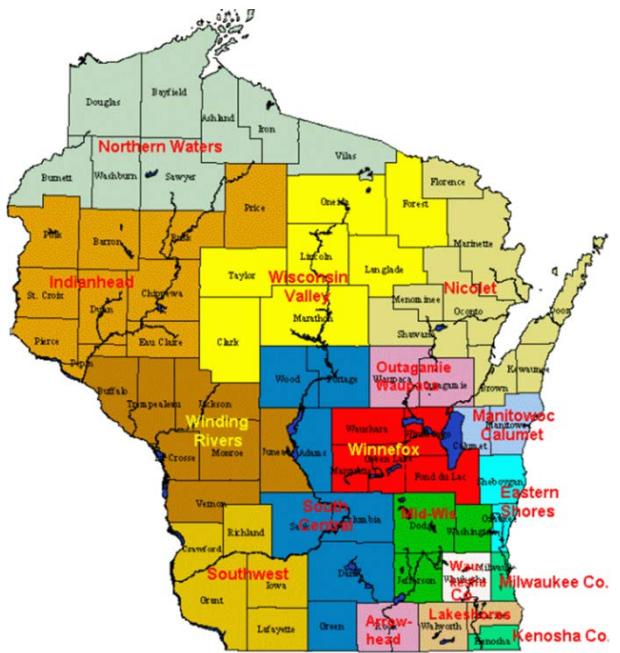


Lean Library Systems



DPI Lean System Study Work Group

Recommendations

September 5, 2014

Budget Bill Language Referring to Library System Study:



This is the language that had been added to the 2014-15 Budget Bill by the Committee on Joint Finance, but was vetoed by the Governor:

STUDY OF PUBLIC LIBRARY SYSTEMS

- (a) The department of administration, in consultation with the department of public instruction, shall conduct a study of public library systems in this state to identify the potential for savings by doing the following:
1. **Consolidating systems.**
 2. **Increasing the use of technology.**
 3. **Reducing duplications and inefficiencies.**
 4. **Utilizing lean production principles.**
 5. **Increasing the sharing of services among library systems.**
- (b) By July 1, 2014, the department of administration shall submit a report of the study under paragraph (a) to the co-chairpersons of the joint committee on finance.

Lean System Study Work Group Structure

Project Sponsor
Department of Public Instruction

COLAND

SRLAAW

WLA

Project Champion

Project Advocate

Project Advocate

The **Executive Sponsor** ensures alignment with organizational strategies and provides high level direction to the project. Has ultimate authority over the project and is responsible to the business for its success. The Executive Sponsor secures project funding, resolves issues and risks at the executive level, and is a champion of the project across the organization.

Executive Sponsor
Kurt Kiefer

LEAN Library System Core Team

Business Owner
Team Lead
Director,
Public Library Dev
John
DeBacher

The **Business Owner** has ultimate responsibility for the overall business success of the project (processes and systems). Owns business decisions throughout the project, ensures that stakeholders are appropriately engaged, and that the project results meets the needs of the business. Has ongoing ownership of the project deliverables/results.

Director
Waukesha County
Federated Library System
Connie Meyer

Director
Southwest Wisconsin
Library System
Krista Ross

Asst. Director
Appleton Public Library
Tasha Saecker

Verona Public Library
Brian Simons

Community
Liaison/Public Libraries
WiLS
Bruce Smith

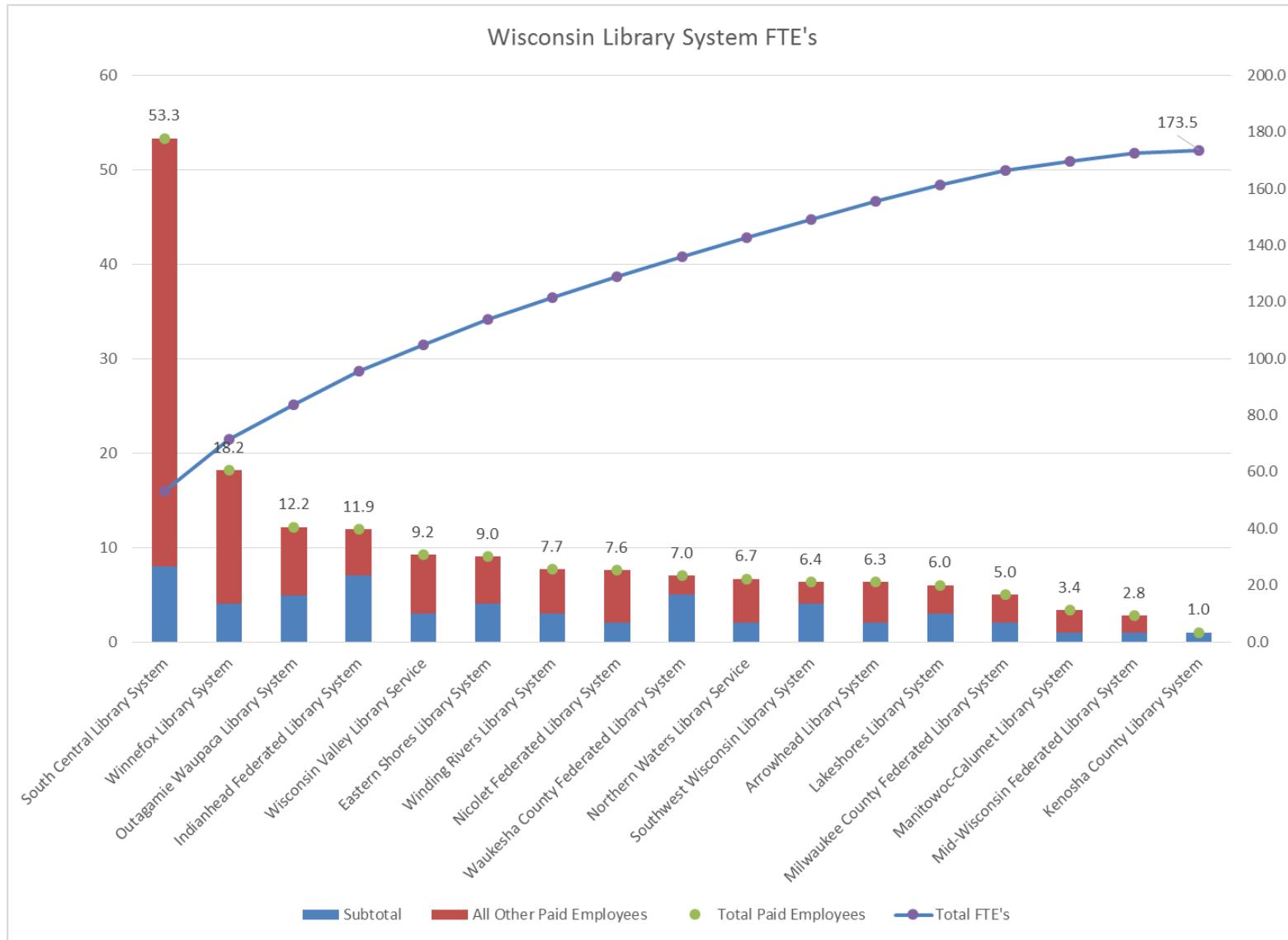
Director
Indianhead Federated
Library System
John
Thompson

Public Library Admin
Consultant
Denise Anton
Wright

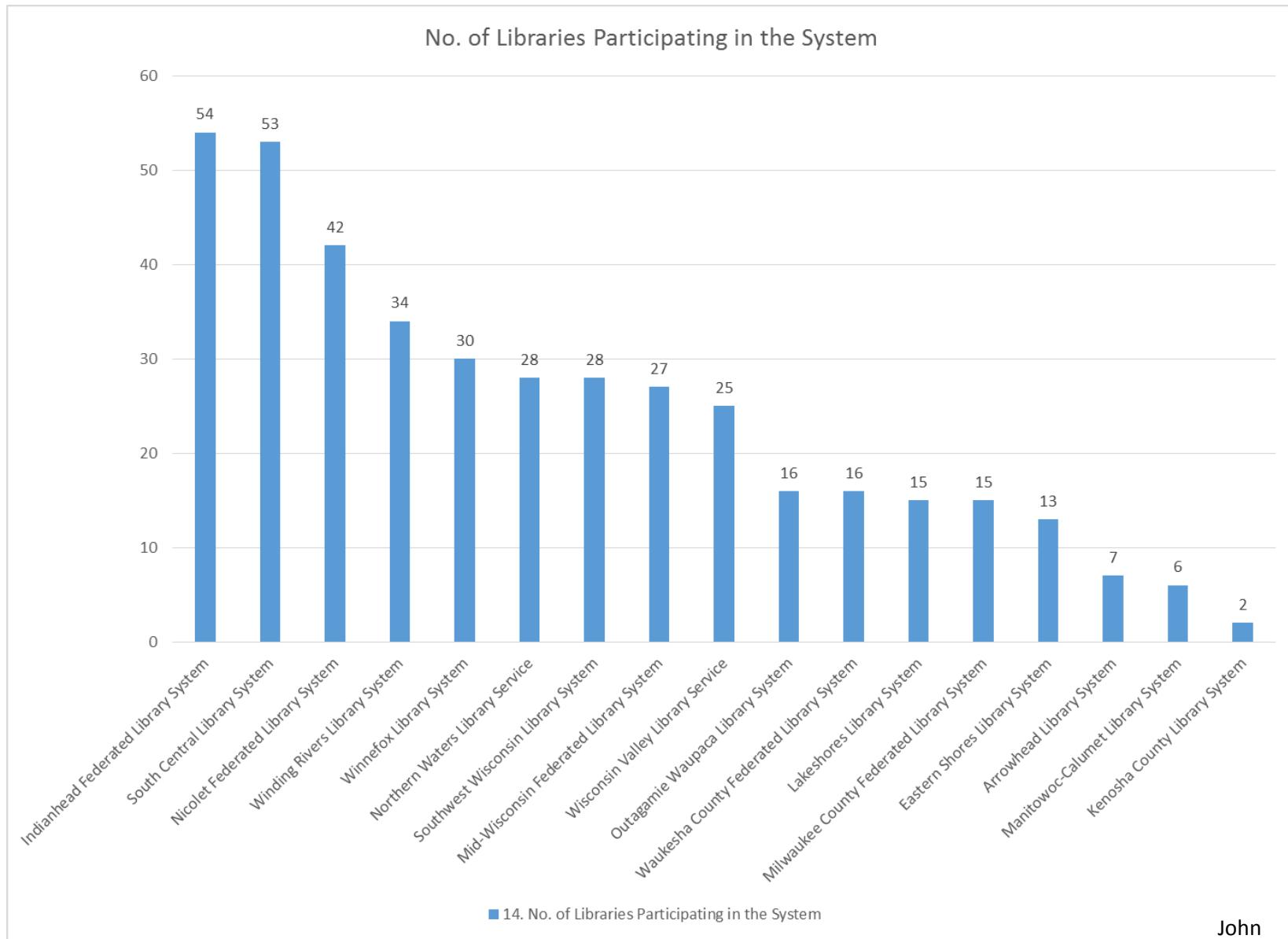
Facilitator
Reinvention, LLC
Walter
Jankowski

