Wisconsin Department of Public Instruction
PUBLIC LIBRARY SYSTEM PLAN AND CERTIFICATION OF INTENT TO COMPLY
CALENDAR YEAR 2013
PI-2446 (Rev. 07-12)

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

INSTRUCTIONS: Complete and submit by **October 15, 2012**, to:

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

GENERAL INFORMATION

Library System

Outagamie Waupaca Library System

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

Nine of the system's sixteen member libraries are located in communities of fewer than 3000 people; eight of those nine are in communities of fewer than 2000 people. Four libraries serve communities whose population is between 3000 and 8000. Kaukauna and Kimberly/Little Chute libraries have community populations of 15,627 and 16,991, respectively. Appleton Public Library has the largest municipal population in the system area, i.e., 72,810 people. It should be noted that two system libraries include municipal population outside of Outagamie County and Waupaca County. Appleton includes 11,080 residents of Calumet County and 1,490 residents of Winnebago County. Marion includes 26 residents of Shawano County.

According to the 2010 census, Outagamie County's population increased 9.8% since the 2000 census, which is greater than the statewide increase of 6.4%. However, Waupaca County's population only increased 1.3% during that period. Waupaca County has an older population, with 18.1% of persons 65 years and older. In Outagamie County 13.2% of the population is 65 years and older. Statewide, 13.6% of the population is 65 years or older.

Diversity within the area's population is still relatively small, with only 2.9% of Waupaca County's population and 7.4% of Outagamie County's population not counted as White in the 2010 census. Persons of Hispanic or Latino origin constitute the largest minority population in both counties, i.e., 3.3% in Outagamie County and 2.5% in Waupaca County. The Asian population constitutes 2.4% of the total population in Outagamie County.

When it comes to educational attainment, 9.3% of the system's residents haven't graduated from high school. However, 34.7% of Outagamie County residents have obtained an Associate degree or above, but only 24% of Waupaca County residents have obtained an Associate degree or above. Income for 8.9% of households in the system area is below the poverty level. The number of households below poverty level increased 81.1% from 2000 to 2010.

OWLS libraries provide a high volume of service to patrons living outside of the municipalities that operate the libraries. For example, OWLS libraries loaned slightly less than 1.5 million items to non-residents in 2011. Approximately 45% of Outagamie and Waupaca County residents live in jurisdictions without local libraries, i.e., 42% of Outagamie County residents and 56% of Waupaca County residents.

Several libraries are located near the boundaries of the system, and many more people come into the system area to use libraries than go out of the area. The geography of the system area affects the use of libraries in other ways. No library is more than 1-1/2 hours from any other library in the system, and several are located only minutes apart. Consequently, many residents of the system area use more than one library. A significant amount of crossover (inter-municipal) borrowing takes place in the system (c. 174,000 circulations in 2011).

OWLS is one of the smaller of the seventeen systems in Wisconsin. In 2011, OWLS ranked 11th in total population and 11th in state aid received. More than half of the systems include more counties than OWLS. When aggregate measures from OWLS and its member libraries are compared with those of other systems, predictably, the system often ranks near its population ranking (11th) on the raw data for many of the measures. Adjusting for population differences by using per capita comparisons, the system typically ranks higher than 11th.

Several of these measures are striking, particularly those related to the use of system libraries by non-residents. On a per capita basis, OWLS libraries lend more items to non-residents than do libraries in any other system, and OWLS libraries provide significantly more service to residents of other systems than libraries in any other system. In fact, OWLS libraries provide over 17% of all the intersystem non-resident circulation in the state. In 2011, OWLS libraries loaned 329,359 items to residents of other Wisconsin public library systems. This was nearly three times the statewide average for systems (112,131) and 41,437 more loans than were made by the second ranking system.

OWLS libraries circulate a high number of items, ranking 3rd in the number of items circulated per capita. The libraries continue to engage in high levels of resource sharing; the number of items loaned to and borrowed from other libraries is among the highest in the state. It is also clear that OWLS libraries experience a high volume of traffic, i.e., they have lots of people coming through their

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doors. The number of visits per capita is 6th highest among systems, and the number of programs attended per capita is 1st.

OWLS libraries continue to rank very low in the number of public computers connected to the Internet (17th per capita). Given that OWLS libraries rank 14th in the amount of square footage of library space and 10th in materials owned per capita, OWLS libraries probably don't have sufficient space to add more computers.

