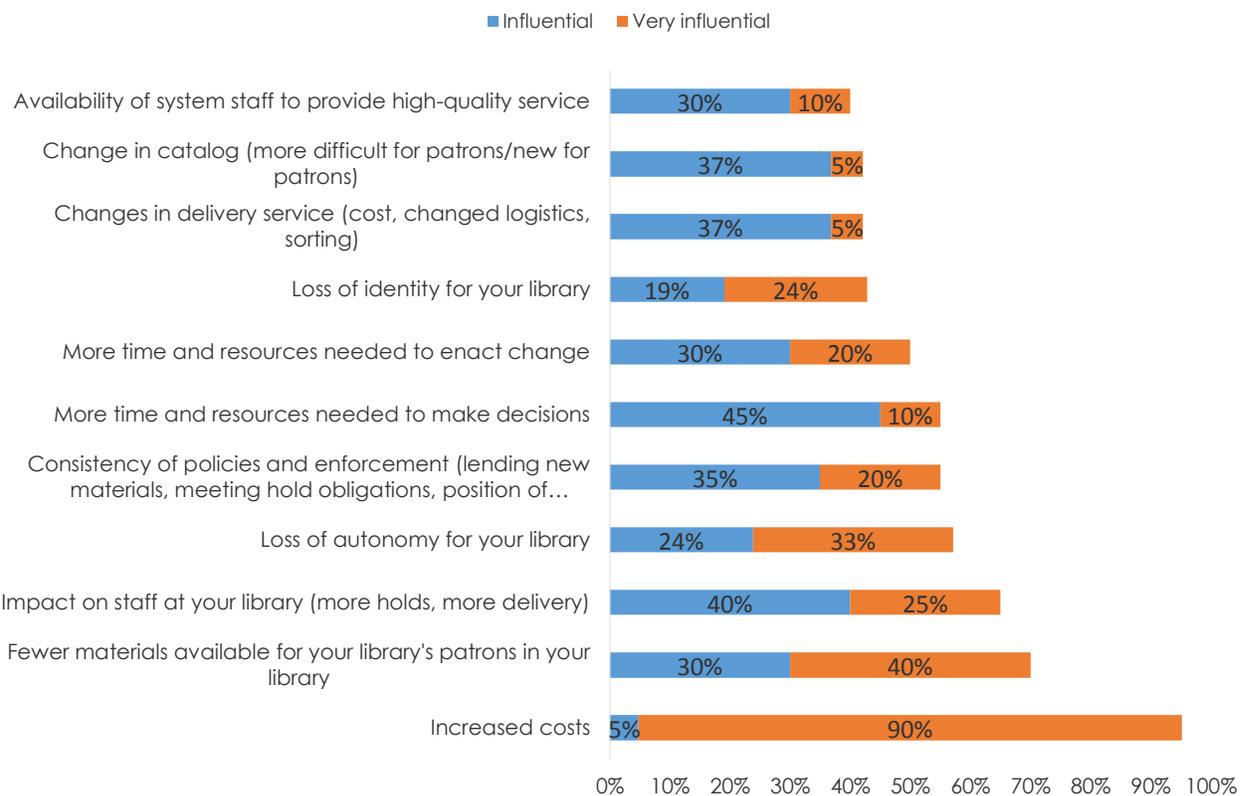
It is instructive to compare these results to results of similar questions asked of individual libraries that do not participate in a shared ILS consortium at this time. There is a parallel between the “larger units of service” that would result in ILS mergers and those that exist from individual libraries joining together to create a shared ILS. In each case, from the perspective of the individual, whether that is an individual library or consortium, there are some distinct advantages and disadvantages in participating on a larger scale.

### About the survey

All libraries that do not participate in a shared ILS were asked to complete the survey. Of the 26 libraries that were eligible to respond, there were 21 respondents, an 81% response rate. The text of the survey can be found in Appendix B.

### Influence of factors

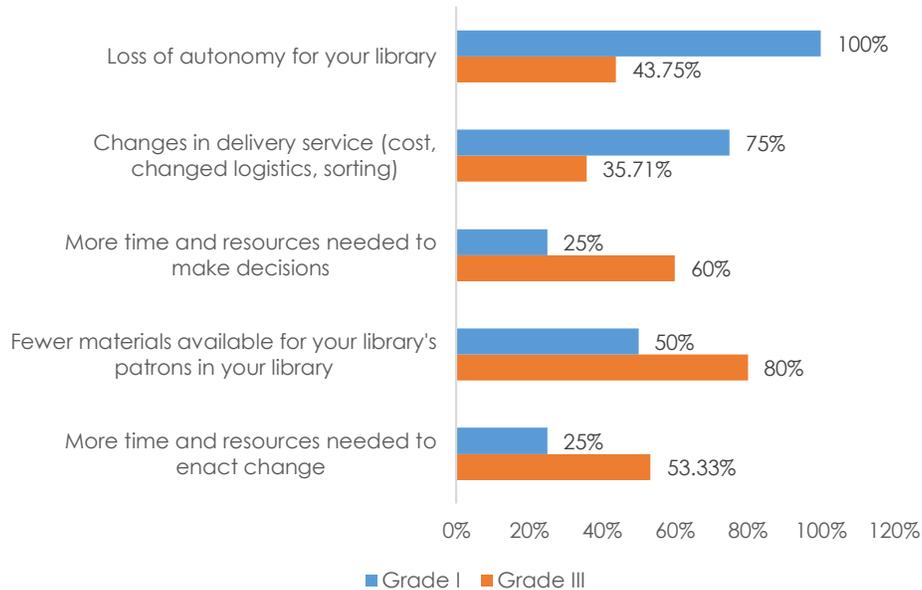
Respondents were asked to consider different factors that may have influenced their decision to not participate in a shared ILS and to rate the influence of each of the factors on their decision:



The most influential factor, with 95% of respondents rating it as “influential” (5%) or “very influential” (90%) is increased costs. The next highest rated factor, fewer materials available, is 25 percentage points lower than cost.

See Table 4.3 in “Supporting Tables” at the end of the section for more detailed responses.

Table 4.3 includes the breakdown of responses by size of library, based on director certification grade level classifications (Grade I: population of 6,000 or more / Grade III: population of 2,999 or fewer). The chart below summarizes the responses where there are differences of 25% or more between the Grade I and Grade III respondents.



**Influence of factors: Differences between Grade I and Grade III responses**

As illustrated in the chart above, there are five items where there was a difference of 25% or more between Grade I and Grade III responses.

Grade I respondents were more influenced by potential changes in delivery service, perhaps because they are more likely to have larger amounts of delivery to process, and any change could be more significant to them in terms of workflow and staffing. They also had more concern around the loss of autonomy, perhaps because they could have more structure and decision-making processes in place that could be changed as a result of joining a consortium.

Grade III respondents were more influenced by more time and resources being needed to make decisions and enact change and also by the potential of fewer materials being available. This greater concern with resources is logical, given that Grade III libraries may have fewer overall staff hours and materials.