Co-Facilitator
Matthew
Conway

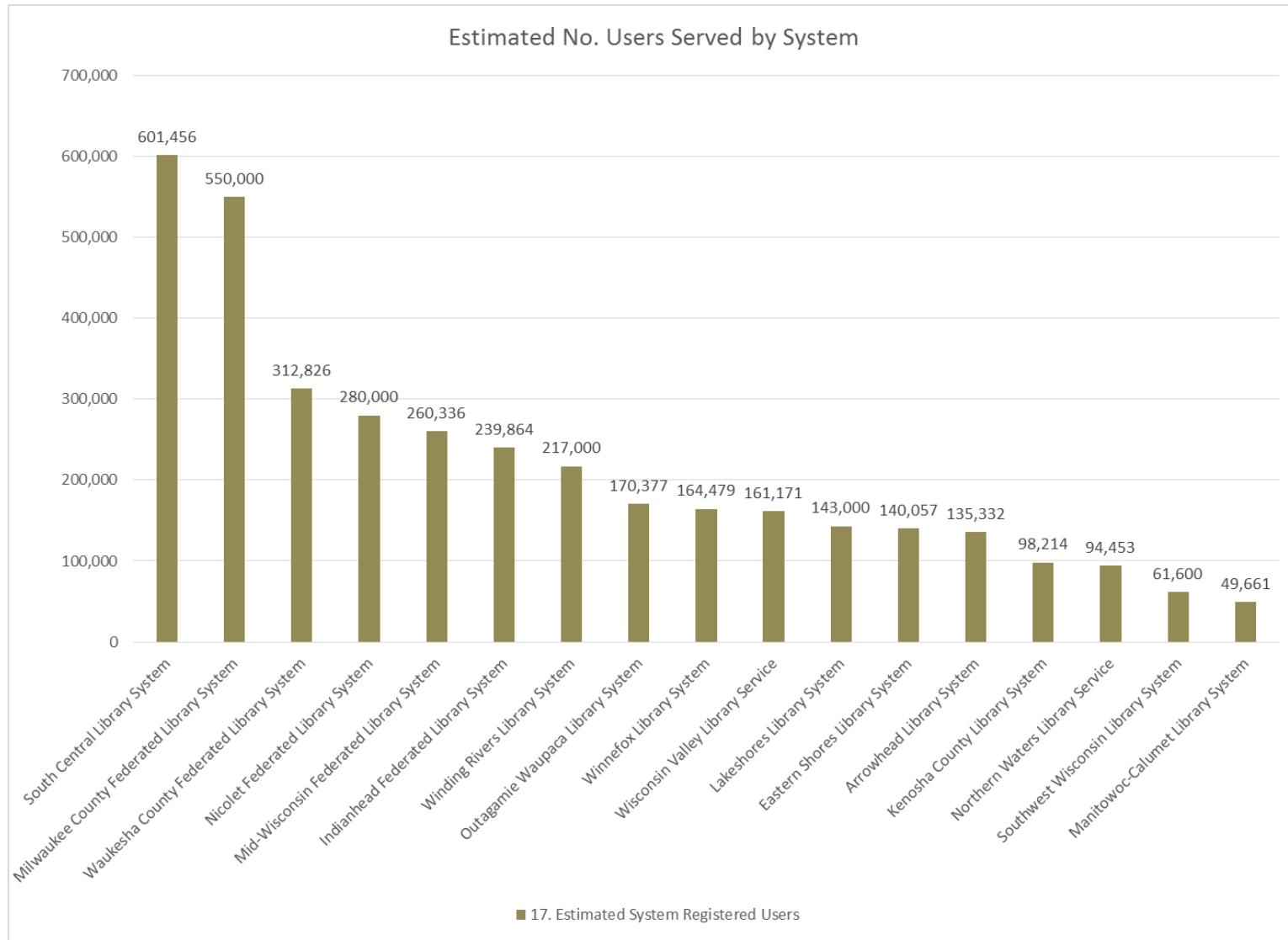
Library System FTE's



Libraries in System



Estimated Users By System



Statutory Duties of Public Library Systems

- <http://docs.legis.wisconsin.gov/statutes/statutes/43/24/2>
- (2) For a public library system to qualify for and maintain its eligibility for state aid under this section it shall ensure that all of the following are provided:
 - (a) Written agreements that comply with s. 43.15 (4) (c) 4. with all member libraries.
 - (b) Backup reference, information and interlibrary loan services from the system resource library, including the development of and access to specialized collections, as evidenced by a written agreement with that library.
 - (d) Referral or routing of reference and interlibrary loan requests from libraries within the system to libraries within and outside the system.
 - (e) In-service training for participating public library personnel and trustees.
 - (f) Electronic delivery of information and physical delivery of library materials to participating libraries.
 - (g) Service agreements with all adjacent library systems.
 - (h) Professional consultant services to participating public libraries.
 - (i) Any other service programs designed to meet the needs of participating public libraries and the residents of the system area, as determined by the public library system board after consultation with participating public libraries.
 - (k) Promotion and facilitation of library service to users with special needs.
 - (L) Cooperation and continuous planning with other types of libraries in the system area, which results in agreements with those libraries for the appropriate sharing of library resources to benefit the clientele of all libraries in the system area.
 - (m) Planning with the division and with participating public libraries and other types of libraries in the area in regard to library technology and the sharing of resources. By January 1, 2000, and by every 5th January 1 thereafter, the public library system shall submit to the division a written plan for library technology and the sharing of resources.
 - (n) That, if the system reimburses a participating public library for the costs of providing interlibrary borrowing services to an individual who holds a valid borrower's card of another participating public library, the reimbursement shall not exceed the actual costs incurred by the public library in providing such services. The department shall promulgate rules for determining actual costs for the purposes of this paragraph.

Background Resources

Resource	Description	Summary of Key Learnings
"Creating More Effective Library Systems" – 2013 SRLAAW Report http://www.srlaaaw.org/2013Process/process.asp	<ul style="list-style-type: none"> In 2013, System and Resource Library Administrators Association of Wisconsin (SRLAAW) undertook a multi-part process to determine how public library systems can remain most effective in meeting member library needs into the future. The process began with a visioning summit of stakeholders representing library systems, public libraries and resource libraries. Additional feedback was gathered from surveys on six system service areas. A preliminary report was issued by the committee in May 2013 for review and comment by surveys, group discussions and targeted interviews. The preliminary report was revised based upon the feedback provided and submitted to SRLAAW for their approval at their August 2013 meeting. 	<ul style="list-style-type: none"> Sections of Chapter 43 are outdated and may hamper delivery of effective service and/or constrain system responsiveness. Current collaborative efforts are underreported. Library systems provide mandated services at varying levels. Lack of consensus of what is the optimal size for library systems. Basic service standards as well as administrative standards should be implemented for library systems to help ensure a basic level of service to all member libraries.
System Plans & 2012 Library System information	<ul style="list-style-type: none"> Each year the systems have to do a "plan" for the DPI KEY LEARNINGS. 8 systems serve 16 libraries or less with 3 systems serving 7 or less. Kenosha stands alone wrapping system services into the library services. South Central Library System stands alone as the most expensive system, the assumption is that it's due to running statewide delivery. 10 systems serve 170,377 or less registered users. 4 Systems serve less than 98,215 users each. What's not shown is geographic distance measured in square miles or some other measure. What is missing is what ILS (or ILSes) each system is running and the number of libraries on each ILS as a consortium and the number of stand-alone libraries. 	<ul style="list-style-type: none"> While the number of System licensed databases is available, the names of those databases is absent. Significant overlap may be present. If system consolidation is done, the money saved could result in greater gains (all databases for all systems) versus the greater losses, but we can't analyze that until we know what the database titles are. Out of system ILL statistics need to be gathered. Costs for ILL need to be gathered. If we have a statewide delivery, can we find an efficient statewide out of ILS secondary ILL mechanism that is more efficient?
Wisconsin Legislative Audit Bureau's April 2008 "Best Practices Review: Public Library Services"	<ul style="list-style-type: none"> A best practices review of local government operations, as directed by s. 13.94(8), Wis. Stats. The 17 regional library systems are statutorily required to provide specific services, such as interlibrary loans of materials, reference assistance, and consulting services to member libraries. Consulting services include assistance with promoting library use, addressing the needs of users with special needs, and evaluating current and future building and space requirements. The regional library systems also provide libraries with technology support, which includes troubleshooting and consulting for purchases of software and hardware. More than one-half of the libraries surveyed indicated an online catalog is the most valuable service provided by their regional library system. 	<ul style="list-style-type: none"> Encourage all member libraries to participate in online catalogs (p. 34); Assist member libraries in maintaining current info technology (p. 36); Periodically identify services needed by member libraries' patrons (p. 39); Periodically evaluate the type & amount of services provided by resource libraries and assess whether the \$ for the services is appropriate (p. 41); and Explore collaboration with other systems for efficient and lower-cost delivery of services (p. 42).
January 2005 - Wisconsin Public Library System: Size and Organization	<ul style="list-style-type: none"> A Report Prepared for the Division for Libraries, Technology, and Community Learning (by the UW-Madison School of Library & Information Studies). 	<ul style="list-style-type: none"> A system comprised of Arrowhead, Kenosha, & Lakeshores would be a scenario worth examining. Dividing the SWLS and merging Iowa and Lafayette with SCLS and remaining three with WRLS
2001 SRLAAW Unifying Vision for Library Services	<ul style="list-style-type: none"> SRLAAW Process led to 24/7, WPLC R&D, minimum standards for libraries, Badgercard. 	<ul style="list-style-type: none"> Rethinking System Structure: No action was taken

Process Improvement Methodology

Proposed Project

0

Organize Team

- What's the high-level problem, goals, and objectives?
- Who should be on the team?
- Meeting Logistics

1

Define

- ✓ Who's the customer?
- ✓ What do they need?
- ✓ What's the problem?