It is also interesting to note that while OWLS ranks 7th in total income per capita and 7th in total operating expenditures per capita, OWLS libraries rank 3rd in materials expenditures per capita. OWLS libraries spend a greater portion of their budgets for materials than do libraries in most other systems. This is consistent with the finding that while OWLS libraries rank 6th in staff FTEs, they only rank 9th in personnel expenditures.

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

The development of the 2013 system plan builds upon previous planning activities and previous plans. While many of the system's needs and problems do not change dramatically from year to year, new issues regularly arise, and ongoing issues experience a shift in focus or urgency. A number of 2013 issues and priorities are described below.

Technology Services

OWLS Technology and Resource Sharing Plan: 2010-2013 and OWLSnet Plan: 2007-2010 contain extensive detail regarding technology service goals, objectives, and activities. Technology priorities for 2013 are summarized below:

•Continuing to implement Sierra, Innovative's next generation ILS software.
•Supporting member library use of technology. This priority includes providing training, supporting library PCs, assisting with the development of electronic content, enhancing InfoSoup to make it more helpful for library patrons, and implementing new services or software modules requested by member libraries when feasible.
•Maintaining and developing the OWLSnet network infrastructure in order to continue providing up-to-date technology-based services. This includes deploying appropriate network servers and telecommunications equipment and securing sufficient bandwidth to meet library needs.
•Monitoring the impact on member libraries and network infrastructure of changing media distribution systems from the sale of physical items to the licensing of streamed media, and working to acquire sufficient digital resources to meet growing patron demand.
•Completing an OWLSnet planning process. The current plan was scheduled to be evaluated and a new plan developed in 2011, but work on a new plan didn't start until 2012. The new plan is expected to be completed in early 2013.
•Updating the OWLS Resource Sharing and Technology plan by June 2013.
•Continuing to work with the Wisconsin Public Library Consortium (WPLC) to maintain an effective statewide digital media collection.

Resource Sharing and Delivery

In 2007, OWLS started contracting with Nicolet Federated Library System (NFLS) to serve as the interlibrary loan clearinghouse for OWLS libraries. A priority in 2012 was to evaluate this arrangement and consider changes that would improve interlibrary loan service to OWLS libraries. While this evaluation was started in 2012, it has not been completed due to the failure of NFLS to provide OWLS with requested information about the service NFLS provides to OWLS libraries. OWLS has little confidence that this information will be provided and may need to conclude the evaluation without knowing very much about current operations of the NFLS ILL department.

For the past ten years the volume of resource sharing among OWLSnet libraries grew at a rate of over 15% annually. Growth was slower in 2009 and 2010 after OWLSnet libraries agreed to reduce the maximum number of holds that may be placed by patrons, but the growth rate increased to nearly 15% in 2011. It is interesting to note that, based on year-to-date statistics, the volume of resource sharing is anticipated to grow by only 2% in 2012. It is also interesting to note that the imbalance between OWLS and NFLS libraries is growing. A priority for 2013 will be to continue to monitor the equity of resource sharing among member libraries and attempt to address any significant inequities.

Nonresident Service and Funding Inequities

Addressing county and intersystem funding inequities is a high priority for OWLS for two reasons. First, OWLS libraries provide a high volume of service to non-residents. In thirteen member libraries, over 50% of circulation is to non-residents. Non-resident circulation at member libraries ranges from 37% to 71% of total circulation. Second, OWLS libraries circulate more items to

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people living outside of the system area than do the libraries in any other system. It is difficult to address equity issues with jurisdictions outside of the system, especially with counties operating consolidated public libraries because they are not required to compensate libraries in adjacent counties (regardless of the levels of service their residents receive).

In 2009, new county library service plans were developed that call for Outagamie and Waupaca Counties to achieve 100% funding of their respective funding formulas by the end of the period covered by the plans, i.e., 2014. 2012 funding levels in Outagamie and Waupaca Counties are at 92% and 94%, respectively. It is hoped that the counties will increase their funding levels to 96% and 97% in 2013. Because county library reimbursements are exempt from county levy limits, it is possible that both counties will be able to achieve their goals of providing 100% funding in 2014.

While some progress has been made toward addressing intersystem equity concerns, some new concerns have emerged. In late 2004, OWLS renegotiated its intersystem on-site borrowing agreement with NFLS. Beginning in 2005, NFLS started paying OWLS for the imbalance in service that occurs between the two systems, primarily as a result of the Marion and Clintonville libraries providing high levels of service to Shawano County residents. This year for the first time, Brown County Library billed Outagamie County for service provided to Outagamie residents in 2011. This is unfortunate because Outagamie County libraries actually provide slightly more service to Brown County residents and because Brown County isn't compelled to reimburse Outagamie libraries for they service they provide. Consequently, Brown County Library has created an inequity that didn't exist previously, and Outagamie libraries are likely to discontinue service to Brown County residents.

