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

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

INSTRUCTIONS: Complete and submit by **October 15, 2016**, to:
WISCONSIN DEPARTMENT OF PUBLIC INSTRUCTION
ATTN: JAMIE MCCANLESS
DIVISION FOR LIBRARIES AND TECHNOLOGY
P.O. BOX 7841
MADISON, WI 53707-7841

GENERAL INFORMATION

Library System

Wisconsin Valley Library Service

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

The Wisconsin Valley Library Service includes the counties of Clark, Forest, Langlade, Lincoln, Marathon, Oneida and Taylor. Our 7-county, 7,360 square mile area includes 25 public libraries and 11 service sites/branches and has a population of 285,185 (2015 Population Estimates).

WVLS is challenged to provide consistent levels of service and support to our member libraries due to their diverse service needs and priorities and variances in local and county financial support for libraries.. The Marathon County Public Library (MCPL), the resource library for the system, has a service population of 131,193 while the next three largest libraries have service populations around 22,000! Additionally, WVLS supports one library that serves an extend county population of 736, 14 libraries that serve an extended county population less than 5,000; and 6 that serve and extended service population between 5,000 and 22,000.The range in 2015 total operating income among member libraries also is pretty remarkable with MCPL receiving $4 million and Wabeno Public Library receiving $37 thousand. Likewise, the range in FTEs is disparate with MCPL at 48 FTEs and the Dorchester, Granton, Laona, Wabeno and Westboro libraries staffed at less than 1 FTE. (2015 Wisconsin Public Library Service Data)

Demographic indicators reveal that our service area, while mostly Caucasion, includes small Southeast Asian, Hispanic/Latino, and Native American populations. Additionally our 7-county area has a higher percentage of elderly populations and a lower number of college graduates than the state average. Also several libraries experience highly variable service challenges due to the influx of vacationers during the summer months.

There are two primary economic factors that drive the direction of system services and significantly influence service priorities - the continued stagnation in state aid to the systems and the flat funding for public libraries. Member public libraries saw a scant increase in municipal funding (1.46 %) from 2014 to 2015, and only a 3.36 % increase in county funding from 2014 to 2015. Likewise, public library systems experienced a 10% reduction in state aid in 2012 followed by 0% increases in 2013, 2014, 2015, 2016 and 2017. The WVLS staff and board have reinforced efforts to explore other ways to provide service, to think creatively and to deploy service models that are sustainable, to work more collaboratively and cooperatively with other agencies and neighboring systems, and to apply LEAN principles to routine in-house functions.

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

As WVLS does not know what future state aid will be, the staff and board exercise caution when planning new/enchanced services. Due to the flat trend in funding, reallocating resources to advance a program, or improve a service, ultimately means taking away from existing services. For example, rather than higher additional staff in areas of technology and ILS support, in 2016 system funds were reallocated to pay Waltco, Inc., the vendor used by WVLS for in-system delivery, to sort materials on behalf of our member libraries.

Due to the high cost of hiring/training/maintaining new staff, in 2016 WVLS secured a SLIS Intern, temporary help and volunteers to assist with projects, and also outsourced tasks when feasible. WVLS has gone from 10.5 FTEs to 8.18 in less than 6 years. In 2017, WVLS will continue these approaches and also increase our efforts to work collaboratively with other agencies, systems and libraries for the provision of services.

Member libraries also continue to seek ways to "do more with less" as their revenue remains flat. While the total number of FTEs remains fairly consistent, WVLS is aware that some member libraries have replaced fulltime staff with part-time staff to reduce the cost for benefits.

Additionally, while funds to purchase library materials saw a slight increase, the overall amount has not kept up with inflation. The 2011 public library annual reports indicated that $1,142,157 was spent on library materials, while the 2015 indicated that only $1,086,065 was spent. The demand by patrons for popular materials in all formats never wans. This demand, combined with the demand for additional content in digital format stresses collection development practices in large and small libraries alike. To help, WVLS plans to allocate collection development funds - above and beyond what is already provided to WPLC for OverDrive - to

GENERAL INFORMATION (cont'd.)

support the system's share of the additional $150,000 added to the buying pool in 2017. Also, WVLS is providing member libraries opportunities to learn how to digitize their local history collections and to share these digitized resources with Recollection Wisconsin and the Digital Public Library of America.

