Wisconsin Department of Public Instruction
**PUBLIC LIBRARY SYSTEM PLAN AND
CERTIFICATION OF INTENT TO COMPLY
CALENDAR YEAR 2017**
PI-2446 (Rev. 07-16)

Required by § 43.17(5) and 43.24(3) Wis. Stats.

INSTRUCTIONS: Complete and submit by **October 15, 2016**, to:

**WISCONSIN DEPARTMENT OF PUBLIC INSTRUCTION
ATTN: JAMIE MCCANLESS
DIVISION FOR LIBRARIES AND TECHNOLOGY
P.O. BOX 7841
MADISON, WI 53707-7841**

GENERAL INFORMATION

Library System

Northern Waters Library Service

Describe demographic, economic, and other facts about your system that influenced the development of this and other system plans.

Northern Waters Library Service is an eight county library system (serving Ashland, Bayfield, Burnett, Douglas, Iron, Sawyer, Vilas, and Washburn counties) located in one of the more rural areas of the state. NWLS is one of the larger public library systems by geography (8,363 sq. miles) yet one of the smaller in population (150,601 – 2010 census). The system service area is generally isolated from the state's urban centers and most libraries are very small. About half the libraries have a service population below 3,000 people and about half have a staff fewer than 2 FTEs.

Five of the libraries in the system are situated in communities that not only sit near the boundaries of the system but also sit on the state border or are very close to the state border. Grantsburg Public Library lies five miles from Minnesota. Superior Public Library lies in the city of Superior which makes up part of the Twin Ports area with Duluth, Minnesota. Land O' Lakes Public Library sits (literally) inches from the border with the Upper Peninsula of Michigan. Presque Isle Community Library resides two miles from Michigan's Upper Peninsula. Hurley Public Library in Hurley, Wisconsin is separated from Ironwood, Michigan by the Montreal River. Circulation to these libraries from their neighboring states accounted for a total of 20,627 transactions in 2015. Individually, that activity was generally lightest for Grantsburg Public Library with 90 circulations, but heaviest for Land O' Lakes Public Library with 9,183 circulations. While that total circulation count only makes up 2% of the total circulation in the system, the usage is very important to these libraries.

Vilas County is the most heavily library-served county, operating nine independent libraries, whereas Douglas County operates one main library with two branches.

DEMOGRAPHICS

Age -- Residents of the NWLS area over 65 years of age or older make up 18.7% of the population, compared to the state average of 14.8%. The median age of residents in the NWLS region is 42, well above the statewide median age of 38. All of the Wisconsin counties with the oldest population are northern non-metropolitan counties. The NWLS counties of Vilas and Iron have already reached or exceeded the percentage of residents 65 and over expected statewide by 2035.

Ethnicity -- Diversity within the NWLS area's population is quite small, with only about 9% of the population not counted as White in the 2010 census. Yet of that minority group, the NWLS area is home to about 6% of the state's Native American people. The remaining 2% are Hispanic, African-American or Asian.

Education -- NWLS is home to six insitutions of higher learning. Northland College and Wisconsin Indianhead Technical College (WITC) - Ashland campus are located in Ashland. The University of Wisconsin - Superior and WITC - Superior campus are located in Superior. Lac Courte Oreilles Ojibwa Community College and a WITC branch are located in Hayward. Twenty-two percent of NWLS area residents have at least a bachelor's degree, compared with 26.8% statewide.

Poverty -- Residents in the NWLS area have a median household income of $41,850 compared to $52,738 in the state. This is a difference of $10,888. There is also a greater percentage of persons living below the poverty level in the NWLS area (15.9%) compared to that of Wisconsin as a whole (13%). Approximately 51% of NWLS area students receive free or reduced school lunches.

Economy -- The area within NWLS boundaries are a sportsman's paradise with many lakes and streams and over 3 million acres of public lands to explore. NWLS is a high tourism area offering many recreational opportunities with such natural attractions as the Apostle Islands National Lakeshore, the Brule River State Forest, the Chequamegon-Nicolet National Forest (Chequamegon side), the Flambeau River State Forest, Governor Knowles State Forest, the North Country National Scenic Trail, the Northern Highland-American Legion State Forest, and the St. Croix National Scenic Riverway (Namekagon branch). The system area is also home to four Wisconsin state parks: Amnicon Falls, Big Bay, Copper Falls, and Pattison.

