



South Central Library System

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South Central Library System Technology and Resource Sharing Plan: 2020-2024

General Information

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Purpose of Plan

The goals selected fit in with the SCLS Strategic Plan and the SRLAAW Wisconsin Public Library System Service Standards.

SCLS will use this Technology & Resource Sharing plan as a guide to establishing our annual Technology services plan. Projects selected for each year will contribute to completion of each of the five-year goals.

Introduction to SCLS

The [South Central Library System](http://scls.info) (scls.info) serves 53 member public libraries. Of those, 48 participate in the SCLS shared ILS using LibLime Bibliovation and receive Technology Support Services from SCLS.

The mission of the South Central Library System is to help its member libraries provide the best possible service to the public. The mission drives everything we do at SCLS. Please visit our “[Mission](https://www.scls.info/about/mission)” (<https://www.scls.info/about/mission>) page to see the SCLS Vision statement and staff values. The SCLS Strategic Plan is also available online (<https://www.scls.info/sites/www.scls.info/files/2019-2021%20SCLS%20Strategic%20Plan.pdf>).

SCLS Governance

SCLS governance operates under a representative system using geographic clusters. For a full explanation of the cluster system, see the [Clusters & Representation page](#).

The primary library advisory guide to SCLS is the [Administrative Council](#).

Technology Decision Making

Groups at SCLS with input into Technology Decisions

SCLS has an ongoing process for soliciting input from member libraries regarding technology needs. There are four SCLS committees / work groups through which suggestions pertaining to technology needs are processed. There are also groups at SCLS that oversee technology planning.

Technology Committee

Charge: The Technology Committee (TC) (<https://www.scls.info/committees/technology-committee>) focuses on library technology infrastructure and services. The charge of the TC shall be:

1. Oversees technology projects and schedules.
2. Serves as a forum for discussion and decision-making concerning technology issues and services.
3. Oversees SCLS technology plan and annual projects plan and recommends elements for inclusion in SCLS annual planning efforts.
4. Determines procedures and makes recommendations to Administrative Council for policy changes and technology projects with budget implications.
5. Creates working groups as required. Participation on working groups will not be limited to committee members.
6. Makes recommendations concerning annual budget.

Role in identifying technology needs: The Technology Committee is the main forum for handling new requests for technology services. The process for evaluating new requests is posted here: <https://www.scls.info/sites/www.scls.info/files/technology-committee/documents/requestfornewtechnologyserviceprocess.pdf>. Requests for service that can be implemented quickly and easily and with no budget ramifications are completed as soon as possible. When a request cannot be resolved quickly, it is up to the libraries to prioritize projects that require a major investment in resources (aside from infrastructure). Each year SCLS posts a list of prioritized projects so that member libraries are fully aware of our activities: [2020 Technology Plan](#). The Technology Committee is overseen by the SCLS Administrative Council.

Library Innovation Subcommittee

Purpose/Vision: The Library Innovation Subcommittee (<https://www.scls.info/committees/library-innovation-subcommittee>) is a proactive working group that responds to innovative library service and program ideas from all SCLS Member Library and System staff. We are aware of trends in the library profession and in the world at large, we learn about new ideas from library colleagues & community partners, and we identify possibilities for program execution. We hope to inspire and foster new library innovations and identify methods for implementation in libraries of all sizes. The Library Innovation Subcommittee champions ideas and successes of all SCLS member libraries and staff. The group is a trusting one that explores new ideas. We are comfortable asking questions, discussing concerns about topics, exploring outcomes, and creating solutions. The Library Innovation Subcommittee is overseen by the SCLS Administrative Council.

Role in identifying technology needs: The Library Innovation Subcommittee is a newly established group at SCLS. Its primary function is to foster innovative thinking in all service areas, not just technology. However, technology is pervasive throughout all SCLS services and suggestions for technology projects are presented to this group. The procedure is that any technology ideas submitted to this group (via a form or other means) are funneled to the SCLS Technology Committee or the SCLS ILS Committee as appropriate. Conversely, this group may work on aspects of technology-related projects as requested by the Technology Committee and/or the ILS Committee.

ILS Committee

Charge: The ILS Committee (IC) (<https://www.scls.info/committees/ils-committee>) focuses on the shared integrated library system (ILS). The decisions of the Integrated Library System Committee are not subject to approval by the Administrative Council. The charge of the IC shall be:

1. Oversees software development and implementation and maintenance of the ILS.
2. Serves as a forum for discussion and decision-making concerning ILS issues and services.
3. Oversees ILS planning and recommends elements for inclusion in SCLS annual planning efforts.
4. Creates working groups as required. Participation on working groups will not be limited to committee members.
5. Makes recommendations concerning annual budget.
6. Will communicate activities to the Administrative Council.

Role in identifying technology needs: The ILS Committee is the main forum for handling new requests for technology services pertaining to the Integrated Library Systems. The ILS Committee has 3 subcommittees that are the main forums for discussing new requests for service: [The Circulation Services Subcommittee](#), [the Collection Maintenance Subcommittee](#) and [the PAC Subcommittee](#). Requests for new service from these subcommittees are presented to the ILS Committee for evaluation. Projects are selected with input from the ILS staff. These suggestions are typically pertaining to services that are peripheral to the ILS software such as self checks/RFID, debt collection and enhancements to the PAC. Selected projects that can be implemented quickly and easily and with no budget ramifications are completed as soon as possible. Suggestions pertaining to the open source LibLime Koha integrated library software that runs LINKcat may come from the subcommittees, but they also come directly from individual libraries. These suggestions are compiled into a voting database and made available for voting at least once per year. Top-ranking suggestions are worked into the development plan for the upcoming years. The ILS Committee is overseen by the SCLS Board of Trustees.

SCLS Technology Planning Teams

Technology Planning Team

The Technology Planning Team is made up of the Technology Services Coordinator and technology team system administration staff. This group is responsible for infrastructure maintenance and implementation of new technology services. The team works with various other technology team members to evaluate, research, develop, pilot and deploy new services or upgrades to existing services.

ILS Planning Team

The ILS Planning Team is made up of the Technology Services Coordinator and ILS staff. This group is responsible for the system administration of the LibLime Koha ILS and for implementation of new ILS services.

Technology Services Financial Information

SCLS contributes to the infrastructure operating budget for technology services, part of which covers internet and technology services for SCLS staff. The SCLS contribution also sponsors database authentication and email services which are offered at no charge for all SCLS member libraries. SCLS pays for office space, equipment and administrative overhead for the ILS and Technology services. Libraries participating in technology and ILS pay fees to cover the major portion of the operating budget for these services.