Respondents were asked to provide additional reasons why they do not participate in a shared ILS. The list includes:

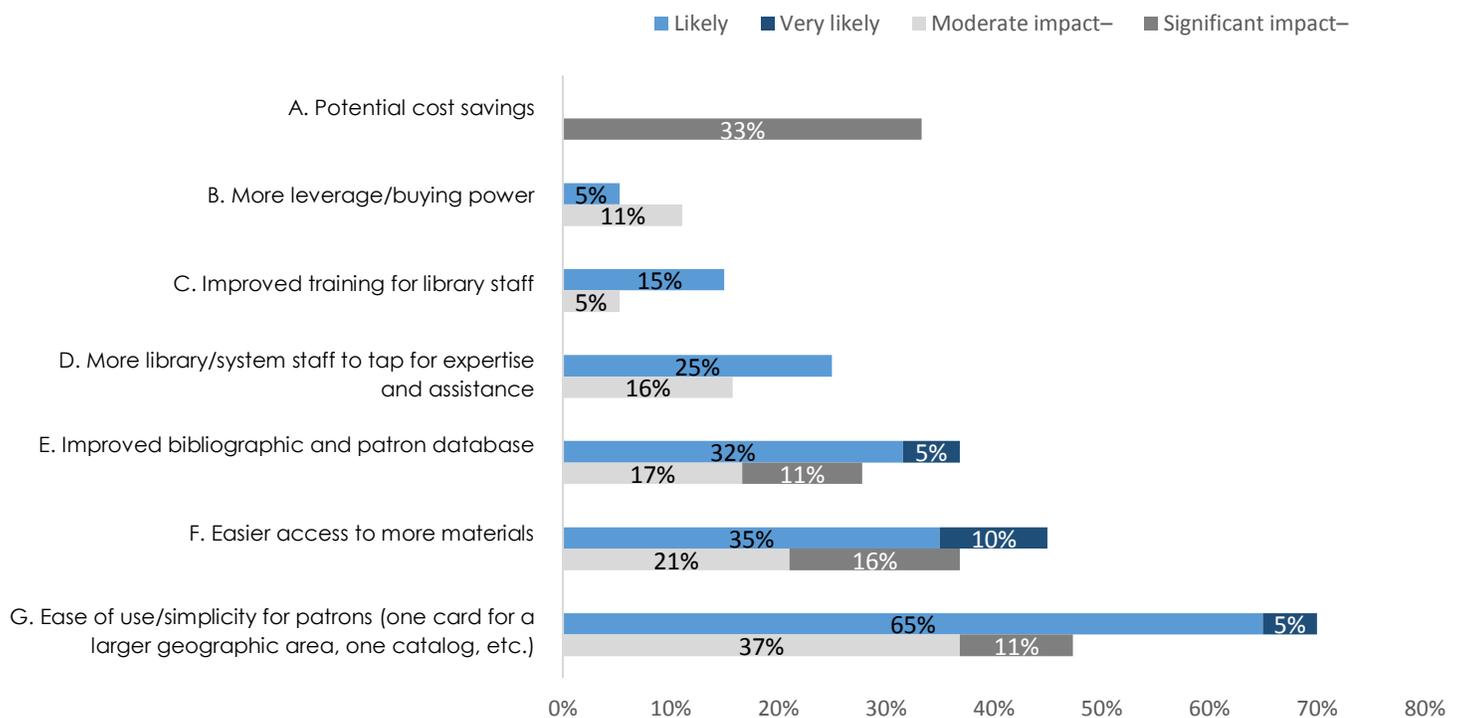
- Lack of needed functionality in software available.
- Concern about a group of libraries treating their collections as a single collection, (as is the case with the shared ILS consortia), while not funding the collection centrally.
- Transition costs: costs of changing barcodes, cards, etc.
- Lack of needed infrastructure to participate.
- The necessity of joining a larger ILS for getting materials: other methods of getting materials from other libraries in their system meet their patrons' needs.

Multiple respondents offered not just cost but *cost effectiveness* as a reason for not participating. In other words, there is not enough value to justify the added expense, sometimes many times the cost of their current system.

Some respondents also emphasized the larger hold queues of the shared ILS and potential impact on their own patrons' ability to get materials in a timely way.

## Likelihood and impact of potential benefits

Respondents were asked to consider advantages that could result from joining a shared ILS. They were asked to rate these advantages on two scales: the likelihood that the advantage would occur and the positive impact on the library and patrons. This information is presented in the chart below, arranged in order of the total "Likely" and "Very Likely" responses. If a response category is missing, it indicates that no respondents chose that category.

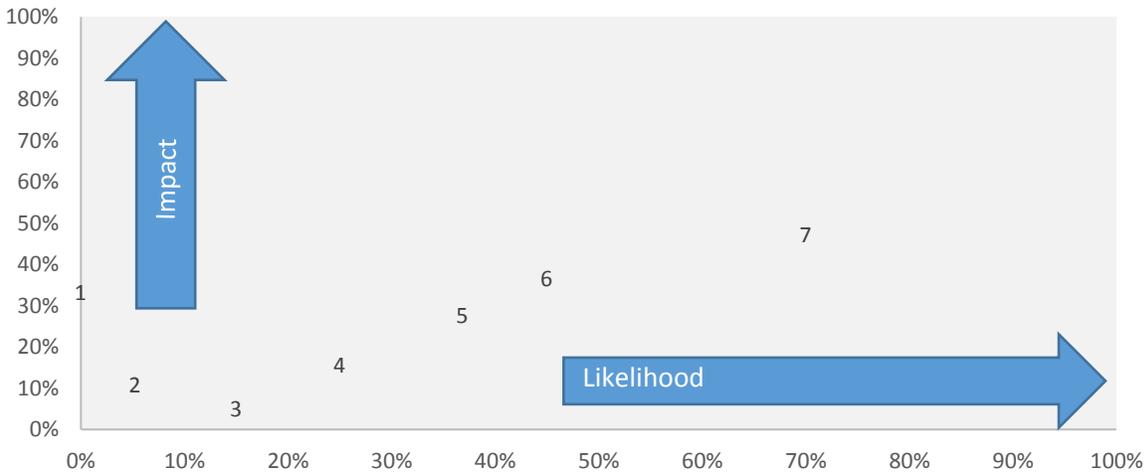


0% of respondents felt it was likely or very likely that they would realize any cost savings by joining a larger ILS consortium, though 33% felt that such savings would have a positive impact on the library and/or patrons. *Improvement in the ease of use/simplicity for patrons* was perceived as having the most positive impact for patrons and/or the library, and being the most likely to occur. While ease of use was the item that was perceived as the most likely to occur, only 47% of respondents felt that it would have a moderate or significant impact.

To illustrate the relationship between likelihood and impact, the chart below plots the responses for each advantage with the total percentage of respondents that indicated an advantage was "Likely" or "Very likely" as the X and the total percentage of respondents that indicated an

advantage had “Moderate impact” or “Significant impact” as the Y. Each letter corresponds to the letter at the beginning of each advantage in the chart above.

Scatterplot of Likelihood and Impact



See Table 4.4 in “Supporting Tables” at the end of the section for more detailed responses.

Table 4.3 includes the breakdown of responses by size of library, based on director certification grade level classifications (Grade I: population of 6,000 or more / Grade III: population of 2,999 or fewer).

Unlike with challenges, the responses of Grade I and Grade III libraries were similar on most items. The only item with more than a 25% difference in response was the likelihood of “More library/system staff to tap for expertise and assistance.” The larger libraries felt that this was more “likely” than the smaller libraries, though no respondents thought this was ‘very likely’.

Respondents were asked to provide additional benefits they perceive about joining a shared ILS. Only 5 respondents offered additional perceived advantages, including:

- Having additional people to think through processes and options for the public and to share ideas and philosophies of service
- Patrons could place their own holds on materials available in other libraries in the system
- Simplified record keeping and processes for interlibrary loan.
- Patron cards would work in other libraries

## Other comments

17 respondents provided additional comments, especially with concerns about joining a shared ILS. These additional concerns can be loosely described with 6 statements:

1. *The current service is better than what is available through the shared ILS.*  
Respondents offered many examples of how service would be impacted by joining a shared ILS in areas including the software itself, technical support, network speed, patron database quality, bibliographic database quality, turnaround time for original cataloging, custom reporting, and partnerships with other types of libraries in the area.
2. *Patrons wouldn't be able to get the materials they can get now.*  
Respondents expressed concerns about increased holds lists and the inability to have browsing collections.
3. *There are advantages to independence and flexibility.*  
Some respondents expressed the desire to maintain independence in areas like adding features to the software, processing and lending policies, weeding, running reports, and migrating.
4. *The decision to participate or not in the shared ILS impacts the relationship with the system.*  
Some respondents felt that their decision not to participate means that they are treated differently by their library system. In some cases, they are not provided other services that are "bundled" with the shared ILS (technical support, for example). In other cases, pressure is put on the libraries that are not participating, resulting in a negative impression of the system by the library staff and/or board. The responses suggest that, in many cases, it is an emotional issue for both system and library staff.
5. *There is not the opportunity to contribute expertise.*  
Some respondents expressed a concern about the inability to contribute expertise to the larger system, particularly in cataloging.
6. *There are financials implications.*  
As indicated above, cost and cost/benefit are major factors in determining whether or not a library participates in a shared ILS. In some cases, the existing investment in a standalone software system is another reason not to adopt the shared ILS. Not having a clear picture of the cost/benefits from the system was also cited as a concern.