2

Measure

- ✓ How big is the current problem?
- ✓ How often, when, how many, etc.?

3

Analyze

- ✓ Why is the problem happening?
- ✓ How do you know?

4

Improve

- ✓ Develop Solutions
- ✓ Redesign Process
- ✓ Develop Recommendations
- ✓ Approve
- ✓ Implement

5

Control

- ✓ How will you make sure it will stick?

Track, Update, and Provide Status

Improvement
Project
Implemented

LEAN Library System Process

High-Level Process for Improving Wisconsin Library Systems

Library System Opportunities

1

Define Project Scope

- ✓ Define Team
- ✓ Learn about LEAN and DMAIC
- ✓ Define team deliverables
- ✓ Define approach

2

Gather Past Work and Data

- ✓ SRLAAW
- ✓ LSTA Public Library System Study
- ✓ Wisconsin Legislative Audit Bureau
- ✓ UW

3

Determine System Services & Core Processes

- ✓ What services are mandatory?
- ✓ Find overlap and redundancies of mandatory (or otherwise) services.

4

Determine Current State & Costs

- ✓ How does each system do it
- ✓ Where is there variation?
- ✓ Where is there opportunity
- ✓ Costs

5

Develop Options & Recommend.

- ✓ What's the options / best ways to deliver services?
- ✓ Determine costs / potential savings
- ✓ Develop recommendations

6

Develop Execution Plan

- ✓ Get approvals
- ✓ Develop plan to execute

7

Track, Update, and Provide Status

- ✓ Periodic updates to LD&L, SRLAAW
- ✓ Executive Sponsors and Steering Committee

Plan to Execute

Work Group Overview and Process

The work of the DPI Lean System Study Work Group was not to duplicate the studies of the last 20 years and add one more voice to the chorus that think there can and should be a consolidation of the number of public library systems in Wisconsin. Instead, the work group studied this from a lean practices perspective considering capacity, resource and demand analysis to imagine new models to deliver the different services currently provided by systems. The goal is to achieve the desired outcome of maximizing the return on the investment of the services delivered to the customer, which in the case of systems are public libraries. The intent is to improve services to libraries to help libraries deliver the best services they can to patrons.

This study took into account modern technologic and logistical capabilities that could better align service delivery with the current and future needs of libraries based upon standards and standardization, and service expectations of the libraries of the various communities in Wisconsin. The result could be some services delivered centrally via libraries; systems or system like organizations; federal, state, county or municipal agencies; academic partners; non-profit organizations and agencies or private vendors and contracted services. It also could be that some are delivered regionally with the same options for potential service providers. These models already exist with WPLC, the CE offerings currently coordinated by systems outside of existing system borders, and statewide delivery.

After potential new service delivery models are developed and tested, it is then, according to the lean principles followed by this work group, that we can determine what administrative and organizational support infrastructure needs to be in place to most effectively and efficiently support the delivery of the services. The DPI Lean System Study Work Group acknowledges that the expenditures shown are approximate amounts based upon estimates and self-reported information, but they provided a sufficient framework to identify where efficiencies can be achieved.

General Recommendations

1. COLAND work group and DLT staff continue as the System Services Redesign Steering Committee (SSRSC), the project champions. SRLAAW and WLA act as project advocates.
2. A project manager should be hired to work with the SSRSC to aid the process and ensure the work of exploring and implementing alternative service delivery models is thoroughly executed and is both inclusive and transparent.
3. Work groups should be formed to explore and redevelop service delivery models of services currently provided by public library systems. It is recommended these work groups are populated by the SSRSC with the following suggestions for inclusion:
 - a. DLT staff should be assigned as liaisons to each work group.
 - b. Experts of a particular service from within the library community.
 - c. Stakeholders of the service: those that receive the service, provide the service and fund the service.
 - d. Representation, as best as possible, that is from different systems, libraries and organizations representing different regions and sizes.
4. A general time line is recommended as follows:
 - a. By the end of 2014: SSRSC and DLT identify funding resources for project management in 2015. This is to fund a project manager, work group meeting expenses and make funds available, as needed, for information gathering and use of outside expertise. Also, the SSRSC should communicate with the LSTA Advisory Committee to identify possibilities for LSTA funds to be allocated for this project for 2016.
 - b. 2015 and 2016: Service work groups complete recommendations including new service models, pilot of new models as possible and implementation plans. Note, specific time line and activities of each work group should be determined by the SSRSC, project manager and service work group. It is recommended that the following be considered when determining the process and time line of the work groups.
 1. The first three that should be started are Technology, Delivery & CE.
 2. The work of the Technology and Delivery work groups should be done before ILS.
 3. CE should be done before Library Consulting.
 4. Any reconsideration of secondary ILL should be done in relation to ILS.
 - c. 2017: A work group is formed to do a full review of Chapter 43 and a PL system review to determine number, make up and role of systems and coordinated library service providers needed after new service delivery models are determined.
5. Incentivize consolidation of services to be delivered in a coordinated manner either regionally or centrally.
6. Develop Standardized Regional Service layers for improved Delivery, IT, CE and Consulting. Allocate appropriate fiscal resources to support regional layers of service.



Individual Service Areas and Recommendations

Wisconsin Public Library System Core Process DPI OWNERS

Services Provided from 5,000 Feet

library system core processes

Denise

Ryan / Kurt

Stef

Martha

Bruce

Lisa

Terrie

John

1
Provide Professional Library Consulting

2
Provide & Support Library Technology

Facilitate Resource Sharing

3A
Provide and Manage ILS

3B
Provide Secondary ILL & "Back-up" Reference

3C
Coordinate & Provide Physical Delivery

4
Coordinate Electronic Resources

5
Coordinate & Provide Continuing Education

6
Manage System Administration Funding & Overhead

Consultation on Administrative & Library services delivery	Provide & coordinate Library IT infrastructure	Manage system platform to share resources across libraries	Provide items that are not available in your ILS	Distribution and transportation of library materials	Assess needs, coordinate purchases, and access to electronic resources	Coordinate & certify library training for personnel & Trustees	Operate effective system according to state law
Library administration and personnel	Provide Network Infrastructure (T1, routing, etc.)	Manage hardware and software (database)	Support WISCAT use	Provide delivery within local system	e-books and e-audio streaming	Plan & develop curriculum on current issues	Advance collective goals
Web Design, Marketing, PR	Coordinate Hardware Purchases	Ensure cataloguing quality control	Coordinate and support OCLC use	Provide delivery Statewide system	Provide and manage access to e-books, streaming audio and video, and e-magazines	Encourage participation	Facilitate cost savings opportunities to member libraries
Children's Services	Coordinate Software Purchases	Be Fiscal Agent	Contract with Resource library for Back-up reference	Manage and coordinate delivery services	Provide access to online Databases	Plan and coordinate training logistics and format	Ensure access to reports and data
PR/Advocacy		Provide Training on ILS	Support development of Specialized collections	Sharing materials		Provide Director and Trustee Orientation	Evaluate and improve system services
Long Range and Space Planning	Oversee System-wide implementations	Implement ILS updates		Route resources		Provide Awareness of Trends and Opportunities	Educate and inform System Boards
Help with ADA Compliance	Manage social media presence	Coordinate consortia agreements				Provide content for Certification	Manage Fiscal Resources
Adaptive Equipment	Maintain equipment					Track & Report Certification Progress	Supervise System Personnel
Services (ESL, Literacy, Special Pop.)	Technology Innovation	Provide and maintain procedural integrity					Market and promote system services
		Provide patron access to resources					Coordinate system staff development

Wisconsin Public Library System Core Process COSTS

Services Provided from 5,000 Feet

library system core processes

\$2.2M

\$3.3M

\$6.8M

\$1.1M

\$4.2M

\$2.3M

\$0.58M

\$2.3M

1 Provide Professional Library Consulting	2 Provide & Support Library Technology	Facilitate Resource Sharing			4 Coordinate Electronic Resources	5 Coordinate & Provide Continuing Education	6 Manage System Administration Funding & Overhead
Consultation on Administrative & Library services delivery	Provide & coordinate Library IT infrastructure	3A Provide and Manage ILS	3B Provide Secondary ILL & "Back-up" Reference	3C Coordinate & Provide Physical Delivery	Distribution and transportation of library materials	Assess needs, coordinate purchases, and access to electronic resources	Coordinate & certify library training for personnel & Trustees
Library administration and personnel	Provide Network Infrastructure (T1, routing, etc.)	Manage system platform to share resources across libraries	Provide items that are not available in your ILS	Support WISCAT use	Provide delivery within local system	e-books and e-audio streaming	Operate effective system according to state law
Web Design, Marketing, PR	Coordinate Hardware Purchases	Manage hardware and software (database)	Coordinate and support OCLC use	Coordinate and support OCLC use	Provide delivery Statewide system	Provide and manage access to e-books, streaming audio and video, and e-magazines	Plan & develop curriculum on current issues
Children's Services	Coordinate Software Purchases	Ensure cataloguing quality control	Contract with Resource library for Back-up reference	Contract with Resource library for Back-up reference	Manage and coordinate delivery services	Manage and coordinate delivery services	Encourage participation
PR/Advocacy	Oversee System-wide implementations	Be Fiscal Agent	Provide Training on ILS	Support development of Specialized collections	Sharing materials	Provide access to online Databases	Plan and coordinate training logistics and format
Long Range and Space Planning	Manage social media presence	Implement ILS updates	Implement ILS updates	Route resources	Route resources	Provide Director and Trustee Orientation	Ensure access to reports and data
Help with ADA Compliance	Maintain equipment	Coordinate consortia agreements	Provide and maintain procedural integrity	Provide and maintain procedural integrity	Provide Awareness of Trends and Opportunities	Provide content for Certification	Evaluate and improve system services
Adaptive Equipment	Technology Innovation	Provide and maintain procedural integrity	Provide patron access to resources	Provide patron access to resources	Track & Report Certification Progress	Supervise System Personnel	Educate and inform System Boards
Services (ESL, Literacy, Special Pop.)						Market and promote system services	Manage Fiscal Resources
							Coordinate system staff development