A Cost Formula Work Group is convened each year by the Administrative Council and works with member libraries to review the fee system for SCLS Technology Services (which includes ILS). This Work Group is made up of volunteers, but members are representative of libraries from each county and libraries of varying size. Budgets are reviewed each year by the Technology and ILS Committees and submitted to the Administrative Council and finally the SCLS Board of Directors for approval. Fees for services are developed by July 1 and participating library directors vote on the fees at the July All Director's meetings.

Needs and Assets Assessment

There are several overarching needs that the SCLS Technology Services teams have identified and these will shape how we offer technology services to member libraries over the next five years. SCLS will use this Technology & Resource Sharing plan as a guide to establishing our annual Technology services plan. Projects selected for each year will contribute to completion of each of the five-year goals.

As stated in the Input section, SCLS receives input on technology services from a variety of committees. The SCLS ILS Committee, the SCLS Technology Committee and the SCLS Administrative Council were all given the opportunity to share the goals and objectives in the technology plan with their cluster reps and approve it at respective subsequent meetings. The Goals were also presented to an All Director's meeting on November 21, 2019.

SCLS makes annual site visits to each member library and this is another source of technology services ideas. Each year, libraries are asked what they see as the needs of their communities. Their answers provided great insight into the technology support needed by SCLS member libraries in order to meet

the needs of their communities. In past years, libraries spoke of the difficulty of supporting the current digital divide: “Serving both tech-savvy people with all the latest gadgets and people who have never used a computer, don't own one, can't afford one and are now required to use one for some purpose.” From information gathered at these visits, it is clear the SCLS member libraries continue to serve those with little or no access to technology such as migrant workers; those without access to internet (due to poverty or their rural location); and homeless people. At the same time, tech-savvy patrons expect to find high-speed wireless internet in the library and access to digital materials. SCLS also conducts surveys on specific technology projects.

Goal I: Support member libraries' changing technology needs

Technology opportunities evolve so rapidly that it is difficult for library staff and library system staff to stay on top of the trends and to evaluate and prioritize what is appropriate for library use. In addition the needs of the libraries' communities are changing (for example the trend from primarily wired use in the library to rapidly increasing wireless use). SCLS needs to be able to quickly take advantage of new technology in order to help our libraries meet their communities changing needs. This rapidly changing area is the primary focus of the SCLS Technology Committee and its Request for New Technology Services process. SCLS provides regular consulting with member libraries regarding new building projects, technology planning and participates in a statewide ordering pool for PCs with other public library systems.

Relevant Wisconsin Public Library System Service Standards:

Technology Standards / The library system provides its member libraries with access to technology expertise and technology consulting.

Technology Standards / The library system provides assistance with and support for essential member library technology services during all hours of library operation.

Technology Standards / The library system technology staff meets with member library technology staff at least once per year to consult and advise on the member libraries' technology infrastructure and technology-related workflow practices.

Technology Standards / The library system establishes competency guidelines for member library staff needed to use system-provided technology services. The library system develops and provides training based upon the assessment of library staff competency levels.

Technology Standards / The library system promotes effective cost-sharing by facilitating the hosting and licensing of shared applications and databases used by member libraries.

Technology Standards / The library system facilitates group purchases of computers, network devices, and other technology-related devices for member libraries in order to promote ownership of state of the art equipment and cost savings.

Relevant SCLS Strategic Plan goal:

- We support ideas and seek methods that allow member libraries to provide innovative programs and services to their communities.

- We are aware of the unique communities that our member libraries serve and will provide equitable system services that fit the needs of libraries of diverse sizes, regions, demographics, resources, and needs.

Goal 2: Increase access to all types of resources

The libraries participating in the shared ILS (LINKcat) have always made it a goal to use LINKcat as the portal to all library resources. As circulation of physical materials continues to creep downward, circulation of e-content continues to rise. It is increasingly necessary to explore options for integrating e-content into the shared ILS as much as possible. SCLS provides access to online resources such as Wisconsin's Digital Library via MARC records loaded into the database, but during library visit interviews, libraries requested improved access to this database and others.

Libraries are sometimes able to find funding to digitize local materials, photos and other library collections. SCLS has focused on building a service to support libraries with digitization projects. We have hired a full-time consultant to manage projects, purchased a scanner for large projects and provide a variety of scanning kits for member libraries to borrow. Interest has grown from just 3 libraries to over 20 in just a few years. This is confirmation that this is an area where member libraries benefit from the support that SCLS provides.

SCLS has integrated enriched content from the very earliest days of availability of cover art. Since then offerings have expanded to include commercial reviews, patron reviews, links to series titles and related works, awards information, and much more. It is important to continue to evaluate these services and explore new opportunities. The SCLS ILS Discovery Interface Subcommittee is responsible for evaluating enriched content.

The world wide web has changed the way people access information and library catalogs are no different. A new possibility is "Linked data" which is described by [OCLC](#) as library data that is woven into the web; meaning integration with sites such as Wikipedia and social media. SCLS will be exploring these types of possibilities for LINKcat.

Relevant Wisconsin Public Library System Service Standards:

ILS / The library system supports an online catalog for the public that allows for the discovery of library resources in all formats.

ILS / The library system provides an effective and efficient way for member libraries' holdings to be added to the database.

ILS / The library system ensures that bibliographic records, item records, and item status for materials in its database are searchable through standard protocols.

Relevant SCLS Strategic Plan goal:

We will continually provide channels through which staff from all libraries can provide input about projects, resources, and services that affect them and the communities they serve.

Goal 3: Provide Technology Training opportunities for library staff

SCLS provides steady training opportunities for member library staff.

An area of need is training library staff to assist patrons with technology. This is mentioned often during SCLS visits to libraries. Library staff are called upon to assist patrons with accessing digital library resources on a variety of devices; to help patrons find and apply for jobs, set up email accounts, file their taxes, apply for healthcare, social security and food assistance; and help people learn how to use computers. Increasingly, the libraries ask for instruction so that they can help their patrons with these needs. SCLS provides technology information via many forums: blogs such as [TechBits](#) , [Technology News](#) and [LINK2.OKoha](#). Some areas are covered well (such as use of OverDrive) but there are additional areas where SCLS staff can assist library staff in meeting this needs.

SCLS collaborates in two major statewide technology training opportunities: the annual regional Technology Day series (in person) and Wild Wisconsin Winter Web Conference (online).

Relevant Wisconsin Public Library System Service Standards:

Library Advancement and Awareness Standards / The library system has expertise in social media tools and the ability to provide training and assistance to member libraries in the effective use of these tools.

Collaborative Services Standards / The library system actively pursues opportunities to collaborate within, between, and/or among systems in order to maximize efficiencies.