While it is simplistic to condense all of the opinions of respondents into a couple of statements, it appears that there are, in general, two different opinions about why libraries do not participate:

1. There are no benefits to joining the shared ILS or the cost outweighs the benefits OR
2. There are benefits to joining the shared ILS, but it is not feasible to do so due to cost

## Comparing results

There are some apparent differences and similarities between the responses of those ILS staff completing the survey and those library staff from libraries not participating in a shared ILS.

Probably the most apparent difference can be seen by comparing the scatterplots on pages 193 and 201. It is clear that the respondents from libraries not participating in a shared ILS perceive less likelihood and less impact of advantages of larger units of service. As stated above, there are generally two different opinions about why libraries do not participate in a shared ILS, one of them being that there are no benefits to joining the shared ILS or the cost outweighs the benefits. This perception explains why these respondents would be less likely to perceive the likelihood and the impact of potential advantages.

This comparison also highlights that ILS staff responding to the survey were, in general, more positive than not about the impact and likelihood of perceived advantages.

From both sets of respondents, it is clear that cost is a significant factor in considering larger units of service. Whether joining a shared ILS or experiencing a change in formula resulting in higher costs when systems are combined, higher costs mean less desire to participate in larger units of service.

It is also clear that patron service is a significant factor when making decisions about higher units of service: there needs to be a definite perceived increase in service for larger units of service to be of value.

## Supporting tables & documentation

Table 4.1: Library system ILS staff: Likelihood and impact of potential benefits

Likelihood	Not at all likely	Slightly likely	Likely	Very likely	Count of responses
Ease of use/simplicity for patrons (one card for a larger geographic area, one catalog, enhanced discovery, potential for standardization over a larger area)	1	11	7	14	33
Easier access to more materials (larger collection, access to more local materials, less traditional ILL)	1	7	8	17	33
More library/system staff to tap for expertise and assistance (more libraries with expertise, more ILS staff at system level, more colleagues to approach)	4	11	11	7	33
More efficient use of system ILS staff (ability to specialize, more opportunity for database cleanup, solving problems once)	3	8	15	7	33
Improved training for library staff (more opportunities, more efficiencies in creation of materials)	2	8	15	8	33
Potential cost savings (savings through efficiencies, savings with vendor)	3	11	14	5	33
Expanding possibilities for innovation (innovative staff models, model for future collaboration/innovation, savings put into innovative services)	2	12	16	3	33
Improved bibliographic and patron database (more records for copy cataloging, more efficient database cleanup, single patron database for area)	3	14	9	7	33
More leverage/buying power (with vendors, with legislators)	2	12	11	7	32

Table 4.1: Library system ILS staff: Likelihood and impact of potential benefits (continued)

Positive impact on library/patrons	No impact	Slight impact	Moderate impact	Significant impact	Count of responses
Ease of use/simplicity for patrons (one card for a larger geographic area, one catalog, enhanced discovery, potential for standardization over a larger area)	1	7	10	15	33
Easier access to more materials (larger collection, access to more local materials, less traditional ILL)	0	7	13	13	33
More library/system staff to tap for expertise and assistance (more libraries with expertise, more ILS staff at system level, more colleagues to approach)	2	8	13	9	32
More efficient use of system ILS staff (ability to specialize, more opportunity for database cleanup, solving problems once)	1	12	8	11	32
Improved training for library staff (more opportunities, more efficiencies in creation of materials)	2	9	9	12	32
Potential cost savings (savings through efficiencies, savings with vendor)	1	7	14	10	32
Expanding possibilities for innovation (innovative staff models, model for future collaboration/innovation, savings put into innovative services)	2	9	16	5	32
Improved bibliographic and patron database (more records for copy cataloging, more efficient database cleanup, single patron database for area)	1	11	14	6	32
More leverage/buying power (with vendors, with legislators)	0	13	13	6	32

Table 4.2: Library system ILS staff: Importance of challenges to themselves and member libraries

Importance to respondent	Not at all important	Slightly important	Important	Very important	Count of responses
Availability of system staff to provide high-quality service	1	0	8	25	34
System staff reductions	2	8	10	12	32
Changes in delivery service (cost, changed logistics, sorting)	0	3	15	15	33
Consistency of policies and enforcement (lending new materials, meeting hold obligations, barcode, etc.)	0	3	16	14	33
Additional standardization required among participating libraries	1	4	14	13	32
Inability to move in a different direction once decision has been made	1	7	16	8	32
Loss of autonomy for libraries	3	15	10	4	32
Loss of identity of libraries	4	14	9	5	32
More time and resources needed to make decisions	0	5	20	7	32
More time and resources needed to enact change	0	4	22	7	33
Communication issues (communicating to a larger group of libraries consistently)	0	2	7	23	32
Change in governance models (decision-making models and formula, meeting logistics)	1	6	12	14	33
Loss of library ability to participate in governance (larger group/geographic area)	0	8	16	9	33
Additional time and resources needed to gather together groups/committees	0	11	15	7	33
Change in cost-sharing formula	0	9	14	10	33
Change in catalog (more difficult for patrons/new for patrons)	0	13	9	11	33
Different libraries having different ILS modules	7	8	8	9	32
Impact on staff at local library (more holds, more delivery)	1	11	16	5	33
Increased costs, either directly or through increased staff time to cope with additional delivery, etc.	1	6	11	15	33
Change in participants: addition of multi-type partners	4	9	11	9	33

Table 4.2: Library system ILS staff: Importance of challenges to themselves and member libraries(continued)

Perceived importance to member libraries	Not at all important	Slightly important	Important	Very important	Count of responses
Availability of system staff to provide high-quality service	0	1	6	26	33
System staff reductions	4	11	10	7	32
Changes in delivery service (cost, changed logistics, sorting)	0	2	9	22	33
Consistency of policies and enforcement (lending new materials, meeting hold obligations, barcode, etc.)	0	4	14	14	32
Additional standardization required among participating libraries	2	8	9	13	32
Inability to move in a different direction once decision has been made	1	7	14	9	31
Loss of autonomy for libraries	0	2	10	21	33
Loss of identity of libraries	1	2	10	20	33
More time and resources needed to make decisions	0	13	11	8	32
More time and resources needed to enact change	0	11	12	10	33
Communication issues (communicating to a larger group of libraries consistently)	0	7	9	17	33
Change in governance models (decision-making models and formula, meeting logistics)	0	1	10	22	33
Loss of library ability to participate in governance (larger group/geographic area)	0	1	11	21	33
Additional time and resources needed to gather together groups/committees	0	13	12	8	33
Change in cost-sharing formula	0	0	6	27	33
Change in catalog (more difficult for patrons/new for patrons)	0	3	13	17	33
Different libraries having different ILS modules	4	8	12	8	32
Impact on staff at local library (more holds, more delivery)	1	1	10	21	33
Increased costs, either directly or through increased staff time to cope with additional delivery, etc.	1	1	4	27	33
Change in participants: addition of multi-type partners	1	10	14	8	33

**Table 4.3: ILS non-participants: Influence of factors for not participating in a shared ILS**

Note: The first line for each item is the total number of responses. Below the total, the results are split by Grade I (larger libraries) and Grade III (smaller libraries) to show any differences in results based on size of library. Menominee Tribal/County Library is not included in the Grade I or Grade III divisions, as it is a unique library, both in terms of size (Grade 2) and as a tribal library.