GENERAL INFORMATION (cont'd.)

Transportation -- The system area contains mostly two-lane state highway with occassional passing lanes. All highways are designated 55 mph with the exception of a 9 mile stretch of US2/53 before entering Superior from the east, and a four-lane divided expressway (US 53) stretching from the northern terminus outside Superior to the system boundary 68 miles south. One other US route (51) travels the eastern side of the system and the other minor state highways crossing NWLS boundaries include: 13, 35, 63, 70, and 77. To help put in perspective this lack of highway infrastructure, consider that Bayfield County does not operate a single stoplight. Very limited public transportation is available in the region.

Three of Wisconsin's five tribal libraries are members of NWLS and Red Cliff Library has inquired about becoming re-establised as a public library and rejoining the system in the future.

Describe significant needs and problems that influenced the development of this and other system plans.

NWLS is funded by a combination of system aids, county funds, Merlin shared ILS funds, and LSTA grants.

System aids ($529,104) make up 52% of the total NWLS operating budget. 100% of system aids comes from the Universal Service Fund (USF) rather than General Purpose Revenue (GPR), which places system aids in jeopardy since many officials and telephone companies don't believe this is an appropriate use of the USF. Wisconsin public library systems have endured system aid reductions in the past; NWLS saw a 10% cut as recently as 2011. 2012 and subsequent years funding has been flat.

County requests ($201,282) make up about 20% of the NWLS operating budget. In recognition of the funding constraints counties have also had to endure, NWLS has only asked for modest increases ($6,701) from counties within the last 10 years. Receiving the full amount of money from counties is challenging since counties are not obligated to fund us. Any large reduction in county payments would have a dramatic effect on services to that county, including Mail-a-Book service for patrons, rural book drops, and collection development grants.

In 2016, members of the Merlin consortium contributed $218,628 for annual ILS maintenance expenses. The Merlin libraries rely on NWLS to manage the ILS to maximize quality library services and economic efficiency.

Grants make up the smallest portion of the NWLS operating budget, at $59,021 in 2016 (6% of the total operating budget), yet are valuable for helping to maintain strong services for our member libraries. For example, a loss of the subsidy money to keep our connection to South Central Library System delivery would have a devastating impact on our libraries and the patrons we serve.

NWLS continues to explore ways to become more efficient in order to deal with budget shortfalls without having to reduce important services to member libraries. In the past ten years NWLS has reduced staff by 1/3, cut travel, conducted an energy audit, and relied on technology to help keep our costs low.

Describe the planning environment and process under which this and other system plans were developed. Include how member libraries are involved in plan development and review and whether your systems has a formally appointed advisory committee. (List additional system planning documents with the period covered and attach any planning documents which have not previously been provided to the division.)

The NWLS Technology and Resource Sharing Plan was updated in 2016. The NWLS Strategic Plan was approved in 2012 and reviewed in 2015. The Merlin Long Range Plan was adopted in early 2016. Director's Meetings were held February 16, May 18, and August 25 to involve public library directors in decisions regarding workshop planning, system updates, legislative actions, the OverDrive Advantage account for 2017, potential e-periodical subscriptions, e-rate and filtering, and Public Library Redesign events.

ASSURANCES

The following plan and compliance document provides assurance that your public library system intends to comply with all statutory requirements for public library systems for calendar year **2017**. Indicate, with a check, your system's intent to comply with each system requirement and provide the requested information under each system requirement.

S.43.24(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:

Membership Agreements

☒ (a) Written agreements that comply with s. 43.15(4)(c)4. with all member libraries.

☒ A copy of the agreement with a list of all members signing and the dates signed provided to the division by January 15.

ASSURANCES (cont'd.)

Resource Library Agreement

☒ (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.

☒ A signed copy of the resource library agreement will be provided to the division by January 15.