Collaborative Services Standards / The library system plans for continuing education opportunities with other systems in the region or within the state

Technology Standards / The library system provides its member libraries with access to technology expertise and technology consulting.

Technology Standards / The library system sponsors or co-sponsors a minimum of six (6) contact hours of technology-related continuing education per year.

Technology Standards / The library system establishes competency guidelines for member library staff needed to use system-provided technology services. The library system develops and provides training based upon the assessment of library staff competency levels.

Relevant SCLS Strategic Plan goal:

We will integrate opportunities for staff members from libraries of all sizes and regions to meet, gather, learn, and grow with one another.

Goal 4: Design technology solutions that increase efficiencies, enhance security and allow for scalability

SCLS constantly evaluates its technology solutions. Recently we entered into a collaboration project with other public library systems to implement a shared SAN, shared backup storage solution and a shared digitization archives backup solution. This project will take up to five years to implement and this will include possible expansion to other shared services.

Relevant Wisconsin Public Library System Service Standards:

Collaborative Services Standards / The library system actively pursues opportunities to collaborate within, between, and/or among systems in order to maximize efficiencies.

Technology Standards / The library system promotes effective cost-sharing by facilitating the hosting and licensing of shared applications and databases used by member libraries.

Relevant SCLS Strategic Plan goals:

The South Central Library System will continue to be leaders in public library system service and we will employ creative and efficient methods of service delivery to support new ideas, member library needs, and constantly changing communities.

Goal 5: Prepare the network infrastructure to meet the bandwidth needs of libraries into the future

From library visit interviews, we have learned that stable, high-speed internet is a necessity in public libraries. For many, the library is the only place where those seeking jobs are able to apply for jobs as many job applications are available only online through a computer. One library did an impact study that showed that 1/3 of all patrons using a computer in the library were seeking jobs. At the same time, wireless use in libraries continues to increase as people bring their own devices to the library. One library mentioned that the library is one of only two places in their community with wireless internet access.

Libraries have recently received increased bandwidth due to the Badgernet fiber project. Many libraries do not have network hardware that is robust enough to meet the demand for more bandwidth into the future. SCLS has developed a planned replacement of technology equipment for participating libraries and fees are collected each year to implement this plan. We take advantage of grant opportunities such as E-rate and TEACH Infrastructure where possible. We recently upgraded the Enterprise Wireless solution to a cloud-hosted solution which will be easier to manage and less costly. We will complete the replacement of in-library wireless equipment in the next year.

Relevant Wisconsin Public Library System Service Standards:

Technology / The library system provides a secure Wide Area Network (WAN), with adequate bandwidth, for data communication between member libraries, the system headquarters, and appropriate application servers. The library system will work with member libraries to determine the most appropriate method of data communication.

Technology Standards / The library system continually monitors bandwidth usage by member libraries.

Technology Standards / The library system assists member libraries in acquiring supplemental bandwidth when needed.

Relevant SCLS Strategic Plan goal:

The South Central Library System will continue to provide equitable service to member libraries. The strength of our system comes from the diversity of the communities served by SCLS member libraries, and we will focus on solutions that serve libraries of various regions, sizes, and needs.

[Infrastructure](#)

If DPI needs a network map, we can supply one separately.

SCLS Network equipment inventory and costs are documented here. Note: this document is current as of 2019.

<https://www.scls.info/sites/www.scls.info/files/meetings/2019-05/2020%20Tech%20BUDGET%20Draft%20for%20Tech%20Committee.pdf>

Data

Currently libraries participating in the SCLS network services have adequate bandwidth due to the recent Badgernet fiber upgrade project. SCLS can provide network data, but this would be a special request. Bandwidth is monitored regularly and libraries requiring increased bandwidth are upgraded as appropriate with approval from BadgerNet.

In the previous 5 year technology plan, SCLS was in the process of upgrading network equipment that had been as old as 12 years. We have now upgraded the network equipment in every participating library and we are currently on a 7 year replacement cycle. This cycle was established based on failure rate which is actually very low. We had previously been aiming for a 5 to 6 year replacement plan but have determined that the network equipment we use is robust and stable and not prone to failure and a 7 year life cycle is very reasonable.

SCLS used the services of an independent network consultant to provide heat maps for libraries to assist with providing adequate numbers of wireless access points during the recent wireless upgrade. This has proved to be a very successful way to identify wireless need in the larger buildings.

SCLS staff and technology staff from other public library systems participating in the technology collaboration projects worked together with the vendor to assess the capacity for the new backup collaboration project. This was done by reviewing the current use, combining the numbers and planning for future expansion—potentially to all public library systems. The system is designed to easily facilitate growth.

The ILS has been in a state of being upgraded for approximately 5 years. It was at that time that a decision was made by the vendor (PTFS LibLime) in consultation with SCLS and other customers, to merge two different ILS software solutions that they maintained. We are just now upgrading to the new ILS. In the next five years we anticipate continuing to improve services and access to digital resources. We will make use of surveys to guide our progress, but at this time we do not have data.

Resource Sharing

SCLS manages a very robust and successful resource sharing program as described below. SCLS is very good at sharing physical materials through the shared ILS (LINKcat) and via the delivery system. We routinely make adjustments in all of the systems which improve resource sharing.

As a measure of success, the SCLS shared ILS had a circulation of 10,915,895 items in 2017, which was 4,500,000 more than the next closest library system shared ILS (MCFLS), even though we have fewer patrons and fewer items. LINKcat also has a high circulation per capita (12.81).

LINKcat Libraries

Of the 53 member libraries in SCLS, 48 participate in the shared ILS (LINKcat) using the PTFS LibLime Bibliovation ILS (implemented in December 2019). These libraries share their resources freely. The members of LINKcat work together to create policies that provide a common experience for patrons using LINKcat. All patrons have equal access to all materials; loan periods are shared; materials are entered into the system following standards to avoid duplication of titles; and packaging of multi-part materials is standardized.

LibLime Bibliovation has holds functionality that maximizes efficient holds fulfillment wherever possible. Some features include: items available at the pickup location fill the hold first; a hold sequence that uses “clusters” to distribute holds for items not available at the pickup location amongst the other libraries in a geographic area; the hold sequence also distributes the hold load as much as possible; and items on popular titles will remain at the checkin library when a hold is found that was placed within sixty days of the first hold, effectively reducing delivery time. The ILS staff coordinate closely with SCLS Delivery services to adjust the hold “clusters” in order to balance load.

The shared ILS provides the resources of many libraries to all patrons and provides critical resources to many libraries. Some libraries rely on the resources of other libraries for as much as 65% of their total circulation. The least that any library borrows from others is about 25%. Most libraries’ circulation is around 65% of their own materials and 35% borrowed. Those libraries that circulate more items that are borrowed from other libraries than from their own collections tend to be very small, rural libraries.