		Not at all influential	Slightly influential	Influential	Very influential	Count of responses
Availability of system staff to provide high-quality service		11	1	6	2	20
	Grade I	25%	25%	25%	25%	4
	Grade III	60%	0%	33.33%	6.67%	15
Changes in delivery service (cost, changed logistics, sorting)		7	4	7	1	19
	Grade I	0%	25%	75%	0%	4
	Grade III	42.86%	21.43%	28.57%	7.14%	14
Consistency of policies and enforcement (lending new materials, meeting hold obligations, position of barcode, etc.)		5	4	7	4	20
	Grade I	0%	50%	25%	25%	4
	Grade III	33.33%	13.33%	33.33%	20%	15
Loss of autonomy for your library		3	6	5	7	21
	Grade I	0%	0%	25%	75%	4
	Grade III	18.75%	37.50%	25%	18.75%	16
Loss of identity for your library		8	4	4	5	21
	Grade I	50%	0%	0%	50%	4
	Grade III	37.5%	25%	25%	12.5%	16
More time and resources needed to make decisions		4	5	9	2	20
	Grade I	25%	50%	25%	0%	4
	Grade III	20%	20%	46.67%	13.33%	15
More time and resources needed to enact change		7	3	6	4	20
	Grade I	50%	25%	0%	25%	4
	Grade III	33.33%	13.33%	33.33%	20%	15

	Not at all influential	Slightly influential	Influential	Very influential	Count of responses
Change in catalog (more difficult for patrons/new for patrons)	9	2	7	1	19
Grade I	50%	25%	25%	0%	4
Grade III	50%	7.14%	42.86%	0%	14
Impact on staff at your library (more holds, more delivery)	5	2	8	5	20
Grade I	25%	0%	75%	0%	4
Grade III	20%	13.33%	33.33%	33.33%	15
Increased costs	1	0	1	19	21
Grade I	0%	0%	0%	100%	4
Grade III	0%	0%	6.25%	93.75%	15
Fewer materials available for your library's patrons in your library	4	2	6	8	20
Grade I	50%	0%	0%	50%	4
Grade III	6.67%	13.33%	40%	40%	15

**Table 4.4: ILS non-participants: Likelihood and impact of potential benefits**

Note: The first line for each item is the total number of responses. Below the total, the results are split by Grade I (larger libraries) and Grade III (smaller libraries) to show any differences in results based on size of library. Menominee Tribal/County Library is not included in the Grade I or Grade III divisions, as it is a unique library, both in terms of size (Grade 2) and as a tribal library.

Likelihood	Not at all likely	Slightly likely	Likely	Very likely	Count of responses
Ease of use/simplicity for patrons (one card for a larger geographic area, one catalog, enhanced discovery)	2	4	13	1	20
Grade I	25%	0%	75%	0%	4
Grade III	6.67%	20%	66.67%	6.67%	15
Easier access to more materials (larger collection, access to more local materials, less traditional ILL)	5	6	7	2	20
Grade I	25%	25%	50%	0%	4
Grade III	26.67%	33.33%	26.67%	13.33%	15
More library/system staff to tap for expertise and assistance (more libraries with expertise, more ILS staff at system level, more colleagues to approach)	7	8	5	0	20
Grade I	25%	25%	50%	0%	5
Grade III	40%	40%	20%	0%	15
Improved training for library staff (more opportunities, greater access to documentation, etc.)	9	8	3	0	20
Grade I	50%	50%	0%	0%	4
Grade III	40%	40%	20%	0%	15
Potential cost savings	16	4	0	0	20
Grade I	75%	25%	0%	0%	4
Grade III	80%	20%	0%	0%	15
Improved bibliographic and patron database	4	8	6	1	19
Grade I	25%	50%	25%	0%	4
Grade III	14.29%	42.86%	35.71%	7.14%	14
More leverage/buying power (with vendors)	10	8	1	0	19
Grade I	25%	75%	0%	0%	4
Grade III	64.29%	28.57%	7.14%	0%	14

Positive impact on library/patrons	No impact	Slight impact	Moderate impact	Significant impact	Count of responses
Ease of use/simplicity for patrons (one card for a larger geographic area, one catalog, enhanced discovery)	1	9	7	2	19
Grade I	25%	25%	25%	25%	4
Grade III	0%	50%	42.86%	7.14%	14
Easier access to more materials (larger collection, access to more local materials, less traditional ILL)	4	8	4	3	19
Grade I	0%	75%	25%	0%	4
Grade III	28.57%	35.71%	14.29%	21.43%	14
More library/system staff to tap for expertise and assistance (more libraries with expertise, more ILS staff at system level, more colleagues to approach)	7	9	3	0	19
Grade I	25%	75%	0%	0%	4
Grade III	42.86%	35.71%	21.43%	0%	14
Improved training for library staff (more opportunities, greater access to documentation, etc.)	8	10	1	0	19
Grade I	100%	0%	0%	0%	4
Grade III	21.43%	71.43%	7.14%	0%	14
Potential cost savings	7	5	0	6	18
Grade I	0%	75%	0%	25%	4
Grade III	46.15%	15.38%	0%	38.46%	13
Improved bibliographic and patron database	4	9	3	2	18
Grade I	50%	25%	25%	0%	100%
Grade III	7.69%	61.54%	15.38%	15.38%	13
More leverage/buying power (with vendors)	8	8	2	0	18
Grade I	50%	25%	25%	0%	4
Grade III	46.15%	46.15%	7.69%	0%	13

## Appendix A: ILS consortium study

### Part 1: General information

#### Section 1: Looking for some numbers...

1a-c. Please list the number of each type of record in your ILS at the end of each calendar year indicated below:

Type of record	2011	2012	2013
Bibliographic records			
Patron records			
Item records			

2. What was the annual circulation\* through the ILS for each calendar year indicated below?

<b>2011</b>	
<b>2012</b>	
<b>2013</b>	

\*Please use the definition of circulation as provided in *the Instructions for the Wisconsin Public Library Annual Report: Reporting Library Activities for 2012*: "A circulation transaction is the act of loaning materials at a library or bookmobile in all formats for use outside the library. This activity includes checking out materials to users...and also renewing, each of which is reported as a circulation transaction... Interlibrary loan items ... checked out {through the ILS} should be reported here as a circulation. Do not include interlibrary loan items sent, or checked out to, another library.

3. Please describe any issues you had, if any, in answering the questions in this section or any other comments you have about this section.

## Section 2: Your ILS environment and current contract

1. Who is your current ILS vendor?

Autographics    Innovative Interfaces    Polaris    SirsiDynix

Other: \_\_\_\_\_

2. What product are you using?

3. What version of the product are you using?

4. Date you began using this **vendor** (any product):

5. Date you began using this **product** (any version):

6. Please describe or share a document describing the process used for selecting this vendor. Include any RFP/RFI/RFB/RFQ processes, site visits, product demonstrations, surveys, etc. that were done during the process.

7. Current contract start date:

8. Current contract end date:

9. Does the contract include any provisions for extension or renewal?

Yes    No

If yes, please explain:

10. How much was paid to the vendor for start-up and migration fees for your current system?

11. Please detail what the start-up and migration fees included (licensing costs, migration, training, hardware, etc.):

12. Please outline the maintenance/annual fees as described by your current contract:

<b>Year</b>	<b>Amount</b>
Year 1	
Year 2	
Year 3	
Year 4	
Year 5	
After year 5....	

13. What is the date "Year 1" began?

14. Please detail what the maintenance/annual fees include:

15. Please detail any fees, beyond those described in questions 11 and 14, paid to ILS vendor:

16. Who signed the contract(s) with the vendor (check all that apply)?

Library system     ILS consortium     Individual libraries

Other: \_\_\_\_\_

17. Who owns the server platform where your ILS is hosted? (check all that apply)

Library system     ILS consortium     Resource library     Another library  
 ILS vendor/hosting provider

Other: \_\_\_\_\_

18. Whose staff manages the server platform where your ILS is hosted? (check all that apply)

Library system     ILS consortium     Resource library     Another library  
 ILS vendor/hosting provider

Other: \_\_\_\_\_

19. Where is the server platform for your ILS located?

Library system     Resource library     Another library     ILS vendor/hosting provider

Other: \_\_\_\_\_

#### Your future plans

20. Is your consortium planning to move to a new vendor or product?

Yes, we have started a selection process, but have not decided on a vendor or product.

Yes, we are committed to migrating to a specific vendor/product but have not yet signed a contract.

Yes, we have signed a contract to migrate to a specific vendor/product.

No, we have no plans to move to a new vendor or product.

Other: \_\_\_\_\_

21. If yes, when is the anticipated migration date? (if unknown, please write "unknown")

22. If you are committed to migrating to a vendor/product or you have signed a contract, what will your consortium be migrating to?