Calumet County continues to do a commendable job of compensating OWLS libraries for providing service to residents of the County under the intersystem agreement between OWLS and the Manitowoc Calumet Library System, and Waushara County began reimbursing Waupaca County libraries in 2011. Another problem area is between Portage County and Waupaca County. The Waupaca Area Public Library provides a significant level of service to Portage County residents, but because Portage County operates a consolidated county library they are not required to pay for the service they receive. Consequently, the Waupaca library may decide to discontinue service to Portage County residents.

OWLS will continue to monitor this situation and work with member libraries and adjacent library systems to determine the most effective methods for achieving equity in library services between systems, counties, and libraries.

Future of Wiscoinsin Library Systems

The next biennial state budget will be crucial for the future of Wisconsin's public library systems. Aid to public library systems was cut by 10% in 2011, and state funding has never equaled the statutory funding level. Many library systems have been struggling for several years and have had to cut services to their members. The fact that 100% of system aids comes from the Universal Service Fund, rather than general purpose revenue (GRP), places system aids in further jeopardy because some officials and industry groups don't believe this in an appropriate use of the Fund.

There is interest within the library community in examining statutory system requirements. While the Department of Public Instruction has elected not to create a legislative task force at this time, it's likely that the system and resource library directors group will begin investigating possible changes to system law. It possible that future changes in system services or structure could result from this process. Also, in-part because of recent retirements and in-part because of economic conditions, some systems have begun investigating mergers with neighboring systems. OWLS will participate as appropriate in the examination of system law and investigations of system consolidations.

Financial Position

While the system's financial position appears to be secure for 2012 and 2013, OWLS could face significant challenges in the future. If funding to public library systems should remain flat or be cut again in the next state budget, OWLS would need to make significant cuts to its programs and services. In 2013, over half of OWLS operating budget will come from fees paid for services by libraries. Because OWLS budget is so dependent on fees, the ability to continue current service levels will be threatened if local budget cuts affect the ability of member libraries to pay their fees.

No major reductions in services are planned for 2013. The emphasis will be on continuing to offer a strong program of services to member libraries as efficiently and effectively as possible. The system will continue to look for ways to streamline service delivery and reduce costs, and it will continue to monitor conditions and be prepared to respond rapidly should changes be necessary.

Describe the planning environment and process under which this and other system plans were developed. (List additional system planning documents with the period covered and attach any planning documents which have not previously been provided to the division.)

This year's plan reflects input from a variety of sources. The OWLS professional staff met throughout the year to discuss issues

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important to the future of the system. The professional staff also met individually with staff from Appleton Public Library, Nicolet Federated Library System, and member libraries on many occasions. The OWLS Director met with his counterparts at Appleton Public Library and NFLS.

OWLS conducted one meeting with member library directors in 2012 (August 24) that was designed to learn more about member library activities and issues. Brown Bag Lunch Meetings are held regularly to give OWLS children's librarians an opportunity to share with each other and with system representatives. The Administrative Advisory Committee of OWLSnet has met four times, and two more meetings will be held before the end of the year. Input from the directors, children's librarians, and AAC meetings was considered in the development of the plan.

The 2013 plan has also been shaped by technology planning that occurred previously. In June 2010, OWLS adopted a new technology plan, OWLS Technology and Resource Sharing Plan: 2010-2013. In July 2007 an OWLSnet Plan: 2007-2010 was adopted, and in 2012 a process to create a new OWLSnet plan was started.

Perhaps most importantly, the OWLS Board met monthly, holding a number of discussions and taking a variety of actions that contributed to the development of this plan. Finally, the draft Plan was distributed to member library directors and Fox Valley Library Council member libraries for their comments, and their comments were incorporated into the Plan before adoption by the OWLS Board.

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 **2013**. 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 to provide, to any resident of the system area, the same library services, on the same terms, that are provided to the residents of the municipality or county that established the member library, except for the group programming preference authorized under s. 43.15 (4) (c) 4., and to provide for the interlibrary loan of materials among all participating public libraries, as evidenced by agreements with those libraries.

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

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.

•OWLS will maintain the database of member library bibliographic records and holdings. The majority of interloan transactions occur between libraries using the OWLSnet shared automation system.