Internet access and wireless services continue to be integral library services, however ubiquitous usage of technologies (mobile devices, apps, cloud services, social media, and comuter hardware, software and peripherals) have generated a significant amount of stress at the local library level. This is particlularly evident at small and rural libraries where local technology support is not readily/easily available. This trend reinforces service priorities at the system level - to proactively provide training prior to implementation of new technologies, and consistent, reliable ongoing technology support when needed. Local library technology challenges also remind WVLS to document procedures and standardize processes, and to offer "cheat sheets" or templates for "best practices" where applicable. In 2017, WVLS and IFLS will address these service issues through their growing partnership in the LEAN WI initiative. Additionally, WVLS will continue the WVLS Collaboration and Innovation Grant opportunity for member libraries to explore and develop services with community partners.

Because many libraries do not have sufficient funds in their continuing education budgets, WVLS will continue to offer public library directors scholarships to attend their first WLA-sponsored Library Legislative Day and the Association of Rural and Small Libraries Conference in 2017. We will also continue to pay for the OverDrive Training Course for member library staffing requesting training. Additionally, we will continue the mentorship program established in 2015.

2017 will be the 19th year for V-Cat, WVLS' shared automation system. The V-Cat consortium , which consists of 24 out of 25 member public libraries, assumes approximately 75% of the annual cost of this project. Their contribution would have been less had it not been for the fact that WVLS did not replace a part-time V-Cat position in 2015. Like our neighboring systems - Indianhead, Northern Waters, Nicolet, and OWLS - WVLS contracts with Innovative Interfaces, Inc. as our ILS vendor. WVLS migrated to Innovative from SirsiDynix in 2012 and much time since then has been spent on implementation and development of this new software. In 2016, WVLS implemented e-commerce and a discovery tool from EBSCO - to enhance the patron experience. In 2017, WVLS will explore Innovative's linked data, mobile worklists and featured lists options; survey our members about the potential of working for collaboratively with other systems; and evaluate and review the new Discovery product.

While the 2017 Plan and Budget initates opportunities to enhance local library service, and further promotes member library staff development and training, it does not provide for the acquisition of digital content and magazines at a level that satisfies some of our larger libraries, nor for sufficient hands-on/in-person training at a level desired by our smaller libraries.

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

This plan was developed with input from colleagues representing member libraries - primarily through their representation on the WVLS Library Advisory Committee, V-Cat Steering Committee and the V-Cat Council, but also through surveys and informal conversations - and from the WVLS Board of Trustees and staff based on the recommendations and requirements from DLT.

The 2017 Plan and Budget incorporates many of the Standards for Systems approved by SRLAAW in August 2014. It also acknowledges a recommendation expressed in the DLT-sponsored LEAN Study of Wisconsin Public Library Systems that systems partner/collaborate with other systems for the provision of services.

The 2017-2018 WVLS Technology Plan, 2017-2018 V-Cat Strategic Plan and 2017 MCPL/WVLS Resource Agreement are included with this document.

ASSURANCES

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

S.43.24(2) For a public library system to qualify for and maintain its eligibility for state aid under this section it shall ensure that all of the following are provided:

Membership Agreements

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

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

ASSURANCES (cont'd.)

Resource Library Agreement

☒ (b) Backup reference, information and interlibrary loan services from the system resource library, including the development of and access to specialized collections, as evidenced by a written agreement with that library.

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

Reference Referral, Interlibrary Loan, and Technology

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

List ongoing activities related to this requirement.