Libraries continue to join the shared ILS. In 2019, the Monticello Public Library joined.

Non-LINKcat Libraries

There are nine SCLS libraries that are not part of the shared ILS. These libraries are able to use LINKcat for some of their ILL needs. SCLS has a lending policy that specifies the parameters of ILL between LINKcat libraries and non-LINKcat libraries.

Interlibrary Loan

SCLS contracts with the Madison Public Library to provide Interlibrary Loan for libraries when they cannot find what they need within the system. Madison uses a combination of OCLC and WisCat to fulfill ILL needs for patrons. Four libraries (Baraboo, Marshfield, Middleton and Portage County) manage their own ILL using OCLC. The OCLC costs are funded by SCLS.

The following are the ILL statistics for SCLS in 2018:

Borrowing (i.e. requests from SCLS customers to borrow items from outside the system)- 29,295
Lending (i.e. requests from libraries outside SCLS to borrow our materials) - 49582

Wide Area Network

SCLS manages a wide area network for 48 of the SCLS member libraries. Since LibLime Bibliovation is 100% web-based software, it is not necessary for libraries participating in the shared ILS to be on the SCLS-managed network. There are some benefits to being on the managed network which include access to a report generating tool (Crystal Reports) and network response time support. As of 2019, all 48 libraries participating in the shared ILS also participate in the SCLS-managed network.

Delivery

The SCLS Delivery system is critical to moving the materials requested by patrons from one library to another. It is important that delivery of materials is efficient, or patrons wait longer for their holds which means increased holds queues. In most cases, items are delivered in just one to two days from being placed in delivery. SCLS Delivery services transported nearly 12 million items in 2018.

Digital Resources

SCLS supports digital resources for member libraries by purchasing an annual WiLS [Cooperative Purchasing Membership](#) for each library. The membership saves libraries money on database

subscriptions and allows libraries to try databases before purchasing. SCLS provides database authentication at no charge to any library that purchases a database through WiLS.

SCLS is a member of the Wisconsin Public Library Consortium and through this consortium facilitates access to Wisconsin's Digital Library for the SCLS member libraries. SCLS also manages an OverDrive Advantage subscription for member libraries.

Technology Background

The first shared ILS at SCLS consisted of 12 SCLS member libraries (20 locations) that shared a Geac GLIS 8000 circulation system that was installed in 1984 and which went live in 1985. At that time, the system was the primary ILL resource for the participating libraries. Dial up access was available to the 19 libraries that did not use the Geac system. The consortium at that time was called SCROLL. Technology at that time consisted of Wyse terminals and lightpens. These were supported by a Geac technician who also supported the Geac system in local banks. There were four full-time and three part-time staff supporting the ILS.

In 1991, SCLS began the process of looking for a second generation ILS. A new consortium was formed called the Library Interchange Network (LINK) and it now consisted of 18 public libraries. The consortium selected the Dynix "Classic" software for its second generation ILS, going live in May 1994. In October, 1994 LINKcat, the first OPAC for the consortium, went live. During the "Dynix" years, the following services were implemented: serials control, acquisitions, newspaper indexes, self checks, community resources, debt collection, telaphany notices, authority control and inventory control. The number of libraries increased from 18 to 41 and circulation grew from 5,811,818 (1993) to 12,324,346 (2010).

During this time, libraries slowly transitioned from Wyse terminals to PCs for staff and patron needs. We have records showing that we supported Wyse terminals as late as 2002. SCLS began providing support for PCs, including software. Following the migration to Dynix, SCLS hired a PC technician to support the dumb terminals and PCs. Until 1995, SCLS supported libraries on local telephone company data lines managed by Wisconsin Bell. In 1995, SCLS libraries were moved to the Badgernet wide area network. The SCLS Automation department supported the PCs on the SCLS network, and SCLS hired another PC technician to support PCs for libraries that were not on the SCLS network. In 1996, Automation added a network administrator to the staff for a total of 10 FTE. In 1997, a Help Desk technician position was created bringing the total to 11 FTE. Additional ILS and tech support staff were added until the FTE reached 14 in 2010. SCLS had an additional 2FTE positions to support the non-LINK PCs and other technology services, for a total of 16 FTE system-wide.

In 2000, the LINKcat consortium began to look for the third generation ILS. Following a lengthy selection process, the Dynix Horizon 8.0 product was selected. SCLS waited for five years for this product to be developed, until 2007 when it was announced that Horizon 8.0 was being pulled from production. SCLS had to start the selection process again and this time selected the open source LibLime Koha product. This [document](#) explains this process in detail. Since the migration to Koha, two more libraries have joined the shared ILS.

The period surrounding the migration to Koha was one of major change for SCLS technology services. The former Automation department moved to SCLS headquarters. Governance for the shared ILS changed from a consortium (LINK) to a representative governance structure with geographic clusters. SCLS Technology Plan 2020-2024

The [LINK](#) Consortium was replaced by the ILS Committee and the former [Joint Technology Committee](#) was replaced by the Technology Committee. The two technology support departments (LINK and non-LINK) were merged together. A goal was set to move the non-LINK PCs to the SCLS supported network. From this point forward, SCLS would charge libraries for support for all PCs, not just those on the (former) LINK network. There was a period of transition, but in 2014 the last of the non-LINK PCs was moved to SCLS network and the SCLS technology cost formula was re-worked to allow more flexibility in services for the libraries. SCLS offers a full-slate of cradle-to-grave PC support, network services and ILS support. These services are described in the Information Booklet loaded in this section. Following the re-organization, SCLS technology services currently operates with a total of 15 FTE.

In the period between 2015 and 2019, SCLS has upgraded the network infrastructure from 1 Gbps to 10 Gbps. All headquarters and member library network equipment has been replaced and we are implementing a new enterprise wireless solution. We are also working on replacing the firewall. SCLS has embarked on a statewide technology collaboration plan which includes a statewide PC purchasing pool and a shared backup solution. This is a historic undertaking and many systems contributed financial resources and LSTA grant resources (which were supplemented by DPI).

In 2017/2018 SCLS worked with member libraries to do an extensive analysis of other industry standard ILS solutions. This included 3 day on-site demonstrations by 3 vendors and site visits to two locations in Wisconsin and two in Illinois. This was a very member driven process. In the end, the vote on the selection to stay with LibLime was unanimous. The ILS has just migrated from the LibLime Koha solution to the LibLime Biblioovation solution. The move to this system was also very member driven. Staff at participating libraries were invited to test the new system functionality extensively prior to making the decision to migrate. At the time of this report, we are in the early days post migration.