•OWLSnet holdings will continue to be included in Open WorldCat.

•OWLS and NFLS will continue to provide member libraries and their patrons with access to WorldCat and other area library catalogs via InfoSoup.

•OWLS will continue to compensate significant ILL net lenders.

•OWLS and NFLS will continue to provide OWLSnet members with access to electronic resources including Ancestry Library Edition, Tumblebooks, and WorldCat.

•OWLS, NFLS, and Appleton Public Library will evaluate current database subscriptions and will implement any changes resulting from the evaluation.

•OWLS and its member libraries will continue to participate in the Fox Valley Library Council (FVLC) in order to facilitate resource sharing with other types of libraries in the FVLC area.

•OWLS and NFLS will monitor and make recommendations for addressing any resource sharing inequities that may emerge between systems or between member libraries.

ASSURANCES (cont'd.)

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

•OWLS will continue facilitating the planning process begun in 2012 with the goal of completing a new OWLSnet plan in the first half of 2013.

•OWLS will evaluate the merits of operating its own interlibrary loan clearing house for OWLS libraries.

•OWLS will determine whether to continue contracting with NFLS to serve as the interlibrary loan clearing house for OWLS libraries.

Inservice Training

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

List ongoing activities related to this requirement.

•OWLS will offer an appropriate schedule of continuing education workshops and training classes on topics of interest to librarians, staff, and trustees of member and area libraries.

•OWLS will continue to pursue collaborations with other organizations, particularly neighboring library systems, to provide continuing education workshops.

•OWLS will continue to provide training to staff of OWLSnet member libraries in using CONTENTdm software to add digital collections to the InfoSoup Memory Project.

•OWLS will continue to provide group training, individual training, or consultation to staff of member libraries in the effective use of electronic information resources, computers, software, social media, and other technologies.

•OWLS will continue to provide information to its member libraries about additional sources for continuing education and training.

•OWLS will continue to provide a limited number of scholarships for librarians, staff, and trustees to attend workshops and conferences.

•OWLS will continue to cooperate with Winnefox Library System to produce a quarterly educational newsletter for library trustees.

•OWLS will continue to maintain a calendar of CE events and training sessions on the web.

•OWLS will continue to validate and maintain librarian certification records.

•OWLS will continue using Go To Meeting and Go To Webinar to host online meetings and provide online training to member libraries.

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

•OWLS and Winnefox Library System will implement recommendations resulting from the evaluation of Trustee Tale, the quarterly educational newsletter for library trustees.

ASSURANCES (cont'd.)

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.

•OWLS will continue to contract with a vendor to provide five-day-a-week delivery service to all member libraries.

•OWLS will continue to participate in the statewide delivery service operated by the South Central Library System.

•OWLS will continue to monitor delivery volume and plan any necessary adjustments or modifications to the delivery service.

•OWLS will continue to provide email accounts and support to staff of all member libraries.

•OWLS will continue to utilize email, web postings, and Net Support Notify software as its primary methods for rapidly disseminating information to member libraries. In addition, OWLS will regularly post information of interest to its Facebook page.

•OWLS will continue to rely on OWLSweb.info and OWLSnet.info, the system web sites, to provide a rich variety of relevant content and links helpful to library staff and trustees.

•OWLS will continue to provide web design and hosting services to facilitate the electronic delivery of information from member libraries to their constituents.

•OWLS staff will assist member libraries with posting electronic content contained in local databases on their web sites and with contributing digital resources to the InfoSoup Memory Project.

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

•OWLS will begin redesigning OWLSweb.info and OWLSnet.info using Drupal in order to create sites where user experiences vary depending upon their roles, e.g. member library staff members would login and receive different information depending upon their job responsibilities.

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.

☒ A copy of the written plan, including any revisions and amendments, for library technology and resource sharing is attached to this document or is on file with 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.

•OWLS will continue to provide consultant services in a variety of areas including administration and finance, automation, technical services, computer selection and use, web site development, staff training and development, planning and evaluation, collection development, special needs, and legal issues.

•OWLS will continue to provide consulting using a variety of methods, e.g., field visits, meetings with individuals at the system office, email and telephone consultation, interactive computer sessions.

•OWLS will continue to facilitate the sharing of professional information by holding regular in-person and online meetings of staff with similar interests, e.g., brown bag lunch meetings for children and young adult staff, readers' advisory group meetings, online Directors' Roundtable, directors meetings.

•Upon request, OWLS will continue facilitating member library planning processes.