Reference Referral, Interlibrary Loan, and Technology

☒ S.43.24(2)(d) Referral or routing of reference and interlibrary loan requests from libraries within the system to libraries within and outside the system.

List ongoing activities related to this requirement.

1. Review and update all member library agreements.

2. Encourage all members to participate in the system shared ILS, Merlin.

3. Continue to administer Merlin. This includes developing and monitoring the Merlin budget; managing the database; offering training opportunities and resources; and hosting advisory meetings to discuss policies and procedures.

4. Maintain an accurate Merlin catalog.

5. Encourage member libraries to inventory their collections and assist with that process.

6. Provide member libraries with reports and statistics needed to manage their libraries and to report to their boards and the DLT.

7. Provide collection development grants to members to help them maintain strong collections.

8. Create a culture in which all members share their entire collection.

9. Encourage use of WISCAT for direct ILL.

10. Encourage timely fill of ILL requests.

11. Provide trainings on WISCAT through workshops and in individual sessions.

12. Publicize WISCT updates and training opportunities.

13. Update NWLS ILL procedures.

14. Provide information on BadgerLink and system recources through the NWLS website.

15. Monitor development in the TEACH program, E-rate discounts, BadgerNet, etc. as they apply to NWLS member libraries, the system headquarters, and appropriate application servers.

16. Continue to provide a secure Wide Area Network (WAN) and monitor bandwidth usage by member libraries.

17. Continue to provide PC desktop support and seek discounts on hardware for libraries.

18. Provide OverDrive support for NWLS patrons needing assistance.

19. Provide backup reference services from the resource library, Superior Public Library, through an annual contract.

20. Provide hosting, design and training for library websites.

Indicate new or priority activities relating to this requirement for the plan year.

1. Investigate and possibly add an e-magazine subscription service for NWLS area patrons.

2. Work with other systems to establish a central ILL hub in order to reduce costs and improve delivery speed.

3. Develop a set of technology competencies for library and system staff.

Inservice Training

☒ S.43.24(2)(e) Inservice training for participating public library personnel and trustees.

List ongoing activities related to this requirement.

1. Schedule CE programs in consultation with member library directors and NWLS staff through surveys, email, and meetings.

2. Publicize CE programs held by NWLS and by other systems.

3. Provide an average of at least one workshop per month in order to meet a wide variety of training needs.

4. Monitor progress toward certification and re-certification for member library directors.

5. Inform member library directors when certification requirements change.

6. Collaborate with other systems to provide a wide range of CE opportunities.

7. Publicize webinars held by other systems and states that may interest NWLS library directors and staff.

8. Provide at least one workshop for public library trustees.

ASSURANCES (cont'd.)

9. Actively promote BadgerLearn and BadgerLearn Pro.

10. Maintain training resources on the NWLS website.

11. Provide orientation for new NWLS board members and new member library directors.

12. Continue subscription to GoToMeeting/Webinar to facilitate online meetings and workshops.

13. Continue the cataloging assessment program for new and cuurent cooperative catalogers.

Indicate new or priority activities relating to this requirement for the plan year.

1. Collaboration with WVLS has started to occur in 2016 and will be continued into 2017 on a Youth Services Information Exchange Group. This includes the Youth Services Staff from Vilas County in NWLS and various WVLS Youth Services Staff.

2. Collaboration with WVLS began in 2016 for grants on Youth Services Continuing Education. NWLS is looking to partner with WVLS in future Continuing Education needs.

List specific staff and resources dedicated to this requirement and/or contract arrangements with other libraries or systems.

Delivery and Communication

☒ S. 43.24 (2)(fm) Electronic delivery of information and physical delivery of library materials to participating libraries.

List ongoing activities related to this requirement.