2017 OBJECTIVES - Reference, Referral and Interlibrary Loan

1. Provide for reference and interlibrary loan referrals for member libraries.
2. Encourage all member libraries to participate fully in interlibrary loan as lenders and borrowers.
3. Encourage all participating ILL libraries to follow interlibrary loan procedures and protocols established by the system, RL&LL and/or OCLC.
4. Ensure that patron-initiated interlibrary loan requests are mediated.
5. Provide training on creating and managing interlibrary loan requests.
6. Provide an annual workshop on interlibrary loan to clarify and review best/current practices, protocols and procedures.
7. Participate in all DPI-sponsored meetings for systems and share what is learned with area ILL colleagues.
8. Promote educational opportunities related to interlibrary loan and encourage participation.
9. Promote webinars which provide training on resources available through BadgerLink and encourage participation.
10. Ensure that interlibrary loan participants have access to accurate ILL statistics.
11. Encourage all member libraries to subscribe to appropriate interlibrary loan communication channels.
12. Participate in state level agreement with major book jobber(s) which allow publicly supported WVLS libraries of all types to purchase library materials at maximum discounts.
13. Continue to monitor statewide OCLC/WISCAT activity in area of ILL and WVLS' role.
14. Create web bibliographies and tools on a variety of topics useful to WVLS library staff and trustees on the WVLS web site.
15. Monitor usage of BadgerLink and WVLS subscription-based electronic resources provided for member libraries and patrons.
16. Provide authentication services for BadgerLink and WVLS databases offered to the public by fully utilizing vendor authentication processes where possible.
17. Share links and create templates for promotional materials and tutorials for electronic resources.
18. Investigate digital resources and provide recommendations to member libraries.
19. Ensure that area libraries receive promotional materials about resources/information available about interlibrary loan best practices, standards, etc.

2017 OBJECTIVES - Technology / Network

1. Continue to develop "LEAN Wisconsin" (LEAN WI), a partnership between WVLS and IFLS, to provide member libraries with access to a strong and cost efficient enterprise technology service platform, including: virtualization, durable data storage, technology consultation, technology support, applications services and an array of additional beneficial technology services.
2. Continue to provide member libraries with access to technology expertise and technology consulting.
3. Work with Communications Coordinator to develop and execute a marketing campaign to (a). increase awareness of the value of consultation expertise and services available to libraries in the LEAN WI footprint; and (b). to encourage member libraries in the LEAN WI footprint to seek consultation and advice in all technology related plans and projects.
4. Actively work to increase LEAN WI and library funding by curating grant information and partnering with other organizations to leverage grant writing expertise and/or jointly apply for grants.

5. Monitor development in the TEACH Wisconsin program, FCC telecommunication discounts, BadgerNet, etc, as they apply to WVLS area libraries. Encourage libraries to take advantage of these programs/discounts when it is appropriate to do so.

6. Support county and local broadband development initiatives and efforts to increase broadband capacity in libraries.

7. Continue to monitor bandwidth usage by member libraries.

8. Assist member libraries in acquiring supplemental bandwidth when needed.

9. Continue to provide a secure Wide Area Network (WAN), with adequate bandwidth, for data communication between member libraries, the system headquarters, and appropriate application servers. Continue to work with member libraries to determine the most appropriate methods of data communication.

10. Facilitate 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.

11. Continue to promote effective cost-sharing by facilitating the hosting and licensing of shared applications and databases used by member libraries.

12. Offer a minimum of six (6) contact hours of technology-related continuing education opportunities sponsored or co-sponsored by LEAN WI.

13. Meet with 25 public library directors within the LEAN WI footprint (including technology managers when appropriate) within the LEAN WI footprint to establish and maintain working relationships and to initiate technology assessment projects with their respective libraries.

14. Blend WVLS' Network and Enterprise Services (NES), WVLS' Dynamic Customer Support Services and IFLS' technology services platform into a unified LEAN WI service model.

15. Work to normalize the use of technology between WVLS and IFLS internally, as well as between systems and their respective member libraries.

16. Expand the use of technologies which enable or facilitate support automation tools (eg. Active Directory).

17. Explore and experiment with new technologies of probable value to LEAN WI member libraries and commit to one pilot project annually.

18. Expand the use of technology for remote presence meetings and programming, and promote its value to member libraries in the LEAN WI footprint.

19. Pursue collaborative opportunities under LEAN WI.

20. Pursue collaborative opportunities internally with member libraries in the LEAN WI footprint.

21. Assist member libraries in the LEAN WI footprint with partnership development among each other, with local organizations, and digitally with remote libraries and organizations.