Higher potential opportunities

John

1. Provide Professional Library Consulting

Services Library Systems Deliver	Key Stakeholder	Current Way Service is Delivered	Current Cost	Recommendation / Best Way
1. Provide Professional Consulting <ul style="list-style-type: none"> <input type="checkbox"/> Professional consultation with Administration and service deliveries <input type="checkbox"/> Children's Services <input type="checkbox"/> Web Design <input type="checkbox"/> Marketing <input type="checkbox"/> Public Relations <input type="checkbox"/> Advocacy <input type="checkbox"/> Personnel <input type="checkbox"/> Awareness of what's coming 	<ul style="list-style-type: none"> • Systems • YS Librarians • Marketing Personnel • System Directors • Library Administration Support Staff • Member Library Staff • Other System Staff • Other Systems' Staff 	<ul style="list-style-type: none"> A. System delivers services to its member libraries themselves B. Contractual Arrangements with other Systems C. Community of Sharing 	<ul style="list-style-type: none"> A. Annual Report B. System Director and Annual Report C. Formal, informal, and parasitic 	<ul style="list-style-type: none"> 1. Real Consultant Pool (centralized) 2. Standards for consultants 3. Better developed sharing environment 4. Resource/Document development
Consult and Address Special Needs <ul style="list-style-type: none"> <input type="checkbox"/> Help with ADA compliance <input type="checkbox"/> Equipment and facilities <input type="checkbox"/> Services (ESL, literacy, special populations, etc.) 	<ul style="list-style-type: none"> • Persons with Special Needs • Special Needs Consultants at the System • Member Libraries • DPI 	<ul style="list-style-type: none"> a. LSTA funds diluted through many libraries in a system or statewide. b. Workshops c. Assessments d. Apathy and Reactive 	<p>Mostly zero cost except Personnel at the system level, because it's mostly grant funded other than the personnel. The need is at the library level and those costs could be factors.</p>	<ul style="list-style-type: none"> 1. Proactive 2. *Outreach services at the Local Level 3. Regional Consultant 4. Partner with other agencies (Literacy Network-ESL, Hearing Loop Group, Aging Centers, etc.)

1. Provide Professional Library Consulting

Wisconsin State Library System	1. Provide Professional Library Consulting						
	1. System Name	# of staff	% of work on Consulting	Total Salary	Benefits Travel estimate	Total Costs	Total staff hours on Consult
Arrowhead Library System	4	varies	\$34,775	\$10,433	\$45,208	1,394	Dir 22%; YS 10%; SN 20%; Tech 15%
Eastern Shores Library System	3	varies	\$17,816	\$5,345	\$23,161	636	Admin 5%; Tech 13%; YSN 12.6%
Indianhead Federated Library System	3	varies	\$80,670	\$24,201	\$104,871	2,704	not received. 40% dir; 50% YSN; 40% Lserv Cons
Kenosha County Library System	1	10%	\$8,000	\$2,400	\$10,400	208	10% of director's time
Lakeshores Library System	5	varies	\$95,900	\$28,770	\$124,670	1,924	Dir 30%; Tech 40%; Jan 10%; Vicki 10%; Jen P 50% (of 5%pos)
Manitowoc-Calumet Library System	3	varies	\$33,750	\$10,125	\$43,875	1,456	est. dir .15; netw admin .2
Mid-Wisconsin Federated Library System	3	varies	\$78,195	\$23,459	\$101,654	3,016	Dir 10%; Tech 40%; tech 90%; asst 5%
Milwaukee County Federated Library System	3	varies	\$42,800	\$12,840	\$55,640	1,144	Dir 10%; Tech 30% Asst d 5%
Nicolet Federated Library System	4	varies	\$109,890	\$32,967	\$142,857	4,160	Dir 30% YSN 10%; Tech 80%; ILL 80%
Northern Waters Library Service	3	varies	\$53,000	\$15,900	\$68,900	1,080	No response--est
Outagamie Waupaca Library System	7	varies	\$100,610	\$30,183	\$130,793	4,472	Dir 40%; Tech 70%; Outr 35%; Graph 20%; Tech 40%; Youth 10%; Netw 10%
South Central Library System	6	varies	\$307,425	\$92,228	\$399,653	9,672	Dir 20%; ConEd 85%; YSN 90%; Design 95%; MarkI 85%; WebServ 90%
Southwest Wisconsin Library System	2	40%	\$50,000	\$15,000	\$65,000	832	No response
Waukesha County Federated Library System	3	varies	\$44,200	\$13,260	\$57,460	1,248	Dir 10%; Tech 20%; YSN 40%
Winding Rivers Library System	2	varies	\$55,000	\$16,500	\$71,500	1,000	No response: est
Winnefox Library System	8	varies	\$307,425	\$92,228	\$399,653	3,661	AsstDir 70%; DBappDev 15%; NetMgr 10%; PCSup 38%; Admin 3%; Cont Ed 15%; WCTS 25%
Wisconsin Valley Library Service	6	varies	\$307,425	\$92,228	\$399,653	6,864	Dir 20%; Admin 65%;
Total	66		\$1,726,881	\$518,064	\$2,244,945	45,471	
					FTE's	22.7	

1. Provide Professional Library Consulting

Recommendations & Next Steps

Background / Assumptions

- Statutory requirement: System must provide “(h)Professional consultant services to participating public libraries”
- From a survey of systems regarding their personnel and percentage of time devoted to consulting: over \$1.6 million of state aid and nearly 22 FTE positions are devoted to consulting.
- Not all people involved in providing the services can be considered professionals or experts in the areas they consult in. Legislative interpretation and guidance is inconsistent, based on follow-up questions directed to the DPI.
- There is considerable overlap consulting among systems, and other areas where many systems provide very little or no consulting.
- Definition of consulting areas, necessary skills and expertise required would help to provide a context for improvement of delivery.

Recommendations

1. Either an established group or one appointed by the DPI would determine consulting areas and define the scope and skills required to address questions.
2. Determine a way to identify experts throughout the state who can serve in a resource directory for consulting. Suggest a service tree from local to regional experts to state consultants for addressing questions.
3. Provide an electronic forum space for moderated discussion topics where queries can be addressed and elaborated upon, which can then serve as a future resource.

4. By establishing minimum requirements for consulting areas, systems would be more likely to contract with member libraries to ensure qualified staff address specific areas (such as youth services, special populations, library administration, planning, and policy development).
5. Legislative amendments or administrative rule authority would be required to ensure reform takes place. Suggestion: *“Provide or contract for professional consultant services to participating public libraries in areas as defined by the division.”*
6. Funding: Alternately, system aid could be proportionately reduced and the division instead administer a program for larger regional consulting areas based on CE zones or delivery hubs.
7. Alternately, expand state-level consulting pool with regional offices (not realistic in current budgetary climate).
8. Develop expert pool of specialized consultants and professionals for broad or elaborate local needs.
9. Appoint a team to review consulting scope and definition (Q4 2014).
 - Investigate consulting delivery and scope in other states
 - Determine broad areas of consulting and how those could be met in larger regions or statewide
10. Share recommendations with library community and make adjustments as necessary.

Determine regional zones for consulting services for accurate answers but also ability to make site visits as required for localized needs. Determine when costs may be collected or charged for over-and-above services.

2. Provide & Support Library Technology

Services Library Systems Deliver	Key Stakeholder	Current Way Service is Delivered	Current Cost	Recommendation / Best Way
2. Provide & Support Technology <ul style="list-style-type: none"> Hardware Network (T1, etc.) Software Implementation 		State: <ul style="list-style-type: none"> DPI/LSTA/TEACH WiscNet 	<ul style="list-style-type: none"> Staff Positions Subsidy Costs (TEACH/LSTA) 	Cooperative Purchasing for equipment, services, and Licenses (State-VendorNet)
		Regional Community-Area Networks	<ul style="list-style-type: none"> Membership Fees/Dues Build-up costs (Fiber, Equipment) 	Regional or State-Wide Hosting <ul style="list-style-type: none"> Multi-type Partnerships
		System: <ul style="list-style-type: none"> Tech Coordinator Network Support Staff PC Support System Directors (and Board) System System Staff (Internal) 	<ul style="list-style-type: none"> Staff Costs Equipment Costs Space Infrastructure Contracted Costs 	Better way to utilize & coordinate expertise @ local/system level
		Local: <ul style="list-style-type: none"> Library Director and Board All Staff Municipal Support/IT Private Vendor Contracts- (PC Support/Network) Patrons 	<ul style="list-style-type: none"> Staff Costs Equipment Costs Space Infrastructure Contracted Costs 	

2. Provide & Support Library Technology

Wisconsin State Library System	2. Provide & Support Library Technology							Overall Annual Expenditures	Grants	
	1. System Name	IT FTE	IT Wages	IT Benefits	Total IT Staff Cost	Nonstaff IT Expenditures	State Aid IT Expenditures	IT Services Billed to Libraries	Total IT Expenditures	Grants
Arrowhead Library System	0.45	\$21,721	\$7,895	\$29,616			\$31,463	\$13,053	\$44,516	
Eastern Shores Library System	0.5	\$25,456	\$5,512	\$30,968			\$55,910	\$35,991	\$91,901	\$16,186
Indianhead Federated Library System	1.66	\$78,397	\$54,683	\$133,080	\$25,360	\$158,440		\$0	\$158,440	
Kenosha County Library System	0	\$0	\$0	\$0			\$132,500	\$0	\$132,500	
Lakeshores Library System	2	\$124,655	\$50,000	\$174,655			\$174,655	\$10,000	\$184,655	
Manitowoc-Calumet Library System	0.75	\$44,788	\$3,425	\$48,213			\$87,000	\$13,175	\$100,175	
Mid-Wisconsin Federated Library System	2	\$105,000	\$30,502	\$135,502			\$156,702	\$43,003	\$199,705	
Milwaukee County Federated Library System	1.25	\$101,268	\$47,493	\$148,761			\$38,800	\$15,000	\$53,800	
Nicolet Federated Library System	1	\$40,000	\$8,000	\$48,000			\$127,250	\$136,050	\$263,300	
Northern Waters Library Service	0.5	\$20,000	\$4,000	\$24,000			\$161,698	\$45,466	\$207,164	
Outagamie Waupaca Library System	0.975	\$45,004	\$11,600	\$56,604			\$84,318	\$0	\$84,318	
South Central Library System	8.05	\$496,618	\$182,550	\$679,168			\$234,000	\$745,122	\$979,122	
Southwest Wisconsin Library System	0.65	\$21,249	\$13,448	\$34,697			\$43,864	\$27,118	\$70,982	
Waukesha County Federated Library System	0.10	\$7,609	\$3,091	\$10,700			\$70,137	\$0	\$91,537	
Winding Rivers Library System	0.85	\$33,981	\$16,446	\$50,427	\$11,219	\$70,221		\$0	\$70,221	
Winnefox Library System	2.65	\$130,612	\$67,894	\$198,506			\$152,921	\$119,225	\$272,147	
Wisconsin Valley Library Service	1.72	\$83,262	\$42,804	\$126,066			\$123,442	\$101,962	\$280,575	
Total	25.10	\$1,379,620	\$549,343	\$1,928,963	\$36,579	\$1,903,321	\$1,305,165	\$3,285,058	\$16,186	

2. Provide & Support Library Technology

Recommendations & Next Steps

Background / Assumptions

1. The support of networks; computers; and applications are an integral part of system services and are vital to the residents of Wisconsin.
2. A well managed robust technology infrastructure provides the backbone for resource sharing; electronic resources; and Internet access for libraries and the citizens of Wisconsin.
3. With technology moving towards the cloud and hosted applications it reduces or eliminates current physical system service boundaries. Library Systems working in partnership with the Division for Libraries and Technology are encouraged to develop pilot lean technology projects to demonstrate the impact of regional and/or statewide standardization of hardware and applications and their support.
4. We recognize the efforts of the Department of Administration and the Department of Public Instruction to provide bandwidth to support current and future library needs.
5. Public library staff should achieve and maintain core technology competencies.