Vendor:

Product:

Version:

23. Please describe any issues you had, if any, in answering the questions in this section or any other comments you have about this section:

## Section 3: Licenses

Different vendors require different types of licenses and these licenses can be in different ways. This section asks you to explain the licensing structure for your vendor.

### 1. Staff licenses:

#### a. Are staff licenses required by your vendor?

Yes  No  Unsure

b. If yes, describe this requirement: what is the formula for determining how many licenses are required? What does the license allow you to do? Are the licenses based on simultaneous use or something else? When and how are licenses counted/reassessed?

### 2. Patron licenses:

#### a. Are patron licenses required by your vendor?

Yes  No  Unsure

b. If yes, describe this requirement: what is the formula for determining how many licenses are required? What does the license allow you to do? Are the licenses based on simultaneous use or something else? When and how are licenses counted/reassessed?

### 3. SIP/SIP2 licenses:

#### a. Are SIP/SIP2 licenses used within the consortium/system?

Yes  No  Unsure

b. If yes, describe what they are used for (self-checks, etc.)

c. If yes, describe this requirement: how is the number of licenses required determined? What does the license allow you to do? When and how are licenses counted/reassessed?

### 4. API licenses:

#### a. Are API licenses used within the consortium/system?

Yes  No  Unsure

b. If yes, describe what they are used for:

c. If yes, describe this requirement: how is the number of licenses required determined? What does the license allow you to do? When and how are licenses counted/reassessed?

### 5. Does the vendor require any other licenses?

Yes  No  Unsure

If yes, please explain:

6. Please describe any issues you had, if any, in answering the questions in this section or any other comments you have about this section.

## Section 4: Governance

1. Who is eligible to participate in your ILS consortium? (check all that apply)

Public libraries  School libraries  Academic libraries (UWs, private colleges, technical colleges)  Public library system  Other types of libraries

2. Please describe the approval process for new members.

3. Are there different levels of participation or membership in your ILS consortium?

Yes  No

If yes, please explain:

4. Is the system considered a member of the consortium?

Yes  No

5. Does each member sign an agreement to participate in the ILS?

Yes  No

If yes, who are the parties to the agreement? (check all that apply)

Library board representative  Library director  System board representative  System director  County board representative  Municipal representative

Other: \_\_\_\_\_

6 a. Do libraries agree to follow the policies of the consortium in the agreement?

Yes  No

If yes:

6 b. How does your consortium define "policy"? In other words, how do the libraries know what they are agreeing to do?

6 c. What steps or measures are taken to enforce the policies? (please include both what is done and who does it)

6 d. What are the penalties if libraries do not follow the policies?

7 a. Do libraries agree to follow the procedures of the consortium in the agreement?

Yes  No

If yes:

7 b. How does your consortium define "procedure"? In other words, how do the libraries know what they are agreeing to do?

7 c. What steps or measures are taken to enforce the procedures? (please include both what is done and who does it)

7 d. What are the penalties if libraries do not follow the procedures?

8. Do libraries commit to participating for a certain length of time when they join the consortium?

Yes  No

If yes, how long?

One year  Two years  Three years  Four years  Five years

Other: \_\_\_\_\_

9. Please describe the process (if any) for a member to leave the consortium:

10. Should a member decide to leave the ILS consortium, are there costs assessed to that member library?

Yes  No

If yes, what are those costs?

Cost of purging holdings from the database

Cost for receiving a copy of their records

Other: \_\_\_\_\_

11. Does the system board play any role of the roles below in decision making for the consortium? (check all that apply)

Takes action on ILS budget

Takes action on non-ILS budget items related to the ILS

Takes action on policies of the consortium

Takes action on procedures of the consortium

Takes action on expenditures not included in the ILS budget (contingency use)

Participates in decision appeal process

Participates in vendor negotiations/evaluation

Takes action on consortium bylaws

Takes action on consortium committee structure

Other: \_\_\_\_\_

12. Please describe the formal and/or informal decision appeal process(es) used in the consortium:

13. How can the consortium be dissolved?

14. Complete the following questions for each standing body involved in advising or making decisions for the consortium:

(Web survey link for this question: <https://www.surveymonkey.com/s/ilspart1section4-14>)

a. Name of body:

b. Charge of body:

c. Is this body decision-making or advisory?

Decision-making  Advisory

d. Briefly explain how the number of representatives on the body was determined (e.g. one per library and one for system):

e. How are decisions made? (check all that apply)

Consensus  Voting, one vote per seat  Voting, formula based

Other: \_\_\_\_\_

If voting is formula-based, please explain the formula:

f. If voting is used, do system staff vote?

Yes  No

g. How frequently does the body regularly meet? (not including "special" meetings)

Monthly  Every other month  Quarterly  Other

h. Does system staff act as chair for this body?

Yes  No

i. Are the majority of meetings of this body held in person or through conference call/web meeting?

All attendees in person

All attendees through conference call/web meeting

Some attendees in person and some through conference call/web meeting

Other: \_\_\_\_\_

j. What other support does system staff provide for this group? (check all that apply)

Scheduling meetings

Creating agendas

Preparing notes

Prepare informational packets for meeting

Set up web meetings/conference calls

Other: \_\_\_\_\_

15. Please describe any issues you had, if any, in answering the questions in this section or any other comments you have about this section:

## Section 5: Budget

1. Does the ILS consortium have a budget that is separate from the system budget?

Yes  No

2. If no, assuming the ILS budget is part of the system budget: are ILS income and expenses clearly separated (in separate categories, for example) from the rest of the system budget?

Yes  No

3. If you answered "no" to questions 1 and 2: please explain how the ILS income and expenses are presented.

*Please provide a copy of your ILS budget and notes for 2013 and 2014, however it is presented. For the rest of the survey, "ILS budget" is defined as the document(s) that you have provided for 2014.*

4. Do members pay an annual fee to cover some of the costs for the ILS?

Yes  No

5. If yes: For the sake of this question, we are going to assume that some portion of the annual fee is divided by a formula that applies to all members (we will call this the "base fee"). It may be possible that some other portion of the annual fee is assessed only to libraries using certain modules/services (we will call this the "add-ons")

5a. What is the formula used to determine the base fee?

5b. What, if any, add-ons are included as part of the annual fee?

6. Do libraries pay an initial start-up cost to join the consortium (in addition to the annual fee assessed to all members, if such a fee is assessed)?

Yes  No

If yes, what is the formula used to determine the start-up cost?

Reserve funds and contingency

7. Does your ILS consortium maintain a long-term software/hardware replacement fund (for large upgrades and migrations)?

Yes  No

If yes, how is money added to the fund? (check all that apply)

Annual assessment to members  Fees for joining the consortium  Designated carryover

Other: \_\_\_\_\_

8. Does your ILS consortium maintain a short-term contingency fund for unexpected software/hardware replacement and other unexpected costs?

Yes  No

If yes, how is money added to the fund? (check all that apply)

Annual assessment to members  Fees for joining the consortium  Designated carryover

Other: \_\_\_\_\_

9. Does your ILS consortium maintain any other long-term funds?  Yes  No

If yes, what are the purposes of these funds?

10. What is the approval process for expenses that were are included in the annual ILS budget?

11. Does your ILS consortium have a policy capping the amount of contingency?

Yes  No

If yes, what is the cap?

12. Please describe any issues you had, if any, in answering the questions in this section or any other comments you have about this section

## Part 2: Expenses

One of the challenges of surveying ILS consortia in Wisconsin is that each consortium provides different services and resources as part of the ILS budget. Part 2 of this survey attempts to determine what services/resources are provided and where those services/resources are budgeted. The term "ILS budget" in this part of the survey refers to whatever budget document was provided for Section 5 above.

### Section 1: Supplies & equipment

(Web survey link: <https://www.surveymonkey.com/s/ilspart2section1>)

The following section of the survey asks you to enumerate what supplies and/or equipment are provided by the library system or consortium.

1. For each item:

a. Indicate if the consortium/library system provides or contracts for the item.

b. If the item is provided, indicate if item is budgeted in the ILS budget as defined above.

At the bottom of the list, please add any items that are not included in the list, but that are included in the ILS budget.