Goals and Activities

SCLS will use this Technology & Resource Sharing plan as a guide to establishing our annual Technology services plan. Projects selected for each year will contribute to completion of each of the five-year goals.

Goal I: Support member libraries' changing technology needs

Objectives:

- A. SCLS will listen to the libraries.
Actions:
 - 1. Solicit ideas from libraries via various methods (see committees section). Vet new ideas through the "[Request for New Technology Services Process](#)".
 - 2. We will proactively visit libraries and have conversations with staff to solicit library ideas. This occurs at all staff levels and in many different types of visits.
 - 3. We will conduct surveys to solicit ideas or get input on specific projects.
- B. SCLS will stay on top of technology trends.
Actions:
 - 1. Participate in in-person or online learning opportunities on a local, regional, state and national level (for example Techa-Talka, ALA LITA, WiscNet, WLA, SpiceWorld).
 - 2. Follow industry standard information in many formats: online (blogs, web sites, online journals), print journals, etc.
 - 3. Follow library technology information sources: online (blogs, web sites, online journals, email lists), print journals, etc.
 - 4. Meet with vendors for demos of the latest technology solutions.
- C. SCLS will allocate time and resources to be innovative and deploy selected new projects as rapidly as possible.
Actions:
 - 1. Allocate resources for a discovery phase for selected new ideas.
 - 2. Allocate time and resources to research, develop, pilot and deploy selected new projects.
 - 3. Deliberately provide time for staff to explore new technology trends.
 - 4. Form work groups as necessary to research new technologies. Work groups consist of SCLS staff and interested library staff.
 - 5. SCLS will incorporate larger projects into its annual technology plan.
- D. Support libraries throughout all phases of large-scale projects such as new buildings.
Actions:
 - 1. Appropriate staff will consult with libraries at each stage of a building plan from architectural planning to implementation.
 - 2. Staff will assure that the network infrastructure is adequate to meet need and will oversee transfer of bandwidth source to the new location.
 - 3. Staff will provide consultation on the adequate number of PCs and other devices to meet the requirements of the new building and will procure the equipment.

- E. Provide bulk purchasing of PCs and peripheral equipment to assure best pricing and standardization.
 - Actions:**
 1. SCLS works with each public library on a regular rotation plan for their PCs and peripheral equipment to assure that all software, operating systems are up-to-date and that the systems are as secure as possible.
 2. SCLS researches PC and peripheral device options to assure they best meet the needs of member libraries.
 3. SCLS participates in a collaborative purchasing pool with other public library systems in Wisconsin.
- F. Provide support for libraries during operating hours.
 1. SCLS provides a fully-staffed help desk that covers all technology service areas between the hours of 8:30 am and 5 pm
 2. SCLS provides after hours “on call” coverage for urgent service outages during other regular library open hours

Goal 2: Increase access to all types of resources

Objectives:

- A. We will provide searching and access for statewide databases. We will provide item-level availability information when feasible.
 - Actions:**
 1. Integrate BadgerLINK resources into LINKcat, working with DPI and LibLime (ILS vendor)
 2. Implement real-time integration with OverDrive
- B. We will explore options for retrieval of libraries’ digital collections
 - Actions:**
 1. Support library digitization projects by providing training, equipment and metadata management
 2. Investigate opportunities to provide access to libraries’ local digital collections via cataloging or discovery layer integration
- C. We will improve storage options for digitized materials
 - Actions:**
 1. Complete the digitization backup collaboration project to provide secure, redundant storage for digitized collections
 2. Revise practice for local storage using external hard drives
- D. We will provide enriched content features that enhance the patron experience
 - Actions:**
 1. Routinely evaluate existing enriched content features and services
 2. Pursue new enriched content features and services
 3. Explore opportunities for integrating linked data into LINKcat

Goal 3: Provide Technology Training opportunities for library staff

Objectives:

Actions:

1. Identify areas in which libraries would like training in order to assist their patrons.
2. Provide library staff with training opportunities that will enable them to assist their patrons with technology.
3. Explore opportunities to work with other organizations to identify needs and provide training, such as the annual regional system-sponsored Tech Days.

Goal 4: Design technology solutions that increase efficiencies, enhance security and allow for scalability

Objectives:

- A. We will routinely evaluate existing services and design new services to be efficient and easily supported. This will allow us to create economies of scale, expand capacity of service and provide new services.

Actions:

1. When evaluating services we will take advantage of readily available industry standard commercially available tools.
 2. When evaluating services we will consult with existing users of a technology service or vendor we are considering.
 3. When evaluating services we will take advantage of consultants when appropriate.
 4. We will design services that multiple people can support and provide them with quick and easy access to the tools and information that will empower them to do their jobs more effectively.
 5. Each year SCLS will identify which services should be evaluated and will include them in its annual technology plan.
- B. We will work with public library system technology partners to complete backup collaboration project.

Actions:

1. Complete backup and digitization collaboration project
 2. Develop governance structure for future collaboration
 3. Work with governance group to develop a fee structure
 4. Explore future partnerships and projects
- C. Evaluate security solutions and improve where necessary and feasible

Actions:

1. Analyze areas needing improved security
2. Develop plans for improving security in identified areas
3. Implement improved security measures

Goal 5: Prepare the network infrastructure to meet the bandwidth needs of libraries into the future

Objectives:

- A. SCLS will explore all options for providing the maximum bandwidth at the best price for each library.

Actions:

1. We will assess cost, available bandwidths, and stability for available services both at libraries and at SCLS headquarters.
 2. SCLS will routinely monitor bandwidth utilization to determine if and when there are bottlenecks (at libraries and at SCLS headquarters) and take appropriate action to resolve bottlenecks as needed.
- B. SCLS will systematically upgrade member libraries' network equipment that will accommodate expanded bandwidth capacity.
- Actions:**
1. SCLS will research, identify and purchase the equipment most appropriate to handle the bandwidth for each library.
 2. SCLS will fund upgrades with annual maintenance fees collected from libraries and alternative sources such as grants.
 3. SCLS will support libraries wishing to become CIPA compliant
 4. SCLS will pursue E-rate funding for CIPA compliant libraries
 5. SCLS will pursue TEACH Infrastructure grants for eligible libraries
 6. Complete implementation of next generation enterprise wireless solution for member libraries
 7. Consult with libraries not currently participating in SCLS wireless service to help them understand pros and cons and convert those who wish to participate the SCLS service
- C. SCLS will maintain and upgrade the core network infrastructure at SCLS Headquarters
- Actions:**
1. Conduct final round of network equipment replacement to assure 10G connections through all services.
 2. Complete replacement of firewall.