2017 OBJECTIVES - Technology / Electronic Delivery of Information

22. Create and implement a website development, management, and hosting strategy for internal and member library use.

23. Continue to evaluate and improve the WVLS web site to provide an effective means of communication within WVLS.

24. Keep web-based Directory of Libraries and Librarians updated.

25. Complete migration from Drupal to Wordpress for WVLS website.

2017 OBJECTIVES - Technology / ILS Administration

26. Continue to work with the V-Cat Council and its committees to develop and implement new Sierra features.

27. Continue to administer the V-Cat program. This includes developing and monitoring V-Cat budget; offering training opportunities and resources; managing the database; offering library profile customization services for V-Cat members; and hosting V-Cat Council meetings.

28. Continue to investigate and implement enhancements to the automated system that benefit area library staff and patrons. Investigate linked data enhancements in 2017.

29. Continue to investigate the organizational structure and funding mechanisms of other ILS consortia in the state for practices

ASSURANCES (cont'd.)

and optimized governance.

30. Explore collaborative options with other systems to improve ILS services and support.

31. Work with V-Cat committees to normalize V-Cat policies, procedures and practices among member libraries.

32. Remain alert to the impact of V-Cat as it relates to members' collection development policies and practices.

33. Provide qualified, trained staff devoted to the management and support of the shared ILS.

34. Encourage libraries to consider new ILS-related technologies, and assist with implementation and training as needed. Investigate group pricing options.

35. Continue to monitor unmediated interloan between V-Cat participants.

36. Provide an effective and efficient way for member libraries' holdings to be added to the database.

37. Work with member libraries to establish preferred practices and procedures for entering bibliographic and item holding records in the V-Cat database in accordance with currently accepted library cataloging and classification practices.

38. Ensure access to reports to assist member libraries in managing ILS data.

39. Ensure that bibliographic records, item records, and item status for materials in the V-Cat database are searchable through standard protocols.

40. Ensure access to reports to assist member libraries in managing patron, bibliographic, and holdings data.

41. Provide ILS consortium members with statistical data as required for the DLT Public Library Annual Report, using the standard definitions supplied by DLT.

42. Ensure that member library staff are properly oriented and trained on ILS procedures and protocols.

43. Ensure access to statistical reports and assist member libraries in interpreting the data.

44. Work to expand V-Cat membership and encourage cooperative development through V-Cat.

45. Continue to convene the V-Cat Steering Committee to assist staff in developing the annual V-Cat budget and, when needed, with other ILS-related matters.

46. Survey V-Cat member libraries to assess and evaluate satisfaction with ILS support, the online catalog and discovery products, and training needs.

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

NEW activities:

Referral and Interlibrary Loan Objectives 15, 16 and 17.

Technology / Network Objectives 1, 3, 4, 12-21.

Technology / Electronic Delivery of Information Objective 25.

Technology / ILS Administration Objectives 28, 30, and 46.

Inservice Training

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

List ongoing activities related to this requirement.

2017 OBJECTIVES - Inservice Training / Continuing Education

1. Plan all continuing education opportunities in accordance with the requirements set forth in the Certification Manual for Wisconsin Public Library Directors published by the Wisconsin Department of Public Instruction, Division for Libraries and Technology.

2. Sponsor or co-sponsor a minimum of thirty-six (36) contact hours of continuing education opportunities annually for member library staff and trustees, as well as for library system staff and trustees.

3. Continue collaboration with the Nicolet Federated Library System to provide continuing education opportunities for WVLS member staff and trustees.

4. Ensure that at least twelve (12) of the thirty-six (36) annual contact hours of continuing education are provided in-person at a location within a reasonable driving distance.

ASSURANCES (cont'd.)

5. Maintain calendar of continuing education events.
6. Maintain Wessler Scholarship and Association of Rural and Small Libraries (ARSL) Conference Scholarship funds.
7. With input from member libraries, evaluate each CE opportunity and conduct an annual outcome-based evaluation of the system's continuing education program. Share evaluation with member libraries.
8. Annually survey member libraries to help WVLS assess continuing education needs.
9. Ensure announcements for every WVLS-sponsored workshop includes CEUs granted for the workshop and mention of how the learning opportunity parallels recommendations in reports by The Aspen Institute.
10. Enhance professional development section on the WVLS website.
11. Maintain list of web-based continuing education programs to help area public library directors maintain their state-required certification. Place links on the WVLS web site.
12. Continue to host bi-annual gathering of public library directors.
13. Monitor public library directors' progress toward certification and recertification. Provide updates to each director as needed.
14. Encourage orientation and ongoing training for area library board members.
15. Assist member libraries in the process of filing annual reports by training libraries, providing forms support, and reviewing completed reports.
16. Update and promote resource packets for public library directors and WVLS trustees located on the WVLS website.
17. Schedule and promote listening sessions for staffs from all types of libraries, "Periodical Renewals" for public library staff, and "Youth Services Information Exchanges" for all children's and YA staff.