1. Continue to participate in statewide delivery service operated by the South Central Library System.

2. Continue exploring methods to reduce intersystem delivery costs and increase the number of delivery days.

3. Encourage all members of Merlin to pay for a third day of delivery.

4. Perform two delivery volume studies per year and regularly evaluate delivery service.

5. Maintain a system listserv.

6. Continue to provide email accounts and support to staff of all member libraries.

7. Maintain an updated library directory.

8. Continue to provide web design and hosting services.

9. Assist member libraries with upgrades to their websites and with use of social media.

10. Monitor legislative issues and inform all library directors and NWLS board members of issues of significance.

11. Continue to provide a toll-free phone number for libraries outside the system's calling exchange.

Indicate new or priority activities relating to this requirement for the plan year.

1. Work with other systems to establish a central hub for statewide delivery in order to improve speed and decrease costs.

Service Agreements

☒ S.43.24(2)(g) Service agreements with all adjacent library systems

☒ A copy of the agreement with adjacent systems with a list of all systems signing the agreement will be provided to the division by January 15.

Other Types of Libraries

☒ S.43.24(2)(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.

☒ The system will have agreements with other types of libraries, or if the system participates in a cooperation agreement with a multitype organization to meet the purposes of this goal, there is established a clear link between the system and the individual members of the multitype organization. A copy of the agreement with a list of all signing libraries will be provided to the division by January 15.

☒ Other types of libraries in the system area have had an opportunity to review and comment on the plan.

Library Technology and Resource Sharing Plan

☒ S.43.24(2)(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 every fifth January 1 thereafter, the public library system shall submit to the division a written plan for library technology and the sharing of resources.

☒ Member public libraries and other types of libraries in the system area have had an opportunity to review and comment on the plan.

☒ By January 1, 2017, the system's current plan for library technology and resource sharing or changes to the current plan will be submitted to the division.

ASSURANCES (cont'd.)

Professional Consultation

☒ S. 43.24(2)(h) Professional consultant services to participating public libraries.

List ongoing activities related to this requirement.

1. Continue to offer consulting to member library directors, staff and trustees on topics including, but not limited to: public library administration, adult and youth services, shared library automation, technical services, interlibrary loan, staff development, library planning, collection development, special needs/populations, general library technology, state reports, and legislative actions affecting Chapter 43.

2. Upon request, continue to provide information for local library board, tribal council, or county board meetings.

3. Conduct new director orientation within 30 days of hire.

4. Set aside time at Director's Meetings to discuss challenges faced by member libraries.

5. Encourage member libraries to develop strategic plans.

6. Provide grant support services for member libraries, including identification of grant sources and grantwriting assistance.

7. Assist member libraries in the process of filing Annual Reports.

8. Upon request, provide consulting reports in the areas of general library organization and workflow analysis.

9. Continue any and all consultation via phone, email, webinars, or in-person visits, depending upon need.

Indicate new or priority activities relating to this requirement for the plan year.

Indicate specific methods or means of communication with member libraries to fulfill this requirement.

Services to Users With Special Needs

☒ S.43.24(2)(k) Promotion and facilitation of library service to users with special needs.

The division interprets services to users with special needs as inclusive services. Inclusive library services are holistic, spanning library policies, collections, space, and services. Inclusive services reflect equity and accessibility for all members of the community, including services to individuals or groups for whom using the public library is difficult, limited, or minimized.

List ongoing activities related to this requirement.

1. Collect and distribute appropriate demographic data on special needs patrons in the NWLS area.

2. Continue to apply for and implement appropriate LSTA grants in one of the Special Needs categories.

3. Update the NWLS professional collection.

4. Facilitate collaborations with member libraries, appropriate agencies, and other systems on services to special populations.

5. Assist member libraries in exploring and acquiring new technologies to serve users with special needs.

6. Encourage member libraries to fully comply with the Americans with Disabilities Act.

7. Conduct at least one workshop on a special needs topic.

8. Monitor Memory Cafes in member libraries for users with early signs of memory loss.

Indicate new or priority activities relating to this requirement for the plan year.

Other Service Programs

S.43.24(2)(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.

List each "other" service programs individually with ongoing activities and new or priority activities for the plan year under each program. For instance, if the system provides a bookmobile service program, list ongoing activities and new or priority activities for the bookmobile program. (Do not lump miscellaneous activities under a single "other" program.)