Objectives and Activities – Goal 1

Goal 1: Support member libraries' changing technology needs						<i>Use to track goal progress</i>	
Objectives and Activities	Person(s) Responsible for Ensuring Activities are Completed	Timeline for Completing the Objective and Activities	Resources Needed to Achieve Objective	Cost	Evaluation Method	Progress Toward Achieving Objective	Comments
Objective 1.A SCLS will listen to the libraries							
<i>Activities to Achieve Objective 1.A.1</i> Solicit ideas from libraries via various methods (see committees section). Vet new ideas through the “Request for New Technology Services Process”.	Tech Planning Team	Ongoing	SCLS Technology Committee; Ticket tracking system; Knowledge Base wiki	None (tools used are no cost)	Clear & consistent resolution of requests documented in SCLS internal tools and TC Minutes		
<i>Activities to Achieve Objective 1.A.2</i> We will proactively visit libraries and have conversations with staff to solicit library ideas. This occurs at all staff levels and in many different types of visits.	SCLS staff library visits	Ongoing	Travel; Reporting mechanism	Travel costs	Vetting by Technology & ILS Committees and integration into annual Technology Plan		
<i>Activities to Achieve Objective 1.A.3</i> We will conduct surveys to solicit ideas or get input on specific projects.	Tech Planning Team	Ongoing	Survey tool	None (or minimal for survey tool)	Vetting by Technology & ILS Committees and integration into annual Technology Plan		

Objective 1.B SCLS will stay on top of technology trends.							
<i>Activities to Achieve Objective 1.B.1</i> Participate in in-person or online learning opportunities on a local, regional, state and national level (for example Techa-Talka, ALA LITA, WiscNet, WLA, SpiceWorld).	Tech Team & ILS Team	Ongoing	Conferences, online training tools, etc.	Fees for conferences, etc.	Staff are prepared to assist libraries		
<i>Activities to Achieve Objective 1.B.2</i> Follow industry standard information in many formats: online (blogs, web sites, online journals), print journals, etc.	Tech Team & ILS Team	Ongoing	Journals, blogs	Cost of journals	Staff are prepared to assist libraries		
<i>Activities to Achieve Objective 1.B.3</i> Follow library technology information sources: online (blogs, web sites, online journals, email lists), print journals, etc.	ILS Team	Ongoing	Journals, blogs	Cost of journals	Staff are prepared to assist libraries		
<i>Activities to Achieve Objective 1.B.4</i> Meet with vendors for demos of the latest technology solutions.	Tech Team & ILS Team	Ongoing	Conferences or meeting venues	Possible travel costs	Make informed decisions when selecting solutions		
Objective 1.C SCLS will allocate time and resources to be innovative and deploy selected new projects as rapidly as possible.							

<i>Activities to Achieve Objective 1.C.1</i> Allocate resources for a discovery phase for selected new ideas.	Tech Team	As needed	Staff Time	Staff time	Make informed decisions when selecting solutions		
<i>Activities to Achieve Objective 1.C.2</i> Allocate time and resources to research, develop, pilot and deploy selected new projects.	Tech Team & ILS Team	As needed	Staff Time	Staff time	Well executed projects		
<i>Activities to Achieve Objective 1.C.3</i> Deliberately provide time for staff to explore new technology trends.	Administrative Staff	Ongoing	Staff Time	Staff time	Staff are prepared to assist libraries		
<i>Activities to Achieve Objective 1.C.4</i> Form work groups as necessary to research new technologies. Work groups consist of SCLS staff and interested library staff.	Tech Team & ILS Team	As needed	Staff Time; library participant time	Staff time	Make informed decisions when selecting solutions		
<i>Activities to Achieve Objective 1.C.5</i> SCLS will incorporate larger projects into its annual technology plan.	Tech Team & ILS Team	As needed	Staff Time	Staff time	Relevant Technology Plan		
Objective 1.D Support libraries throughout all phases of large-scale projects such as new buildings.							
Activities to Achieve Objective 1.D.1 Appropriate staff will consult with libraries at each stage of a building plan from architectural planning to implementation.	IT Support Specialist	As needed	Staff time; travel	Staff time; travel costs	Successful technology implementation in new building		

<i>Activities to Achieve Objective 1.D.2</i> Staff will assure that the network infrastructure is adequate to meet need and will oversee transfer of bandwidth source to the new location.	Network Administrator	As needed	Staff time; equipment	Staff time; cost of equipment	Adequate and stable bandwidth in new building		
<i>Activities to Achieve Objective 1.D.3</i> Staff will provide consultation on the adequate number of PCs and other devices to meet the requirements of the new building and will procure the equipment.	Field Technician & IT Support Specialist	As needed	Staff time	Staff time	Equipment that is installed and working in new building		
Objective 1.E Provide bulk purchasing of PCs and peripheral equipment to assure best pricing and standardization.							
<i>Activities to Achieve Objective 1.E.1</i> SCLS works with each public library on a regular rotation plan for their PCs and peripheral equipment to assure that all software, operating systems are up-to-date and that the systems are as secure as possible.	IT Support Specialist	Ongoing	Staff time for research	Staff time	Stable and secure equipment in libraries		
<i>Activities to Achieve Objective 1.E.2</i> SCLS researches PC and peripheral device options to assure they best meet the needs of member libraries.	IT Support Specialist	Ongoing	Staff time for research	Staff time	Effective devices		

<i>Activities to Achieve Objective 1.E.3</i> SCLS participates in a collaborative purchasing pool with other public library systems in Wisconsin.	IT Support Specialist	Ongoing	Staff time for collaboration	Staff time	Greater discounts on equipment purchases		
Objective 1.F Provide support for libraries during operating hours.							
<i>Activities to Achieve Objective 1.F.1</i> SCLS provides a fully-staffed help desk that covers all technology service areas between the hours of 8:30 am and 5 pm	Help Desk Technician	Ongoing	Staff time	Staff time	Accessible support for libraries		
<i>Activities to Achieve Objective 1.F.2</i> SCLS provides after hours “on call” coverage for urgent service outages during other regular library open hours	Tech On Call Team (4 staff members)	Ongoing	Staff time	Staff time (comp time)	Accessible support for libraries		