Costs

- Approximately \$3.3 million is spent at the system level for technology support.
 - \$1.9 million system aid
 - \$1.3 million billed to local libraries
- Does NOT Include what the local libraries do for themselves:
 - Local contracted support
 - Local Library Staff
 - Local City IT Support
- Additional technology support is provided by municipalities/counties and/or with local contracted support. There is at least \$2M* more being spent on a local library IT.
- Approximately 25 FTEs.

2. Provide & Support Library Technology

Recommendations & Next Steps

Recommendations

1. COLAND support inclusion of technology support as a mandated system service.
 - INSERT: 43.15 (2) (c) Network and technology support for participating libraries
2. Form Lean Technology Implementation Work Group.
 - Evaluate existing technology data and practices
 - Survey systems for additional information as needed
3. Provide capital seed money for lean technology projects.
4. Create incentive fund of additional dollars to support general system operations for systems implementing lean technology projects to encourage library system administration support.
5. Appoint a lean technology steering committee.
6. Convene meetings of system and resource library technology staff.
 - Facilitate discussion for potential shared technology projects to promote development of regional/statewide standardization.
 - Develop 3-5 year Technology Roadmap.
 - Develop standards and planning for cloud.
 - Develop standards and planning for broadband.

- Develop standards and planning for remote support.
- Develop standards and implement common “efficiency standards” (turning off all library computers at same time, etc.)
- Demonstrate existing shared projects.
- Provide fiscal support to attend meetings.

3A. Provide and Manage ILS

Services Library Systems Deliver	Key Stakeholder	Current Way Service is Delivered	Current Cost	Recommendation / Best Way
<p>Facilitate Resource Sharing:</p> <p>3A. Provide and Manage ILS (WiLS study)</p> <ul style="list-style-type: none"> • Manage platform to share resources across libraries • Manage hardware and software (database) • Cataloguing / quality control • Fiscal Agent • Provide Training 	<p>State</p> <ul style="list-style-type: none"> • RLL&L/WISCAT <p>System:</p> <ul style="list-style-type: none"> • ILS/System Staff • System Directors (and Board) 	<ul style="list-style-type: none"> • Vendor supported platform • Voluntary participation by libraries • Support varies by ILS 	<ul style="list-style-type: none"> • Cost sharing varies by ILS 	<ul style="list-style-type: none"> • Better way to utilize & coordinate expertise @ local/system level • Standardize budget preparation/reporting
	<p>Local:</p> <ul style="list-style-type: none"> • Library Director and Board • All Staff • Patrons 			

3A. Provide and Manage ILS (WiLS study)

See 2014 ILS Study Report by Stef Morrill (WiLS) for cost information

3A. Provide and Manage ILS

Recommendations & Next Steps

Background / Assumptions

- See WiLS Report
- 5 or 6 vendors provide shared ILS software in Wisconsin

Costs

- Consult 2014 DPI ILS Study Report
- Additional fiscal background information may be required

Recommendations

1. Consult accompanying memo of 2014 DPI ILS Study Report
2. COLAND support inclusion of shared ILS support as a mandated system service
 1. ADD: "43.15 (2) (j) Shared online catalog support for participating libraries"
3. Form Lean ILS Implementation Team.
 - Evaluate existing ILS data and practices (WiLS report)
 - Survey systems for additional information as needed
 - Develop joint standards
 - Definitions for operations
4. Provide capital seed money for lean ILS projects
5. Create incentive fund of additional dollars to support general

system operations for system implementing lean ILS projects to encourage library system administration support

6. Convene meetings of system and resource library ILS staff
 - Demonstrate existing shared projects
 - Facilitate discussion for potential shared technology projects to promote development of regional/statewide standardization
 - Provide fiscal support to attend meetings

3B. Provide Secondary ILL & “Back-up” Reference

Services Library Systems Deliver	Key Stakeholders	Current Way Service is Delivered	Current Cost	Recommendation / Best Way
<p>Facilitate Resource Sharing:</p> <p>3B. Provide Secondary ILL & “Back-up” Reference</p> <p>Secondary ILL – items that are not available in your ILS</p> <ul style="list-style-type: none"> • Some belong to OCLC • WISCAT 	<ul style="list-style-type: none"> • System ILL Staff • Library ILL Staff • Patrons 	<ul style="list-style-type: none"> • WISCAT (ILL) • OCLC (ILL) 	<ul style="list-style-type: none"> • ILL current system costs are \$617,145 for systems reporting it, • average of \$38,571 per system 	<ul style="list-style-type: none"> • ILL - Statewide ILS • Secondary ILL for academic requests that is centralized and integrated • Patron initiated ILL
<p>Provide “Back-up” Reference</p> <ul style="list-style-type: none"> • Manage Resource library • Provide advance level reference search • Specialized collections 	<ul style="list-style-type: none"> • Resource Library, • Reference Librarians, • Member Library Staff 	<ul style="list-style-type: none"> • Contracts with Resource Library 	<ul style="list-style-type: none"> • Back up Reference costs are \$1,175,350 for systems reporting it, with an average of \$69,000 per system 	<ul style="list-style-type: none"> • Single state-level service • Virtual and online • We should question need for resource libraries in this model

3B. Provide Secondary ILL & “Back-up” Reference

Wisconsin State Library System		3B. Provide Secondary ILL & “Back-up” Reference		
1. System Name		ILL	Back-up Reference	Comments
Arrowhead Library System		N/A	N/A	Nothing specific in their report for ILL or Reference
Eastern Shores Library System		\$30,775	\$61,421	
Indianhead Federated Library System		\$69,821	\$69,821	
Kenosha County Library System		N/A	N/A	Nothing in their report for either
Lakeshores Library System		N/A	\$5,000	Nothing for ILL in their report
Manitowoc-Calumet Library System		\$24,000	\$14,000	
Mid-Wisconsin Federated Library System				
Milwaukee County Federated Library System		\$36,450	\$187,390	
Nicolet Federated Library System		\$87,279	\$87,279	Shown as single total for both services, so simply halved it in each column
Northern Waters Library Service		\$31,261	\$31,261	Shown as single total for both services, so simply halved it in each column
Outagamie Waupaca Library System		N/A	N/A	Nothing in their report for either
South Central Library System		N/A	N/A	Shown as large figure that includes technology
Southwest Wisconsin Library System		\$4,487	\$4,487	Shown as single total for both services, so simply halved it in each column
Waukesha County Federated Library System		\$75,911	\$75,875	
Winding Rivers Library System		\$146,244	\$35,447	
Winnefox Library System		\$45,126	\$45,126	Shown as single total for both services, so simply halved it in each column
Wisconsin Valley Library Service		N/A	N/A	Shown as large figure that includes technology
Total		\$551,354	\$555,686	
			\$1,107,040	
		\$55,135	\$50,517	Average/System

3B. Provide Secondary ILL & “Back-up” Reference

Recommendations & Next Steps

Background / Assumptions

- **Secondary ILL** - Some Wisconsin public libraries use WISCAT for ILL; others use OCLC. System and / or Resource Library staff may or may not be involved directly in the process. At the individual library level, ILL service is provided by a wide range of staff with varying levels of training and ability.
- **Back-up Reference** - As mandated by State Statute, each regional public library system in Wisconsin has a Resource Library that must provide back-up reference.

- 3. Develop bid requirements
- 4. Determine timeline

3. Back-up Reference

- Change state mandate 43.16 to: Each public library system may have resource libraries under contract for mutually agreed upon services. A library system may contract with any library in the state capable of providing the services needed.
- Eliminate the state mandate 43.24(2)(b) that each system provides a back-up reference service, ILL, etc.

Recommendations

1. Secondary ILL - Establish a centralized and integrated ILL service statewide. Evaluate WISCAT and OCLC. Create new model or study existing models to obtain materials outside local ILS (secondary ILL) for all library types.
2. Appoint a state ILL committee to explore a centralized and integrated secondary ILL service. (Q4 2014)
 1. Research other state ILL Services
 2. Survey systems for additional information

3C. Physical Delivery

Services Library Systems Deliver	Key Stakeholder	Current Way Service is Delivered	Current Cost	Recommendation / Best Way
Facilitate Resource Sharing: 3C. Physical Delivery Physical Delivery Statewide	<ul style="list-style-type: none"> • System Directors • DPI • All non-PL delivery network participants • SCLS Delivery • Private Couriers 	<ul style="list-style-type: none"> • Majority of public library systems, private academic universities, technical colleges, state agency libraries and UW-System libraries are provided service by SCLS through their single service hub in Madison. Some volume is transported directly between some northern public library systems via Waltco. <p>Identified Inefficiencies:</p> <ul style="list-style-type: none"> • Duplicated miles and stops, Significant additional mileage and time for some transfers <p>Change Risks:</p> <ul style="list-style-type: none"> • Loss of quality control • A day of transit time, in some instances, may be added between some locations. 	<ul style="list-style-type: none"> • \$1,400,000 (2013 5-Day) <p>Potential Savings:</p> <ul style="list-style-type: none"> • \$250,000 to \$500,000 	<ul style="list-style-type: none"> • A multi-hub statewide network could be developed. Regional hubs, likely making use of existing current public library system hubs located in major transportation corridors, would be the service centers for all the libraries participating in the statewide network in their regions. Ideally, the model evolves to where one regional hub ships totes directly to each of the other regional hubs and there is no longer a central hub.
Physical Delivery Local	<ul style="list-style-type: none"> • System Directors and Staff, Member Libraries, Multi-type Libraries, Patrons, Service providers: In house and contracted 	<ul style="list-style-type: none"> • Delivery service within system borders is provided by each system independently. This can range from a one or two county system serving less than 10 libraries with low to manageable volume to larger multi-county systems service more than 50 members with high volume. Some are operated by the system and some make use of private couriers. Volume handled locally is generated via a system's ILS. 	<ul style="list-style-type: none"> • \$2,500,000 (2013) <p>Potential Savings:</p> <ul style="list-style-type: none"> • Difficult to predict, but a 10% reduction seems feasible. 	<ul style="list-style-type: none"> • Develop a new statewide model and then develop local system delivery based upon a new state model. Delivery for systems within a regional statewide hub could consolidate to have all delivery in that region served by the statewide regional hub.