Item	Provided?		Included in ILS budget?	
Barcodes for materials	Yes	No	Yes	No
Barcodes/library cards for patrons	Yes	No	Yes	No
Label stock for book processing	Yes	No	Yes	No
Routing slips for delivery	Yes	No	Yes	No
Supplies for centralized printing of notices (paper, ink, etc.)	Yes	No	Yes	No
Envelopes for mailing notices	Yes	No	Yes	No
Other:				

2. For any items not provided, does the system/ILS consortium require specific vendors/products to be used?

Yes  No

If yes, please explain:

3. Does the system/ILS consortium provide any equipment as part of the ILS budget? (receipt printers, spares, inventory devices, etc.)?

Yes  No

If yes, please explain:

4. Please describe any issues you had, if any, in answering the questions in this section or any other comments you have about this section:

## Section 2: Catalog enhancements & other add-ons

(Web survey link: <https://www.surveymonkey.com/s/ilspart2section2>)

The following section of the survey asks you to enumerate catalog enhancements and other add-ons that are not typically included in the “base” ILS modules.

1. For each item:

- a. Indicate if the consortium/library system provides or contracts for the item.
- b. If the item is provided, please indicate the percentage of libraries using the item.
- c. If the item is provided, indicate if the money to pay for this item is included in the ILS budget

At the bottom of the list, please add any items that are not included in the list, but that are included in the ILS budget.

Item	Provided?		Percentage of members using?	Included in the ILS budget?	
	Yes	No		Yes	No
Acquisitions module	Yes	No		Yes	No
Inventory module	Yes	No		Yes	No
Report generating module	Yes	No		Yes	No
Serials module	Yes	No		Yes	No
Interlibrary loan module (from ILS vendor)	Yes	No		Yes	No
Customized web catalog (for each library)	Yes	No		Yes	No
Mobile catalog	Yes	No		Yes	No
Multilanguage catalog	Yes	No		Yes	No
Enriched content (cover art, reviews, Goodreads, etc.)	Yes	No		Yes	No
Online patron registration	Yes	No		Yes	No
E-commerce system	Yes	No		Yes	No
Database authentication	Yes	No		Yes	No
SMS text messages for notices, etc.	Yes	No		Yes	No
Telephone notification system	Yes	No		Yes	No
Collection agency service	Yes	No		Yes	No
Enhanced discovery layer	Yes	No		Yes	No
Insurance for ILS hardware	Yes	No		Yes	No
Insurance for ILS data	Yes	No		Yes	No
Insurance for security breach	Yes	No		Yes	No
ILL software (WISCAT, OCLC)	Yes	No		Yes	No
OCLC or Skyriver cataloging service fees	Yes	No		Yes	No
Other:					

2. If customized catalogs are provided for individual libraries, who is responsible for maintaining the customized catalog?

\_\_\_\_\_ ILS consortium/system staff \_\_\_\_\_ Library staff

\_\_\_\_\_ Other: \_\_\_\_\_

3. Please describe any issues you had, if any, in answering the questions in this section or any other comments you have about this section

### Section 3: Staffing

(Web survey link: <https://www.surveymonkey.com/s/ilspart2section3>)

The following section of the survey asks you to enumerate the staff-related costs that are included in the ILS budget.

1. For each item, indicate if the money to pay for this item is included in the ILS budget. If it is included, please indicate the approximate percentage included in the ILS budget.

Item	Included in ILS budget?	Approximate Percentage included in ILS budget
Rent	Yes No	
Equipment	Yes No	
Phone service	Yes No	
Furniture	Yes No	
Training/travel	Yes No	
Salaries	Yes No	
Benefits	Yes No	

2. How many system or consortium FTE provide services related to the ILS?

3. Of that FTE, how many are included in the ILS budget?

4. Please provide an approximate FTE percentage for each of the categories of services below (see each category later in the survey for details on what is included in each category):

Categories of services	Percentage of FTE
Administration (budget, governance, etc.)	
Supplies/equipment	
Catalog enhancements/add-ons	
Resource sharing/inter-system delivery	
Training/documentation	
Upgrades/enhancements	
Bibliographic/patron database services	
Communication & support	
Technology infrastructure	
Fiscal agency/legal support	
Promotion	
Statistics, reports, and notices	
Other:	

5. Please describe any issues you had, if any, in answering the questions in this section or any other comments you have about this section

## Section 4: Resource sharing/delivery:

(Web survey link: <https://www.surveymonkey.com/s/ilspart2section4>)

The following section of the survey asks you to enumerate resource sharing/delivery services **provided or contracted for** by the library system or consortium.

*In addition to completing the questions below, please provide any documentation you have related to the following:*

- *Current delivery route maps*
- *Delivery budget and notes for 2013 and 2014, if it is not included in the ILS budget already provided.*
- *Statistics for delivery volume for 2012 and 2013 and methodology for collecting statistics*
- *Statistics for usage by borrowers who are residents of other Wisconsin counties not in the library system*

1. Is the annual amount paid by libraries and the system for delivery included in the ILS budget?

100% is included in the ILS budget  A portion is included in the ILS budget, but not 100%

None is included in the ILS budget

2. If no:

a. Do members pay an annual fee to cover some of the costs for delivery?

Yes  No

If yes: For the sake of this question, we are going to assume that some portion of the annual fee is divided by a formula that applies to all members (we will call this the "base fee"). It may be possible that some other portion of the annual fee is assessed only to libraries using extra days of delivery or other services (we will call this the "add-ons")

b. What is the formula used to determine the base fee?

c. What, if any, add-ons are included as part of the annual fee?

3. If a portion or all of delivery costs are included in the ILS budget, do the budgeted amounts for delivery include public libraries not participating in the ILS consortium?

Yes  No

4. Please complete the chart below with the number of libraries that receive 1 day, 2 day, etc. of delivery per week:

1 day	
2 day	
3 day	
4 day	
5 day	
6 day	
7 day	

5a. Are you contracting for delivery service from a vendor(s)?

Yes  No

If yes:

5b. What vendor are you using?

5c. Please describe in detail the services the vendor is providing (sorting, etc.) or provide explanatory documentation:

5d. What is the term of your current contract?

Beginning date: \_\_\_\_\_

Ending date: \_\_\_\_\_

6. Are you using any ILS tools or configurations to improve delivery efficiency?

Yes  No

If yes, please describe in detail or provide explanatory documentation:

7. How does a public library in the system that is not an ILS participant borrow materials from an ILS participant? (check all that apply):

ILS card  WISCAT  OCLC

Other: \_\_\_\_\_

8. How does an ILS participant borrow materials from a public library in the system that is not an ILS participant? (check all that apply):

ILS card  WISCAT  OCLC

Other: \_\_\_\_\_

9. Are net lenders within the consortium compensated in any way?

\_\_\_ Yes \_\_\_ No

If yes, please describe the compensation formula:

If yes, what is the total amount included in the ILS budget for net lender compensation?

10. Please describe any issues you had, if any, in answering the questions in this section or any other comments you have about this section:

## Section 5: Other services provided

(Web survey link: <https://www.surveymonkey.com/s/ilspart2section5>)

The following section of the survey asks you to enumerate the ILS-related services **provided or contracted for** by the library system or consortium.

1. Indicated if the consortium/library system provides or contracts for the item.
2. If the item is provided/contracted for, indicate if the money to pay for this item is included in the ILS budget.

At the bottom of the list, please add any items that are not included in the list, but that are included in ILS budget.