Objectives and Activities – Goal 2

Goal 2: Increase access to all types of resources						<i>Use to track goal progress</i>	
Objectives and Activities	Person(s) Responsible for Ensuring Activities are Completed	Timeline for Completing the Objective and Activities	Resources Needed to Achieve Objective	Cost	Evaluation Method	Progress Toward Achieving Objective	Comments
Objective 2.A We will provide searching and access for statewide databases. We will							

provide item-level availability information when feasible.							
<i>Activities to Achieve Objective 2.A.1</i> Integrate BadgerLINK resources into LINKcat, working with DPI and LibLime (ILS vendor)	Technical Services Consultant	2020-2021	Partnerships with vendors and/or DPI	Possible cost for Ebscohost or software development costs	Successful integration		
<i>Activities to Achieve Objective 2.A.2</i> Implement real-time integration with OverDrive	Technical Services Consultant	2020-2021	Partnerships with vendors (LibLime & OverDrive)	Side costs of increased use (concern of libraries)	Successful integration		
Objective 2.B We will explore options for retrieval of libraries' digital collections							
Activities to Achieve Objective 2.B.1 Support library digitization projects by providing training, equipment and metadata management	Digitization Specialist	Ongoing	Equipment; staff time	Ongoing costs of maintenance and new purchase; Staff time	Projects are integrated into Recollection Wisconsin		
<i>Activities to Achieve Objective 2.B.2</i> Investigate opportunities to provide access to libraries' local digital collections via cataloging or discovery layer integration	Metadata Specialist	2020-2021	Resources for testing with ILS	Staff time	Successful retrieval of digitized materials from Discovery Layer		
Objective 2.C We will improve storage options for digitized materials							

<i>Activities to Achieve Objective 2.C.1</i> Complete the digitization backup	Systems Administrator & Technology Solutions Architect	2020	Staff time; consulting with Recollection Wisconsin	Staff time	Public libraries digitized materials are securely stored		
<i>Activities to Achieve Objective 2.C.2</i> Revise practice for local storage using external hard drives	Digitization Specialist	2020	Staff time; consulting with Recollection Wisconsin	Staff time; external hard drives	Streamlined backup rotation		
Objective 2.D We will provide enriched content features that enhance the patron experience							
<i>Activities to Achieve Objective 2.D.1</i> Routinely evaluate existing enriched content features and services	Technical Services Consultant & Metadata Specialist	Ongoing	Staff time; access to vendors resources (trials)	Staff time	Assurance that services are adequate or selection of improved or new services		
<i>Activities to Achieve Objective 2.D.2</i> Pursue new enriched content features and services	Technical Services Consultant & Metadata Specialist	Ongoing	Staff time for implementation; review mobile app in 2020	Staff time; Possible subscription costs	Improved or new enriched content features or services		
<i>Activities to Achieve Objective 2.D.3</i> Explore opportunities for integrating linked data into LINKcat	Technical Services Consultant & Metadata Specialist	2020-2022	Staff time; access to vendors resources (trials)	Staff time; Possible subscription costs	Linked data implemented to expand access to information		

Objectives and Activities – Goal 3

Goal 3: Provide Technology Training opportunities for library staff						<i>Use to track goal progress</i>	
Objectives and Activities	Person(s) Responsible for Ensuring Activities are Completed	Timeline for Completing the Objective and Activities	Resources Needed to Achieve Objective	Cost	Evaluation Method	Progress Toward Achieving Objective	Comments
Objective 3.A							
<i>Activities to Achieve Objective 3.A.1</i> Identify areas in which libraries would like training in order to assist their patrons.	Continuing Education/Multitype Consultant	Ongoing	Staff time	Staff time	Successful training opportunities		
<i>Activities to Achieve Objective 3.A.2</i> Provide library staff with training opportunities that will enable them to assist their patrons with technology.	Continuing Education/Multitype Consultant	Ongoing	Staff time	Staff time	Successful training opportunities		
<i>Activities to Achieve Objective 3.A.3</i> Explore opportunities to work with other organizations to identify needs and provide training, such as the annual regional system-sponsored Tech Days.	Continuing Education/Multitype Consultant	Ongoing	Staff time	Staff time; speaker or trainer costs	Successful training opportunities		

Objectives and Activities – Goal 4

Goal 4: Design technology solutions that increase efficiencies, enhance security and allow for scalability						<i>Use to track goal progress</i>	
Objectives and Activities	Person(s) Responsible for Ensuring Activities are Completed	Timeline for Completing the Objective and Activities	Resources Needed to Achieve Objective	Cost	Evaluation Method	Progress Toward Achieving Objective	Comments
Objective 4.A We will routinely evaluate existing services and design new services to be efficient and easily supported. This will allow us to create economies of scale, expand capacity of service and provide new services.							
<i>Activities to Achieve Objective 4.A.1</i> When evaluating services we will take advantage of readily available industry standard commercially available tools.	Technology Team	Ongoing	Staff time; access to services	Staff time	Services & tools that are easily supported		
<i>Activities to Achieve Objective 4.A.2</i> When evaluating services we will consult with existing users of a technology service or vendor we are considering.	Technology Team	Ongoing	Staff time; access to users	Staff time	Services & tools that are recommended and vetted		
<i>Activities to Achieve Objective 4.A.3</i> When evaluating services we will take	Technology Team	Ongoing	Staff time; access to consultants	Staff time; consultants fees	Serves & tools that are selected based on expertise		

advantage of consultants when appropriate.							
<i>Activities to Achieve Objective 4.A.4</i> We will design services that multiple people can support and provide them with quick and easy access to the tools and information that will empower them to do their jobs more effectively.	Technology Team	Ongoing	Staff time; training and documentation tools (wiki)	Staff time	Services & tools that are easily supported		
<i>Activities to Achieve Objective 4.A.5</i> Each year SCLS will identify which services should be evaluated and will include them in its annual technology plan.	Technology Coordinator	Ongoing	Staff time; Tech & ILS Committees	Staff time	Relevant Technology Plan		
Objective 4.B We will work with public library system technology partners to complete backup collaboration project.							
<i>Activities to Achieve Objective 4.B.1</i> Complete backup and digitization collaboration project	Systems Administrator & Technology Solutions Architect	2020	Staff time; vendors	Staff time; possible additional infrastructure costs	Secure and redundant backup solution		
<i>Activities to Achieve Objective 4.B.2</i> Develop governance structure for future collaboration	Technology Services Coordinator	2020	Staff time; collaboration with systems	Staff time	Governance that allows for oversight and growth		
<i>Activities to Achieve Objective 4.B.3</i> Work with governance group to develop a fee structure	Technology Services Coordinator	2020	Staff time; collaboration with systems	Staff time	Fee structure that is equitable		

<i>Activities to Achieve Objective 4.B.4</i> Explore future partnerships and projects	Systems Administrator & Technology Solutions Architect	2020-2023	Staff time; access to vendors and services	Staff time; possible additional costs	Additional shared services; saving costs and/or improving service		
Objective 4.C Evaluate security solutions and improve where necessary and feasible							
<i>Activities to Achieve Objective 4.C.1</i> Analyze areas needing improved security	Network Administrator	2020	Staff time; consultants	Staff time; consultant costs	Improved security for system		
<i>Activities to Achieve Objective 4.C.2</i> Develop plans for improving security in identified areas	Network Administrator	2020	Staff time; consultants	Staff time; consultant costs	Improved security for system		
<i>Activities to Achieve Objective 4.C.3</i> Implement improved security measures	Network Administrator	2020	Staff time; consultants	Staff time; consultant costs; service costs	Improved security for system		