3C. Physical Delivery

Wisconsin State Library System		3C. Coordinate & Provide Physical Delivery							
1. System Name		State Aid	System Aid, Carryover and Interest Earned	Other State and Federal Library Program Funds	All Other Income	Total	State	Other State	System
Arrowhead Library System		\$60,892			\$6,868	\$67,760	\$13,402		\$54,358
Eastern Shores Library System		\$46,921			\$29,516	\$76,437	\$13,654		\$62,783
Indianhead Federated Library System		\$267,575				\$267,575	\$16,183		\$251,392
Kenosha County Library System		\$10,902				\$10,902	\$10,902		\$0
Lakeshores Library System		\$101,607			\$23,493	\$125,100	\$12,564		\$112,536
Manitowoc-Calumet Library System		\$44,000				\$44,000	\$11,630		\$32,370
Mid-Wisconsin Federated Library System		\$228,455			\$5,020	\$233,475	\$15,084		\$218,391
Milwaukee County Federated Library System		\$316,283				\$316,283	\$19,739		\$296,544
Nicolet Federated Library System		\$186,459				\$186,459	\$13,887		\$172,572
Northern Waters Library Service		\$49,776		\$15,000	\$57,713	\$122,489	\$12,819		\$109,670
Outagamie Waupaca Library System		\$89,443			\$30,370	\$119,813	\$11,538		\$108,275
South Central Library System		\$388,763		\$75,000	\$1,554,103	\$2,017,866	\$21,175	\$995,799	\$1,000,892
Southwest Wisconsin Library System		\$80,489			\$4,669	\$85,158	\$12,864		\$72,294
Waukesha County Federated Library System		\$129,416			\$53,240	\$182,656	\$15,572		\$167,084
Winding Rivers Library System		\$62,568			\$97,546	\$160,114	\$16,440		\$143,674
Winnefox Library System		\$32,332	\$325		\$7,162	\$39,819	\$14,129		\$25,690
Wisconsin Valley Library Service		\$156,711	\$9,758		\$29,690	\$196,159	\$14,658		\$181,501
Total		\$2,252,592	\$10,083	\$90,000	\$1,899,390	\$4,252,065	\$246,237	\$995,799	\$3,010,029

3C. Physical Delivery

Exploration of Wisconsin Library Delivery Models

Statewide

Background / Assumptions - Statewide

Majority of public library systems, private academic universities, technical colleges, state agency libraries and UW-System libraries are provided service by SCLS through their single service hub in Madison. Some volume, via a few northern public library systems, is transported directly between those northern public library systems via Waltco.

Identified Inefficiencies:

- Duplicated miles and stops
- Additional mileage due to single-hub dedicated delivery service model.

Change Risks:

- Loss of quality control
- Additional transit time.

Current Costs:

- Payments to SCLS and Waltco
 - In 2014, with 4-day service being the maximum standard, the cost has reduced to approximately \$1,317,000. Additional costs exist that are not able to be determined from other contracts for service between some northern systems and between SCLS & Minitex.

Potential savings of a multi-hub model:

- While a much more detailed model would need to be designed and priced, it is expected, conservatively, \$200,000 could be saved overall for the statewide service. The systems' share of this savings would be approximately on the low end of \$60,000

Recommendations:

1. Form a work group to develop alternative service model from a single-hub model to a regionally based multi-hub model.
2. Develop regional specifics for how service would be provided in multi-hub model and calculate estimated costs of new model.
3. Develop pilot to test new model starting with a northern regional hub because of the existing delivery links across the northern systems.
4. Revise 43.24(2)(fm) Statutory language: *physical delivery must be provided regionally and systems must participate in the statewide delivery network.*
5. Funding: Re-think 13% funding for systems and determine specific areas that DPI must fund such as the systems' share of statewide delivery system.
6. Funding: As part of all work groups formed from the work of the system study group, provide funding to assist with project management to coordinate and lead the work of the delivery work group.

3C. Physical Delivery

Exploration of Wisconsin Library Delivery Models

Local Public Library System Delivery

Current Models

Delivery service within system borders is provided by each system independently. This can range from a one or two county system serving less than 10 libraries with low to manageable volume to larger multi-county systems serving more than 50 members with high volume. Some are operated by the system and some make use of private couriers. Volume handled locally is generated via a patron's request using a system's ILS.

Identified Inefficiencies:

- Dedicated service without maximizing capacity
- Duplication of management and overhead

Change Risks:

- Delivery is ILS dependent.

Current Costs:

- Based upon reported delivery expenditures from the systems' 2013 annual reports, systems expend, very conservatively, \$2,935,000 million on local system delivery. To determine actual expenditures, more cost evaluation would need to be done.
- This is very difficult to estimate. However, just a 10% savings would result in another \$300,000 in savings. This amount is equal to more than the share the public library systems pay into statewide delivery, including LSTA funding.

Recommendations:

- Develop a new statewide model first and then develop local system delivery based upon a new state model.
- Local system delivery could be consolidated around the newly formed state hubs. This should be done on a region by region basis.

4. Coordinate Electronic Resources

Services Library Systems Deliver	Key Stakeholders	Current Way Service is Delivered	Current Cost	Recommendation / Best Way
<p>Facilitate Resource Sharing: 4. Coordinate Electronic Resources</p> <p>Digital collections</p>	<ul style="list-style-type: none"> • Local Library Staff • Library Systems • RL&LL Staff • Patrons • WiLS 	<ul style="list-style-type: none"> • WPLC & WI Digital Library (would this also include digitization of local materials as well?) 	<ul style="list-style-type: none"> • 2013 total costs from LSTA funds for WI Digital Library=\$200,000 • 2013 total costs from individual library funds for WI Digital Library=\$800,000 	<ul style="list-style-type: none"> • Continue & Expand the Coordination, Purchasing, Contracting & Management of electronic resources
Databases	<ul style="list-style-type: none"> - All State Residents - Local Library Staff - Resource Libraries - Library Systems - RL&LL Staff - WiLS 	<ul style="list-style-type: none"> • Statewide through DPI (BadgerLink); 2013 the number of databases provided = 44 statewide • Systems provided 1,559 databases as a statewide total to member libraries • Individual Libraries in 2013 reported providing 1,102 databases locally 	<ul style="list-style-type: none"> • 2013 total costs from individual public libraries for electronic resources = \$1,291,357 • 2014 cost for BadgerLink from state funds= \$2.44 million • Not always a system-level expense - costs are sometimes included in system resource library contracts 	<ul style="list-style-type: none"> • Selection of databases based upon vetted criteria - also across all types of libraries

4. Coordinate Electronic Resources

1. System Name	E-Books	E-audio materials	a. Uses of E-Books By Users of Your System	b. Uses of E-Audio by Users of Your Library
Arrowhead Library System	53,364	9,650	24,337	11,594
Eastern Shores Library System	65,173	9,650	41,153	11,323
Indianhead Federated Library System	54,884	13,679	51	82
Kenosha County Library System	0	0	0	0
Lakeshores Library System	53,620	9,650	26,661	12,329
Manitowoc-Calumet Library System	0	0	13,419	4,406
Mid-Wisconsin Federated Library System	19,178	9,653	39,648	15,468
Milwaukee County Federated Library System	0	0	0	0
Nicolet Federated Library System	55,176	13,573	0	0
Northern Waters Library Service	54,323	7,650	220	209
Outagamie Waupaca Library System	55,716	13,573	37,917	15,764
South Central Library System	53,364	9,650	149,536	74,264
Southwest Wisconsin Library System	53,633	16,197	17,719	9,096
Waukesha County Federated Library System	29,093	9,651	79,092	32,377
Winding Rivers Library System	19,096	9,650	30,890	17,293
Winnefox Library System	55,244	16,472	63,283	25,979
Wisconsin Valley Library Service	53,364	9,650	38,985	18,475
Total	675,228	158,348	562,911	248,659

4. Coordinate Electronic Resources

Recommendations & Next Steps

Background / Assumptions

- **Digital Collections:** WI Digital Library provides statewide access to downloadable audio, video and e-books. Funding is provided by systems and/or individual libraries and LSTA funding.
- Electronic resources are selected, purchased and provided in a variety of levels across the state, from the state funding and coordination of BadgerLink to individual libraries providing resources for their communities.
- BadgerLink is a successful state-funded collection of online resources and databases used heavily by school and public libraries. This could serve as a model for future collaboration across the state.
- WiLS serves as a resource for collaborative purchasing for all types of libraries.
- Databases are purchased in all library types, including academic, school and public libraries. This is done with little collaboration between libraries and leads to a duplication of services and efforts.

Recommendations

1. Continue to support access to the WI Digital Library on a system and individual library level. Continue to provide State matching funds to encourage development of the collection
2. Continue and expand the coordination, purchasing, contracting and management of electronic resources, either using the BadgerLink or WiLS model.
3. Selection of databases should be based upon vetted criteria.
4. All types of libraries should collaborate on purchase and access to electronic resources.