### 1. Training and documentation

Item	Provided?		Included in ILS budget?	
<b>Procedures:</b>				
Develop procedures for member review	Yes	No	Yes	No
Maintain procedure manuals	Yes	No	Yes	No
<b>Policies:</b>				
Develop policies for member review	Yes	No	Yes	No
Maintain policy manuals	Yes	No	Yes	No
<b>Training:</b>				
<i>Training for patrons:</i>				
• Online tutorials	Yes	No	Yes	No
• Printed documentation/help sheets	Yes	No	Yes	No
• Scripts for in-person training	Yes	No	Yes	No
• Conduct in-person training	Yes	No	Yes	No
Develop and provide online tutorials	Yes	No	Yes	No
<i>Training for staff:</i>				
• Online tutorials	Yes	No	Yes	No
• Printed documentation/help sheets	Yes	No	Yes	No
• Scripts for in-person training	Yes	No	Yes	No
• Conduct in-person training	Yes	No	Yes	No
• Conduct webinars	Yes	No	Yes	No
Provide funding for member libraries to attend ILS-related training and user group meetings	Yes	No	Yes	No
Provide a mentorship program for libraries new to the ILS	Yes	No	Yes	No
Pay vendor user group membership fee	Yes	No	Yes	No
Provides opportunities for libraries to get together in "user group" capacity	Yes	No	Yes	No
Other:				
Please describe any issues you had, if any, in answering the questions in this section or any other comments you have about this section:				

## 2. Upgrades and enhancements

Item	Provided?		Included in ILS budget?	
	Yes	No	Yes	No
Investigate enhancements/modules to the ILS	Yes	No	Yes	No
Develop testing protocols	Yes	No	Yes	No
Carry out testing protocols	Yes	No	Yes	No
Implement upgrades	Yes	No	Yes	No
Troubleshoot post-implementation issues	Yes	No	Yes	No
Other:				
Please describe any issues you had, if any, in answering the questions in this section or any other comments you have about this section:				

## 3a. Bibliographic & patron database services

Item	Provided?		Included in ILS budget?	
	Yes	No	Yes	No
Record clean up (error correction on individual records, batch record changes)	Yes	No	Yes	No
Original cataloging	Yes	No	Yes	No
Copy cataloging	Yes	No	Yes	No
Creation of serial records	Yes	No	Yes	No
Adding holdings & shelf locations to existing records	Yes	No	Yes	No
Processing of physical items	Yes	No	Yes	No
Authority control for names and subjects	Yes	No	Yes	No
Provide batch processing to mass delete or update records	Yes	No	Yes	No
Other:				

3b. What are your sources for MARC records for copy cataloging? (check all that apply)

Material providers (B&T, YBP, etc.)  OCLC  Skyriver  Z39.50 from other catalogs

Other: \_\_\_\_\_

3c. What are your sources for authority control? (check all that apply)

LTI  Marcive

Other: \_\_\_\_\_

3d. Please briefly describe cataloging processes. Include answers to the following and other information you feel is helpful/relevant in describing your cataloging services:

- Who performs original/copy cataloging?
- What role does the individual library play?
- Are records added at the point of ordering?
- Are brief records used?

3e. Please describe any issues you had, if any, in answering the questions in this section or any other comments you have about this section:

#### 4a. Communication & support

Item	Provided?		Included in ILS budget?	
	Yes	No	Yes	No
Maintain email lists to facilitate communication among members	Yes	No	Yes	No
Maintain dedicated ILS news resource (blog/website, etc.)	Yes	No	Yes	No
Maintain internal ILS website for members	Yes	No	Yes	No
Answer ILS <i>functionality</i> questions during normal system business hours	Yes	No	Yes	No
Answer ILS <i>functionality</i> questions through after-hours phone/pager support	Yes	No	Yes	No
Answer ILS-related <i>technical support</i> questions during normal system business hours	Yes	No	Yes	No
Answer ILS-related <i>technical support</i> questions through after-hours phone/pager support	Yes	No	Yes	No
Provide support ticketing system for libraries to enter and track support concerns	Yes	No	Yes	No
Provide overall support for the WAN	Yes	No	Yes	No
Provide overall support for library LANs	Yes	No	Yes	No
Provide planning, testing, and deployment for ILS-related technology services	Yes	No	Yes	No
Monitor bandwidth usage at member institutions	Yes	No	Yes	No
Work with members to determine best options on getting additional bandwidth				
Provide assistance in installation and configuration of self-check and sorters	Yes	No	Yes	No
Provide ongoing support of self-check and sorters	Yes	No	Yes	No
Perform backup of ILS data	Yes	No	Yes	No
Provide information on unexpected outages to libraries	Yes	No	Yes	No
Other:				

4b. What are normal system business hours?

4c. Describe the after-hours support available to consortium members:

Provider	Hours available	Methodology (phone, email, pager, etc.)
Library system/consortium		
Vendor		
Other (please describe)		

4d. Is your public catalog *typically* available 24 hours a day, 7 days a week?

\_\_\_ Yes \_\_\_ No

If no, please explain:

4e. Please describe any issues you had, if any, in answering the questions in this section or any other comments you have about this section

### 5. Technology infrastructure

In many ILS consortia, the wide area network is considered an integral component of the ILS functionality. As such, the questions below ask you to provide some information about the wide area network services provided.

Because of the complexity in comparing these network services, please provide the following information for further analysis:

- Any network diagrams available
- Descriptions of network services provided and how such services are paid for
- Description/diagrams of ILS-related servers hosted in-house
- Any other documentation that may be helpful in describing your technology infrastructure

### 6. Fiscal agency/legal support

Item	Provided?		Included in ILS budget?	
	Yes	No	Yes	No
Invoice libraries for portion of ILS budget	Yes	No	Yes	No
Pay bills for ILS consortium	Yes	No	Yes	No
Prepare budgets for ILS consortium	Yes	No	Yes	No
Provide budget updates and reports to consortium	Yes	No	Yes	No
Provide merchant account and credit card processing for e-commerce	Yes	No	Yes	No
Collect and redistribute fine and lost book payments	Yes	No	Yes	No
Contract for audit of financials for ILS consortium	Yes	No	Yes	No
Contract for legal services for review of contracts and other legal advice	Yes	No	Yes	No
Other:				

6b. Who acts as fiscal agent for the consortium?

6c. Please describe any issues you had, if any, in answering the questions in this section or any other comments you have about this section:

## 7. Promotion

Item	Provided?		Included in ILS budget?	
	Yes	No	Yes	No
Maintain information for the public about the ILS consortium on the website	Yes	No	Yes	No
Create news releases	Yes	No	Yes	No
Develop standard promotional materials for libraries to use with patrons	Yes	No	Yes	No
Develop custom promotional materials for individual libraries	Yes	No	Yes	No
Provide website design and updates for consortium website	Yes	No	Yes	No
Print promotional materials	Yes	No	Yes	No
Mail promotional materials to patrons	Yes	No	Yes	No
Customize checkout receipts for libraries	Yes	No	Yes	No
Other:				
Please describe any issues you had, if any, in answering the questions in this section or any other comments you have about this section:				

## 8. Statistics, reports, and notices

### 8a.

Item	Provided?		Included in ILS budget?	
	Yes	No	Yes	No
Produce monthly circulation statistics	Yes	No	Yes	No
Produce necessary statistics and data for library annual report	Yes	No	Yes	No
Produce weeding reports	Yes	No	Yes	No
Produce reports for bibliographic record or holding record cleanup (missing data, incorrect codes ,etc.)	Yes	No	Yes	No
Produce reports to assist with locating lost items	Yes	No	Yes	No
Produce reports of new patron registrations	Yes	No	Yes	No
Produce counts of cataloging activities (number of items added/deleted/etc.)	Yes	No	Yes	No
Produce reports to assist with reconciliation of fines/lost items/other financial transactions	Yes	No	Yes	No
Produce reports to notify libraries of high holds-to-copy ratios	Yes	No	Yes	No
Produce lists of popular titles	Yes	No	Yes	No
Produce lists of recently acquired titles	Yes	No	Yes	No
Produce catalog usage reports (counts of searches, accesses, etc.)	Yes	No	Yes	No
Produce net lending/net borrowing reports	Yes	No	Yes	No
Produce custom reports upon request	Yes	No	Yes	No
Manage statistical platform for libraries to generate own reports	Yes	No	Yes	No
Print overdue notices to be mailed	Yes	No	Yes	No
Mail overdue notices	Yes	No	Yes	No
Email courtesy notices for pre-overdues	Yes	No	Yes	No

Other:

Please describe any issues you had, if any, in answering the questions in this section or any other comments you have about this section:

8b. Who **prints** overdue notices to be mailed?

Consortium/system  Individual library

Other: \_\_\_\_\_

8c. Who **mails** printed overdue notices?

Consortium/system  Individual library

Other: \_\_\_\_\_

8e. Please describe any issues you had, if any, in answering the questions in this section or any other comments you have about this section

#### 9. Other things....

What other items or categories of expenses were included in the ILS budget that were not included in any of the lists above?