•Upon request, OWLS professional team will visit member libraries and provide consulting reports in the areas of general library organization or workflow analysis.

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

•OWLS will refine and further develop a process for member libraries to determine necessary staff competencies and provide appropriate training.

Services to Users With Special Needs

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

List ongoing activities related to this requirement.

•OWLS will support member libraries in enhancing access to materials and services for persons with special needs through continuing education about best practices in serving special needs populations.

•OWLS will help libraries identify opportunities to improve service to patrons with special needs through staff training and application of technology and will assist with implementation of projects.

•OWLS will continue to apply for and implement appropriate LSTA grants in one of the Special Needs categories.

•OWLS will continue to support the work of the Fox Valley Literacy Coalition, e.g., providing grants, printing, delivery of materials to tutors in other communities, use of mailing facilities.

•OWLS will continue to support the Spanish language interface to InfoSoup.

•OWLSnet will continue to offer support to job seekers by providing an InfoSoup Jobs and Careers page.

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

•If awarded, OWLS will coordinate the implementation of an LSTA funded project to install desktop hearing loops in member libraries.

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.)

Library Services to Youth

List ongoing activities related to this requirement.

•OWLS will continue to contract with the Waupaca Area Public Library for their Youth Librarian to serve as the system's Youth Services Liaison.

•OWLS will provide an email discussion list specifically for youth librarians to share information.

•OWLS will facilitate the interaction of youth librarians at 3-5 brown bag lunch meetings a year.

•OWLS will provide supplementary materials in support of summer library programs, including purchasing a limited amount of the Collaborative SLP materials from Upstart.

ASSURANCES (cont'd.)

•OWLS will provide financial support for the purchase of books to be used as SLP reading incentives.

•OWLS will continue to offer grants for summer library program performers.

•OWLS will continue to develop and post summer library program web sites.

•OWLS will continue to provide book review blogs for children and teens.

Public Information and Promotion

List ongoing activities related to this requirement.

•OWLS will continue to provide design and printing services for member libraries and system programs, including bookmarks, resource lists, brochures, signs, forms, logo design, and buttons. Member libraries will continue to receive these services for a nominal cost.

•OWLS will seek to ensure that all the member libraries, especially those with new directors, are aware of the full range of services available to them in this program.

•OWLS will continue to support the statewide library awareness campaign being conducted by the Wisconsin Library Association Foundation.

•OWLS will provide materials to OWLSnet member libraries to promote the use of InfoSoup.

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

•OWLS will implement changes in how it charges libraries for printing and graphic services.

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 2012 system audit will be submitted to the division no later than September 30, 2013.

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.

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 **2013**.

Name of System Director	Signature of System Director	Date Signed *Mo./Day/Yr.*
Richard W. Krumwiede	➢	
Name of System Board President	**Signature of System Board President**	**Date Signed *Mo./Day/Yr.***
Peter J. Gilbert	➢	

FOR DPI USE
LIBRARY SYSTEM PLAN APPROVAL

Pursuant to Wis. Statutes, the plan contained herein is:	DLT Assistant Superintendent Signature	Date Signed *Mo./Day/Yr.*
☐ Approved ☐ Provisionally Approved *See Comments.* ☐ Not Approved *See Comments.*	➢	

Comments

PUBLIC LIBRARY SYSTEM 2013
ANNUAL PROGRAM BUDGET

Program	2013 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. OWLSnet	$90,684		$13,800	$816,575	
2. OWLS	$93,865			$2,000	
3.					
4. Electronic Content	$78,000		$8,713	$34,851	
Program Total	$262,549	$0	$22,513	$853,426	$1,138,488
Continuing Education and Consulting Service*					
1. CE and Consulting	$93,907			$4,000	
2.					
Program Total	$93,907	$0	$0	$4,000	$97,907
Delivery Services	$76,280			$42,422	$118,702
Library Services to Special Users	$29,649				$29,649
Library Collection Development					$0
Direct Payment to Members for Nonresident Access				$2,868,939	$2,868,939
Direct Nonresident Access Payments Across System Borders					$0
Library Services to Youth	$48,087				$48,087
Public Information	$43,065			$11,500	$54,565
Administration	$53,977	$1,500		$74,500	$129,977
Subtotal	$251,058	$1,500	$0	$2,997,361	$3,249,919
Other System Programs					
1.					$0
2.					$0
Program Total	$0	$0	$0	$0	$0
Grand Totals	$607,514	$1,500	$22,513	$3,854,787	$4,486,314

* 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).