5. Form Electronic Resources Team to establish criteria for electronic resource acquisition among Wisconsin libraries.

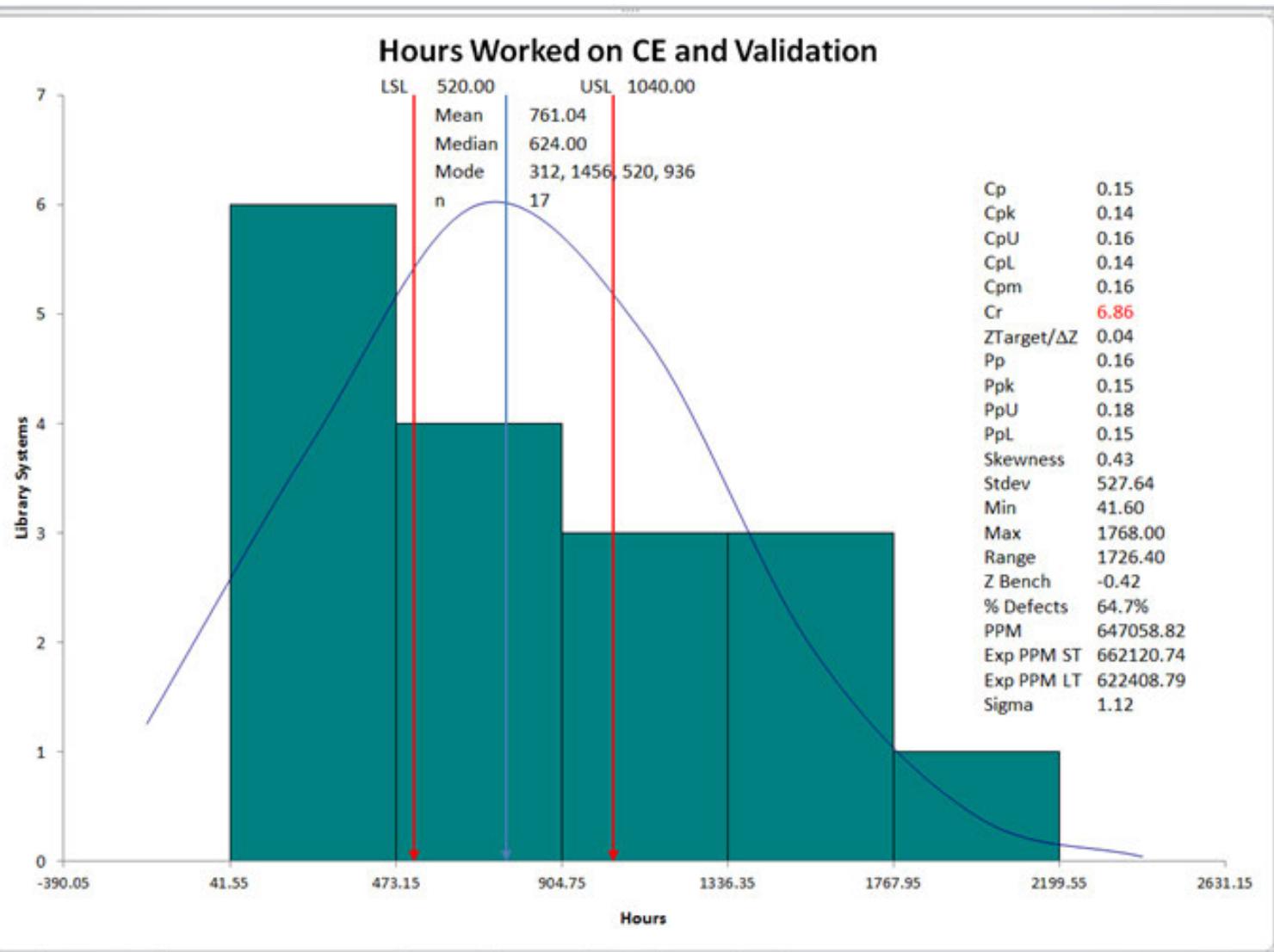
5. Coordinate & Provide Continuing Education

Services Library Systems Deliver	Key Stakeholder	Current Way Service is Delivered	Current Cost	Recommendation / Best Way
<p>5. Coordinate & Provide Continuing Education</p> <ul style="list-style-type: none"> Coordinate training for library personnel and trustees. Validate Content for Director Certification (100 hours required every 5 years). 	<ul style="list-style-type: none"> Current System Staff who provide CE and Validation Member Library Directors Member Library staff DPI Legislature (state mandated Ch. 43 for systems to provide) 	<ul style="list-style-type: none"> Library Systems have someone in charge of providing state mandated Director training. They also provide training to other member (and non-member) library staff in person, via webinar, or by booking an expert to train in person or via webinar. Someone at the system level validates the director training as other CE opportunities exist outside of the system offerings at conferences (WLA ALA PLA), UW Library School, other academic credits. Then the system reports the validation to DPI for Director Certification. Note: While systems are mandated to provide director training, libraries are not mandated to attend. Other training is out there and many times, more effective for the mid-size and large libraries. 	<ul style="list-style-type: none"> System Staff salaries=\$918,000. Actual cost of providing training by Systems = \$480,138 (includes % of the persons' salary designated for CE tasks plus CE budgets per system.) Cost is likely higher as some systems have directors spending some of their time validating. Range of \$3,900 to \$89,400. Time cost is 12,938 hours spent on CE/Training/Validation. Number of total trainings= 325 annually with a range of 6-63. Attendance at trainings averages 26 statewide with a range of 0-150. 	<ul style="list-style-type: none"> Regionally based providers Statewide coordination of one or two statewide providers. One Validator or a validation team statewide with as few as 2 people, provide a pool of funds for directors to utilize on their own with the validator controlling the release of funds. Validate on the front end and then the back end for attendance. Utilize technology (mixed reviews in VOC: Not as effective as in person, also small libraries don't have the staff to get away from the library to attend in person or webinar trainings.) Budget funds for sub-librarians to fill in at small libraries so they can attend.

5. Coordinate & Provide Continuing Education

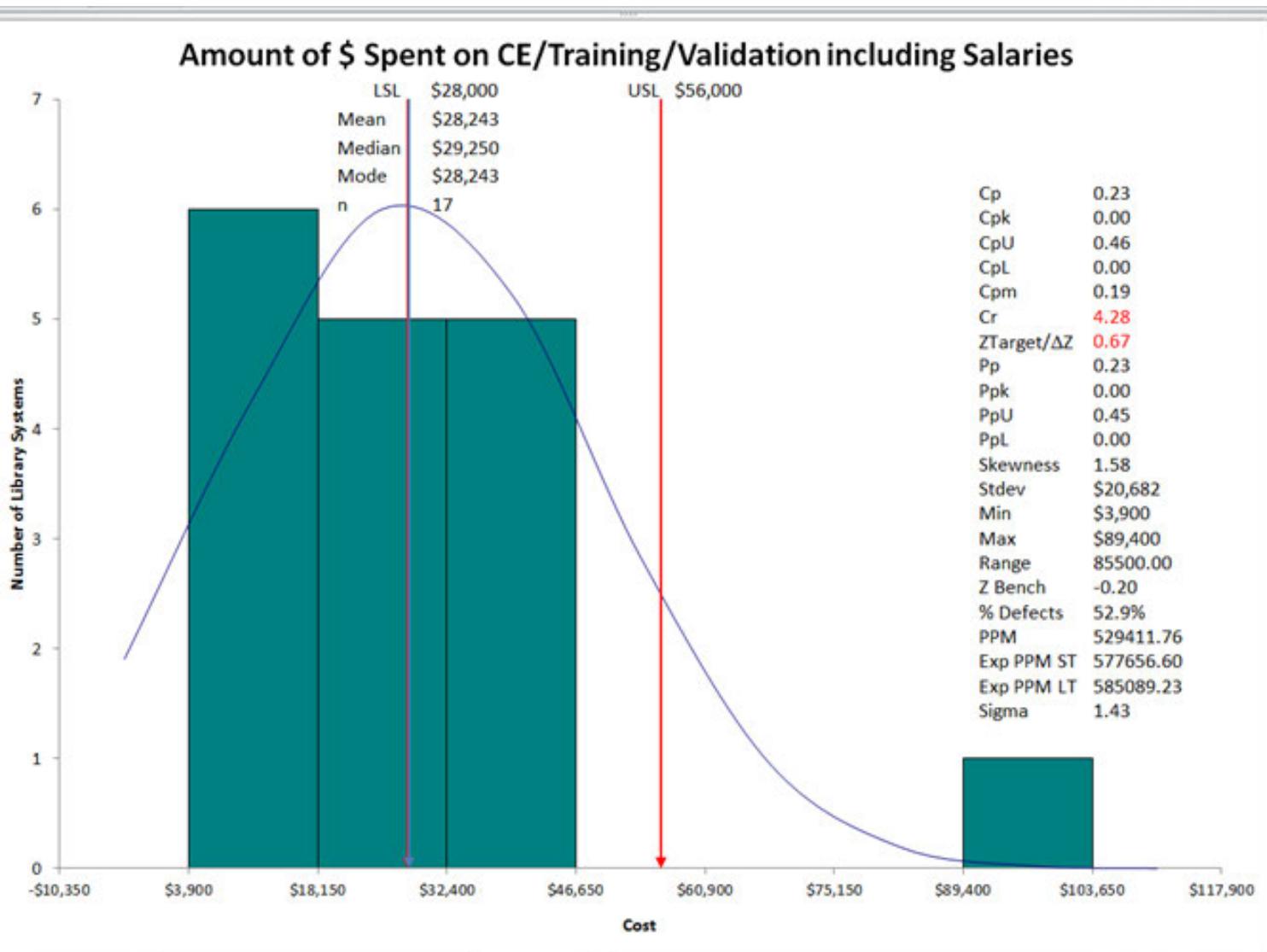
Wisconsin State Library System		5. Coordinate & Provide Continuing Education								
1. System Name	CE Budget	# of Library locations served	% of work on CE	Salary	# of CE & Trainings annually	Total \$	Hours Worked on CE	Attendance	Aver Attendance from high and low	
Arrowhead Library System	\$1,000	7	15%	\$56,000	11	\$11,920	312	0-20	10	
Eastern Shores Library System	\$3,350	13	20%	\$50,000	15	\$16,350	416	4-35	19.5	
Indianhead Federated Library System	\$6,000	53	30%	\$45,000	45	\$23,550	624			
Kenosha County Library System	\$18,000	4	40%	\$54,000	20	\$46,080	832	6-25	15.5	
Lakeshores Library System	\$3,124	15	15%	\$70,000	6	\$16,774	312	3-25	14	
Manitowoc-Calumet Library System	\$1,000	6	5%	\$58,000	6	\$4,770	104	6-20	13	
Mid-Wisconsin Federated Library System	\$5,000	27	55%	\$46,000	13	\$37,890	1144	5-100	52.5	
Milwaukee County Federated Library System	\$5,774	27	2%	\$67,000	8	\$7,516	41.6	6-25	15.5	
Nicolet Federated Library System	\$7,000	42	70%	\$48,000	35	\$50,680	1456	10-150	80	
Northern Waters Library Service	\$7,500	30	25%	\$53,000	20	\$24,725	520			
Outagamie Waupaca Library System	\$14,000	17	65%	\$49,000	15	\$55,405	1352	13-74	43.5	
South Central Library System	\$35,000	64	85%	\$64,000	63	\$105,720	1768	3-77	40	
Southwest Wisconsin Library System	\$4,800	30	10%	\$62,000	15	\$12,860	208	3-21	12	
Waukesha County Federated Library System	\$4,400	16	45%	\$67,000	23	\$43,595	936	3-105	54	
Winding Rivers Library System	\$2,000	42	70%	\$58,000	8	\$54,780	1456	20-36	28	
Winnefox Library System	\$3,250	32	45%	\$58,000	12	\$37,180	936	15-40	27.5	
Wisconsin Valley Library Service	\$26,000	34	25%	\$13,000	10	\$30,225	520	5-40	22.5	
Total	\$147,198	459	37%	\$918,000	325	\$580,020	12,938		26	
Mandated for systems to provide but not mandated for libraries to attend.										6.5 FTE's