### Part 3: Some scenarios....

The next part of the survey asks you to imagine some scenarios where questions are raised by ILS member libraries. Please BRIEFLY describe the process that would be used to discuss the concerns: who would discuss the issue? Who would possibly prepare recommendations? What committees would be involved? How? How are other ILS libraries involved?

1. One library would like the new ExtraSpiffy feature added to the catalog. This feature is not yet available from the vendor.
2. The topic of YouTube videos for patron training came up at a non-ILS meeting. There was significant interest from the libraries in having these videos.
3. A subset of libraries is very unhappy with the rules related to new and popular items. They have been expressing concern in other meetings and individually to other libraries, but not at any ILS-related meetings.

## Part 4: Thinking about larger units of service...

{Note: All system staff that work on ILS-related activities are asked to complete this section of the survey individually}

There is some talk around the state about mergers between multiple ILS consortia or perhaps a statewide ILS. The next questions are going to ask you for your impressions of what the challenges and advantages might be, both from the library system perspective and the library perspective.

1. Below is a list of identified challenges to larger units of service for an ILS. Please review the list and rate each challenge on two scales: your personal perception of the importance of the concern and how important you perceive the challenge to be to your member libraries.

	Your perception of importance				How important you perceive the challenge to be to your member libraries			
<b>1 = Not at all important; 2 = Slightly important; 3 = Important; 4 = Very important</b>								
Availability of system staff to provide high-quality service	1	2	3	4	1	2	3	4
System staff reductions	1	2	3	4	1	2	3	4
Changes in delivery service (cost, changed logistics, sorting)	1	2	3	4	1	2	3	4
Consistency of policies and enforcement (lending new materials, meeting hold obligations, position of barcode, etc.)	1	2	3	4	1	2	3	4
Additional standardization required among participating libraries	1	2	3	4	1	2	3	4
Inability to move in a different direction once decision has been made	1	2	3	4	1	2	3	4
Loss of autonomy for libraries	1	2	3	4	1	2	3	4
Loss of identity of libraries	1	2	3	4	1	2	3	4
More time and resources needed to make decisions	1	2	3	4	1	2	3	4
More time and resources needed to enact change	1	2	3	4	1	2	3	4
Communication issues (communicating to a larger group of libraries consistently)	1	2	3	4	1	2	3	4

<b>1 = Not at all important; 2 = Slightly important; 3 = Important; 4 = Very important</b>								
Change in governance models (decision-making models/formula, meeting logistics)	1	2	3	4	1	2	3	4
Loss of library ability to participate in governance (larger group, larger geographic area)	1	2	3	4	1	2	3	4
Additional time and resources needed to gather together groups/committees	1	2	3	4	1	2	3	4
Change in cost-sharing formula	1	2	3	4	1	2	3	4
Change in catalog (more difficult for patrons/new for patrons)	1	2	3	4	1	2	3	4
Different libraries having different ILS modules	1	2	3	4	1	2	3	4
Impact on staff at local library (more holds, more delivery)	1	2	3	4	1	2	3	4
Increased costs, either directly or through increased staff time to cope with additional delivery, etc.	1	2	3	4	1	2	3	4
Change in participants: addition of multi-type partners	1	2	3	4	1	2	3	4
Other challenges that you perceive:								

2. Below is a list of potential advantages to larger units of service for an ILS. Please review the list and rate the advantage on two scales: how likely the advantage is to occur with a larger unit of service and, if an advantage would occur, the positive impact on member libraries and patrons.

	<b>Likelihood that the advantage would occur</b> 1 = Not at all likely 2 = Slightly likely 3 = Likely 4 = Very likely				<b>Positive impact on libraries/patrons</b> 1 = No impact 2 = Slight impact 3 = Moderate impact 4 = Significant impact			
Ease of use/simplicity for patrons (one card for a larger geographic area, one catalog, enhanced discovery, potential for standardization over a larger area)	1	2	3	4	1	2	3	4
Easier access to more materials (larger collection, access to more local materials, less traditional ILL)	1	2	3	4	1	2	3	4

	<b>Likelihood that the advantage would occur</b> <b>1 = Not at all likely</b> <b>2 = Slightly likely</b> <b>3 = Likely</b> <b>4 = Very likely</b>	<b>Positive impact on libraries/patrons</b> <b>1 = No impact</b> <b>2 = Slight impact</b> <b>3 = Moderate impact</b> <b>4 = Significant impact</b>
More library/system staff to tap for expertise and assistance (more libraries with expertise, more ILS staff at system level, more colleagues to approach)	1      2      3      4	1      2      3      4
More efficient use of system ILS staff (ability to specialize, more opportunity for database cleanup, solving problems once)	1      2      3      4	1      2      3      4
Improved training for library staff (more opportunities, more efficiencies in creation of materials)	1      2      3      4	1      2      3      4
Potential cost savings (savings through efficiencies, savings with vendor)	1      2      3      4	1      2      3      4
Expanding possibilities for innovation (innovative staff models, model for future collaboration/innovation, savings put into innovative services)	1      2      3      4	1      2      3      4
Improved bibliographic and patron database (more records for copy cataloging, more efficient database cleanup, single patron database for area)	1      2      3      4	1      2      3      4
More leverage/buying power (with vendors, with legislators)	1      2      3      4	1      2      3      4
What other advantages do you perceive?		

3. Describe your ideal ILS consortium. What are the physical characteristics (number of libraries, geographic area)? How are decisions made?

## Appendix B: Survey for non-ILS participants

As part of a process to collect information about ILS consortia in the state, we are examining why libraries choose not to participate in a shared ILS through this survey.

Your candidness is appreciated in your replies. Please feel free to add additional comments in the last question of the survey.

You will be asked to choose your library name to determine what libraries have responded. Results will not be associated with library name when reported.

### Library name:

**1. Below is a list of reasons why your library may not choose to participate in a shared ILS. Please indicate how much influence each item has on your decision by rating them from “not at all influential” to “very influential.”**

<b>1 = Not at all influential; 2 = Slightly influential; 3 = Influential; 4 = Very influential</b>				
Availability of system staff to provide high-quality service	1	2	3	4
Changes in delivery service (cost, changed logistics, sorting)	1	2	3	4
Consistency of policies and enforcement (lending new materials, meeting hold obligations, position of barcode, etc.)	1	2	3	4
Loss of autonomy for your library	1	2	3	4
Loss of identity for your library	1	2	3	4
More time and resources needed to make decisions	1	2	3	4
More time and resources needed to enact change	1	2	3	4
Change in catalog (more difficult for patrons/new for patrons)	1	2	3	4
Impact on staff at your library (more holds, more delivery)	1	2	3	4
Increased costs	1	2	3	4
Fewer materials available for your library's patrons in your library	1	2	3	4

Please tell us other reasons your library does not participate in a shared ILS:

2. Below is a list of potential advantages to participating in a shared ILS. Please review the list and rate the advantage on two scales: how likely you think it would be for the advantage to occur if you joined a shared ILS and, if an advantage would occur, the positive impact on your library and patrons

	Likelihood that the advantage would occur  1=Not at all likely 2=Slightly likely 3=Likely 4=Very likely	Positive impact on library/patrons  1=No impact 2=Slight impact 3=Moderate impact 4=Significant impact
Ease of use/simplicity for patrons (one card for a larger geographic area, one catalog, enhanced discovery)	1      2      3      4	1      2      3      4
Easier access to more materials (larger collection, access to more local materials, less traditional ILL)	1      2      3      4	1      2      3      4
More library/system staff to tap for expertise and assistance (more libraries with expertise, more ILS staff at system level, more colleagues to approach)	1      2      3      4	1      2      3      4
Improved training for library staff (more opportunities, greater access to documentation, etc.)	1      2      3      4	1      2      3      4
Potential cost savings	1      2      3      4	1      2      3      4
Improved bibliographic and patron database	1      2      3      4	1      2      3      4
More leverage/buying power (with vendors)	1      2      3      4	1      2      3      4

What other advantages do you perceive?

3. Is there anything else you'd like to tell us about why your library chooses not to participate in a shared ILS?