Mail-A-Book

1. Continue the Mail-A-Book program which is available for homebound citizens and those living at least 15 miles from the nearest public library. NWLS performed a Mail-A-Book patron audit in early 2015 to make sure those who did not need the service were not abusing the program. There remain over 300 active patrons using the service.

2. Maintain a list of rural bookdrops, and evaluate their condition and usage for replacement/retirement.

ASSURANCES (cont'd.)

Administration

☒ The system will not expend more than 20 percent of the state aid projected to be received in the plan year for administration.

☒ The 2016 system audit will be submitted to the division no later than September 30, 2017.

Budget

☒ A copy of your public library system budget by service program category and fund source for the plan year (see attached guidelines) is attached.

COLLABORATIVE ACTIVITIES

Summary of Activities *Briefly describe collaborative activities with other libraries, public library systems, and other organizations. Exclude services and activities listed in the system's 2017 resource library contract.*

Cost Benefit *For each activity above, list the activity name and estimated cost benefit realized*

Activity	Amount
1. Shared CE events (with multiple systems)	$4,000
2. Direct delivery to WVLS	$0
3. Lake Superior Libraries Symposium (event organizer, financial backer, and attendee)	$4,501
4. Children and Young Adult Literature Conference (financial backer, event promoter, and attendee)	$3,000
5. Cyber Security for Youth Workshop (with WVLS)	$10,000
6.	
7.	
8.	
9.	
10.	
Cost Benefit Total	$21,501

	CERTIFICATION	

WE, THE UNDERSIGNED, CERTIFY that to the best of our knowledge, the information provided in this document and any attachments is true and correct, and that the system will be in full compliance with all applicable provisions of Chapter 43 of the Wisconsin Statutes for the year **2017**.

Name of System Director	Signature of System Director	Date Signed
Sherry Machones	➤ *Sherry Machones*	9/17/2016
Name of System Board President	Signature of System Board President	Date Signed
Dee Kittleson	➤ *Dee Kittleson*	9/17/2016

	FOR DPI USE LIBRARY SYSTEM PLAN APPROVAL	
Pursuant to Wis. Statutes, the plan contained herein is: ☒ Approved ☐ Provisionally Approved *See Comments.* ☐ Not Approved *See Comments.*	DLT Assistant Superintendent Signature ➤ *Kurt J. Kief*	Date Signed 11-8-16
Comments		

PUBLIC LIBRARY SYSTEM 2017
ANNUAL PROGRAM BUDGET

Program	2017 Public Library System Aid	System Aid Carryover and Interest Earned	Other State and Federal Library Program Funds	All Other Income	Total
Technology, Reference and Interlibrary Loan*					
1. ILL & Reference	$57,004			$3,781	
2. Merlin & Technology	$162,040	$13,485	$3,248	$199,118	
3. Cooperative Cataloging	$38,781			$1,680	
4. Electronic Resources	$8,700		$17,830	$47,868	
Program Total	$266,525	$13,485	$21,078	$252,447	$553,535
Continuing Education and Consulting Service*					
1. Continuing Education	$44,720		$3,000		
2. Consultant Service	$67,180			$5,900	
Program Total	$111,900	$0	$3,000	$5,900	$120,800
Delivery Services	$53,428		$15,000	$59,641	$128,069
Library Services to Special Users	$8,359				$8,359
Library Collection Development	$3,146			$42,865	$46,011
Direct Payment to Members for Nonresident Access					$0
Direct Nonresident Access Payments Across System Borders					$0
Library Services to Youth	$13,215				$13,215
Public Information	$21,561				$21,561
Administration	$61,044				$61,044
Subtotal	$160,753	$0	$15,000	$102,506	$278,259
Other System Programs					
1. Mail-A-Book				$57,745	$57,745
2.					$0
Program Total	$0	$0	$0	$57,745	$57,745
Grand Totals	$539,178	$13,485	$39,078	$418,598	$1,010,339

*These programs may be divided into subprograms at the discretion of the system. If choosing not to use subprograms, enter amounts on line 1.
Line 4 is reserved for the amounts budgeted for electronic resources (see Program Budget Guidelines).