5. Coordinate & Provide Continuing Education



The Low Spec Limit (LSL) and High Spec Limit (HSL) are added by me. If it's state mandated, someone in each system probably should be working at least 25% to 50% of a full-time. We can set these specs where we think they should be. If we assume these are accurate, this process needs to reduce variation, provide consistency, & improving weak performances.

5. Coordinate & Provide Continuing Education



The LSL and HSL are my own, but if assumed accurate, the poor performing systems need to improve and variation needs to be reduced, but the outlier needs to be investigated. Why are they spending so much. It's NOT because they contract out with other systems. An entirely new way to provide this service is an option as well.

5. Coordinate & Provide Continuing Education

Recommendations & Next Steps

Background / Assumptions

- Currently systems are required to provide continuing education opportunities to their member libraries' staffs, but no specifics regarding quantity or quality of continuing education are mandated. The statutory language states: 43.24(2) For a public library system to qualify for and maintain its eligibility for state aid the system must provided "(e) In-service training for participating public library personnel and trustees."
- Aside from the library director certification requirements, there are no standards that define what is considered in-service continuing education and what are library system tactical operational trainings for library member staff like ILS training, delivery process, and system participation requirements.
- All 17 systems provide varying degrees of continuing education services.
- The annual cost to deliver continuing education statewide through library systems is approximately \$520,000.
- A range among systems of ability and investment exists with a low of 0.15 FTE spending \$3,900 to a high of 0.85 FTE spending \$89,400, and only 6 systems representing the average of 0.4 FTE spending \$29,000.

- An equivalent of 6 FTEs (13,000 hours) are spent annually on CE, but it's generously estimated that only 2,600 hours of continuing education provision (classes, workshops, webinars, etc.) is being provided.
- Some systems are contracting with other systems to provide the bulk of the continuing education they provide. Other systems work in tandem or collaborate. A culture of collaboration regionally already exists, but it could be formally improved to reduce unplanned overlapping efforts and redundancies.

5. Coordinate & Provide Continuing Education

Recommendations & Next Steps

Recommendations

1. Remove continuing education from required system provided services for State Aid funding. Eliminate 43.24(2)(e). Legislation changes would be needed to allow DPI to retain or segment State Aid to distribute to designated systems, library organizations or independent contractors to provide regional and collaborative statewide continuing education under Administrative Rules.
2. This service would be placed under DPI supervision. The equivalent of six FTEs currently doing the job in library systems should be reduced to be coordinated on larger regional levels in the state.
3. DPI would choose which systems, library organizations or independent contractors to contract for continuing education services, and determine the scope or direction, the qualifying required elements, and standards of continuing education offerings, as well as the evaluation of outside offerings for director certification.
4. Any fiscal efficiencies gained should be redirected to other service priorities at library systems that libraries need like Technology/IT support and infrastructure, ILS, or Delivery Services.
5. COLAND requests drafting of legislation for continuing education service area establishment.
6. DPI drafts administrative rules to define continuing education regions, delivery methods, standards for library staff and trustees, scope of CE, etc.
7. Convene meetings of system and public library staff.
 - Demonstrate existing shared projects
 - Facilitate discussion for potential shared CE projects to promote development of regional/statewide standardization
8. • Provide fiscal support to attend meetings
9. Create regional model in one area of the state as a trial to learn best practices to carry forward in new biennium budget when the four regions are created.

6. Manage System Administration Funding & Overhead

Services Library Systems Deliver	Key Stakeholder	Current Way Service is Delivered	Current Cost	Recommendation / Best Way
<p>6. Manage System Administration Funding & Overhead</p> <ul style="list-style-type: none"> Manage System Board Fiscal Personnel Planning <p>Managing Overhead</p> <ul style="list-style-type: none"> Manage facilities (contracts, repairs, snowplowing, etc) Equipment 	<ul style="list-style-type: none"> DPI System Directors Library Directors Library Boards 		<ul style="list-style-type: none"> Staff Equipment Supplies Travel Facility upkeep Space Services 	<p>Fewer:</p> <ul style="list-style-type: none"> Systems (new name) Administrators Support staff Boards and meetings Reports People on systems boards <p>More:</p> <ul style="list-style-type: none"> Incentives to consolidate for staff
	Overhead <ul style="list-style-type: none"> commercial vendor or other – landlord Library & system staff 		<p>Overhead:</p> <ul style="list-style-type: none"> Fewer buildings: officeless services Less hardware Less accounting, payroll, audits standardized accounting 	

6. Manage System Administration Funding & Overhead

Wisconsin State Library System		6. Manage System Administration Funding & Overhead										
1. System Name	Total System Aid	Total Carryover and Interest	Total Other state & federal funds	Total All Other Income	Total Program Budget	Admin - System Aid	Admin - Carryover & Interest	Admin - Other state & federal funds	Admin - All Other Income	Administrative Total	Admin % of State Aid	
Arrowhead Library System	\$438,605	\$2,160		\$1,223,939	\$1,664,704	\$17,417			\$1,500	\$18,917	3.95%	
Eastern Shores Library System	\$578,545	\$13,862	\$17,584	\$1,977,748	\$2,587,739	\$95,199				\$95,199	16.07%	
Indianhead Federated Library System	\$1,125,114	\$58,181	\$64,629	\$728,594	\$1,976,518	\$127,879	\$58,181		\$1,700	\$187,760	15.72%	
Kenosha County Library System	\$398,675			\$1,485,444	\$1,884,119	\$500				\$500	0.13%	
Lakeshores Library System	\$637,716	\$2,000		\$4,160,354	\$4,800,070	\$110,180				\$110,180	17.22%	
Manitowoc-Calumet Library System	\$312,113	\$14,184		\$2,035,961	\$2,362,258	\$62,000				\$62,000	19.00%	
Mid-Wisconsin Federated Library System	\$754,421	\$523,424	\$17,500	\$298,651	\$1,593,996	\$90,843				\$90,843	7.11%	
Milwaukee County Federated Library System	\$2,677,006	\$1,000	\$63,773	\$1,382,249	\$4,124,028	\$344,017				\$344,017	12.85%	
Nicolet Federated Library System	\$1,069,413	\$124,797	\$42,583	\$444,343	\$1,681,136	\$107,080	\$52,300			\$159,380	13.35%	
Northern Waters Library Service	\$529,104		\$44,927	\$380,254	\$954,285	\$60,652				\$60,652	11.46%	
Outagamie Waupaca Library System	\$607,514	\$1,500	\$22,513	\$3,854,787	\$4,486,314	\$53,977	\$1,500		\$74,500	\$129,977	9.11%	
South Central Library System	\$2,057,367		\$151,243	\$6,710,732	\$8,919,342	\$233,184				\$54,651	\$287,835	11.33%
Southwest Wisconsin Library System	\$363,341	\$199,734	\$14,100	\$178,307	\$755,482	\$40,901				\$1,678	\$42,579	7.26%
Waukesha County Federated Library System	\$958,636		\$33,196	\$3,730,890	\$4,722,722	\$135,030				\$30,839	\$165,869	14.09%
Winding Rivers Library System	\$767,701	\$1,700	\$22,600	\$168,823	\$960,824	\$98,573				\$12,273	\$110,846	12.81%
Winnefox Library System	\$885,885	\$15,749	\$19,100	\$946,393	\$1,867,127	\$171,714	\$2,076			\$71,410	\$245,200	19.28%
Wisconsin Valley Library Service	\$851,944	\$43,000	\$54,081	\$493,739	\$1,442,764	\$111,691	\$7,500			\$35,762	\$154,953	13.32%
Total	\$15,013,100	\$1,001,291	\$567,829	\$30,201,208	\$46,783,428	\$1,860,837	\$121,557		\$0	\$284,313	\$2,266,707	12.00%

6. Manage System Administration Funding & Overhead

Recommendations & Next Steps

Background / Assumptions

- Systems are allowed to spend up to 20% of total system aid for administrative costs.

Recommendations

1. Standardize system accounting definitions and accounting practices.
2. Change name from “system” to “Coordinated Public Library Service Regions.”
3. Governance
 - Streamline system administration and governance since current system boards are too big.
 - Eliminate Resource Library board member requirement.
 - Require member library advisory committee representative report to the system board.
4. Incentivize Consolidation / Analysis.
5. Eliminated option for single consolidated county system.
6. After completion of service redesign work groups, a group is formed to consider reorganizations and/or consolidation of systems. In conjunction, a committee is established to do a full review of Chapter 43, administrative code and system and library funding. This review should also include consideration of reducing size of system boards.
7. Systems must employ a full-time certified director. 43.17 (4) Change from “appointed” to “employed”.

1. Lots of recommendations, not a lot of execution
2. No clear “owners” for core processes
3. No “teeth” or incentive for systems to change

1. COLAND Work Group

1. Complete recommendations, including any legislative requests.
2. Work with DLT to identify funds for project management and contract with project manager.
3. Populate service work groups.
4. Finalize and prioritize project process and timelines for service work groups.
5. Develop communication plan.

2. Form implementation teams for services

1. Finalize service model recommendations.
2. Test recommendations with pilots.
3. Develop and execute implementation plans for recommendations.