Objectives and Activities – Goal 5

Goal 5: Prepare the network infrastructure to meet the bandwidth needs of libraries into the future						Use to track goal progress	
Objectives and Activities	Person(s) Responsible for Ensuring Activities are Completed	Timeline for Completing the Objective and Activities	Resources Needed to Achieve Objective	Cost	Evaluation Method	Progress Toward Achieving Objective	Comments
Objective 5.A SCLS will explore all options for providing the maximum bandwidth at the best price for each library.							
<i>Activities to Achieve Objective 5.A.1</i> We will assess cost, available bandwidths, and stability for available services both at libraries and at SCLS headquarters.	Network Administrator	Annually during E-rate application RFP process	Staff time; network monitoring tools	Staff time; cost of monitoring tools	Adequate bandwidth for libraries		
<i>Activities to Achieve Objective 5.A.2</i> SCLS will routinely monitor bandwidth utilization to determine if and when there are bottlenecks (at libraries and at SCLS headquarters) and take appropriate action to resolve bottlenecks as needed.	Network Administrator	Ongoing	Staff time; network monitoring tools	Staff time; cost of monitoring tools; possible increase in broadband costs	Adequate bandwidth for libraries		
Objective 5.B SCLS will systematically upgrade member libraries' network equipment that will accommodate expanded bandwidth capacity.							

<i>Activities to Achieve Objective</i> 5.B.1 SCLS will research, identify and purchase the equipment most appropriate to handle the bandwidth for each library.	Network Administrator	Annually	Staff time; access to vendors	Staff time; equipment costs	Stable and secure network equipment in libraries		
<i>Activities to Achieve Objective</i> 5.B.2 SCLS will fund upgrades with annual maintenance fees collected from libraries and alternative sources such as grants.	Technology Services Coordinator	Annually	Staff time	Staff time; equipment costs	Stable and secure network equipment in libraries		
<i>Activities to Achieve Objective</i> 5.B.3 SCLS will support libraries wishing to become CIPA compliant	Technology Services Coordinator & Software Support Specialist & Technology Project Administrator	Annually	Staff time	Staff time; filtering software	Libraries have eligibility for E-rate funds		
<i>Activities to Achieve Objective</i> 5.B.4 SCLS will pursue E-rate funding for CIPA compliant libraries	Technology Services Specialist	Annually	Staff time	Staff time	Network costs for libraries are offset by E-rate funds		
<i>Activities to Achieve Objective</i> 5.B.5 SCLS will pursue TEACH Infrastructure grants for eligible libraries	Technology Services Coordinator	Annually	Staff time	Staff time	Network costs for libraries are offset by TEACH funds		
<i>Activities to Achieve Objective</i> 5.B.6 Complete implementation of next generation enterprise wireless solution for member libraries	Systems Administrator & Technology Solutions Architect & Field Technician	2020	Staff time	Staff time; equipment costs	Reliable and easier to manage wireless service		

<i>Activities to Achieve Objective 5.B.7</i> Consult with libraries not currently participating in SCLS wireless service to help them understand pros and cons and convert those who wish to participate the SCLS service	IT Support Specialist	Ongoing	Staff time	Staff time; equipment costs	Reliable and easier to manage wireless service; reduced savings if redundant broadband service can be eliminated		
Objective 5.C SCLS will maintain and upgrade the core network infrastructure at SCLS Headquarters							
<i>Activities to Achieve Objective 5.C.1</i> Conduct final round of network equipment replacement to assure 10G connections through all services.	Network Administrator	2020	Staff time	Staff time; equipment costs	Adequate headquarters bandwidth to support wide-area network		
<i>Activities to Achieve Objective 5.C.2</i> Complete replacement of firewall.	Systems Administrator & Technology Solutions Architect & Network Administrator	2020	Staff time; consultant; vendor	Staff time; cost of firewall	Secure and easier to support, industry standard firewall		

Budget – Estimated Expenditures

Expenditure Source	Associated Goals	2020		2021		2022	
		Amount	Funding Source	Amount	Funding Source	Amount	Funding Source
<i>Network Services</i>							
Network Hardware	5	\$65,287	Library Fees / E-Rate / TEACH				
Hardware Maintenance	5	\$13,277	Library Fees / E-Rate / TEACH				
Broadband for libraries	5	\$78,648	Library Fees / E-Rate / TEACH				
3rd Party Consulting	4, 5	\$12,000	Library Fees				
Staff	1, 5	\$104,501	Library Fees				
<i>PC Support</i>							
PC Software	1	\$55,550	Library Fees				
Misc support needs	1	\$9,000	Library Fees				
Staff	1, 2, 3	\$264,226	Library Fees				
<i>Technology Infrastructure</i>							
Central network hardware maintenance	4, 5	\$5,206	Library Fees / E-Rate / TEACH				
Central equipment	4, 5	\$54,000	Library Fees / E-Rate / TEACH				
Central equipment software licenses	4, 5	\$9,321	Library Fees				
Central broadband	5, 5	\$25,980	Library Fees / E-Rate / TEACH				
Third party consulting	4, 5	\$27,248	Library Fees / Bibliotecha support agreement				
Infrastructure staff	2, 3, 5	\$551,836	Library Fees / State System Aid				
<i>ILS</i>							
Contracted Support	2	\$103,149	Library Fees				
Contracted Development	2	\$20,000	Library Fees / Bibliotecha				

			support agreement				
Third Party Maintenance	2	\$57,165	Library Fees				
Telephone Notice Charges		\$7,803	Library Fees				
Staff	2	\$449,614	Library Fees				
Cataloging & OCLC		\$495,375	Library Fees				
Authority Control		\$10,960	Library Fees				

Policies

CIPA/Internet Safety/Acceptable Use Policy

- <https://www.scls.info/files/SCLS%20Network%20Policy-Final.pdf>
- <https://www.scls.info/management/law/federal.html#cipa>

Copyright (including copyright of digital formats)

- <https://www.scls.info/management/law/federal.html#copyr>

Materials Selection & Materials Reconsideration

- <https://www.scls.info/colldev>

Inter-library Loan & Resource Sharing

- <https://www.scls.info/files/ill/documents/LendingPolicybetweenLINKcatandNon-LINKcat.pdf>
- <http://www.scls.info/ill/basics/plan.html>