Indicate new or priority activities relating to this requirement for the plan year.
New activities: Objectives 3, 6, 8, 9, 10, 16 and 17.

List specific staff and resources dedicated to this requirement and/or contract arrangements with other libraries or systems.
WVLS contracts with the Nicolet Federated Library Systems to plan and promote a series of webinars throughout the year. Like other systems, WVLS also subsidizes the Wild Winter Web Conference in January, and Trustee Training Week in August.

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.

2017 OJECTIVES - Delivery
(Electronic Delivery of Information has been moved to Technology)

1. Subsidize three courier stops per week to each member public library and V-Cat service site. Continue to fund up to two delivery stops per week for each non-V-Cat member library.
2. Ensure local delivery service is available to member libraries at least five days per week.
3. Update print and video formats of best practices for labeling and packing materials for the courier.
4. Continue vendor-sort option approved by the WVLS Board of Trustees in 2015.
5. Request monthly volume statistics from Waltco and share yearly data with the WVLS Board of Trustees and member libraries.
6. Review and update delivery schedules, policies and procedures as needed, and post on the WVLS website.

Indicate new or priority activities relating to this requirement for the plan year.
New activities: Objectives 4 and 5.

ASSURANCES (cont'd.)

Service Agreements

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

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

Other Types of Libraries

☒ S.43.24(2)(L) Cooperation and continuous planning with other types of libraries in the system area, which results in agreements with those libraries for the appropriate sharing of library resources to benefit the clientele of all libraries in the system area.

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

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

Library Technology and Resource Sharing Plan

☒ S.43.24(2)(m) Planning with the division and with participating public libraries and other types of libraries in the area in regard to library technology and the sharing of resources. By January 1, 2000, and every fifth January 1 thereafter, the public library system shall submit to the division a written plan for library technology and the sharing of resources.

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

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

Professional Consultation

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

List ongoing activities related to this requirement.

2017 OBJECTIVES - Professional Consultation

1. Attend relevant meetings, webinars and conferences, and share what is learned.
2. Provide consultant services to WVLS libraries of all types in the areas of: public library administration and governance, advocacy, intellectual freedom and challenges, adult services, youth services, building/remodeling, automation, staff development, planning/evaluation/standards, collection development, legal issues, and special needs.
3. Provide grant-writing guidance and support.
4. Meet with new and current directors in the system to orient them to system services and to provide an overview of library services in Wisconsin.
5. Continue peer-to-peer mentoring program for new public library directors and develop a mentoring program for trustees.
6. Appropriate library system staff shall meet with newly hired key library staff to provide an orientation on system services related to their positions.

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

Objective 2 is a priority in this requirement area.

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

In-person visits, telephone conversations, email, and formal meetings between library directors and library boards, presentations at library and county library board meetings.

ASSURANCES (cont'd.)

Services to Users With Special Needs

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

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

List ongoing activities related to this requirement.

2017 OBJECTIVES - Inclusive Services

1. Provide member libraries with access to expertise and consulting to assist them in planning, developing, and evaluating inclusive services.
2. Maintain collection of professional materials on inclusive services, include articles in WVLS newsletter/blog, and offer CE opportunities to raise awareness of related issues.
3. Facilitate member libraries' use of the Department of Public Instruction's website, Serving Special Populations (http://dpi.wi.gov/pld/yss/serving-special-populations), an online resource which follows up Youth with Special Needs: A Resource and Planning Guide for Wisconsin's Public Libraries (http://dpi.wi.gov/pld/yss/resource-guide-2002) and Adults with Special Needs: A Resource and Planning Guide for Wisconsin's Public Libraries (http://dpi.wi.gov/pld/yss/serving-special-populations/adults-with-special- needs/2002) in the planning, development, and evaluation of services.
4. Facilitate regional collaborations with member libraries, appropriate agencies, and other systems on inclusive services.
5. Collaborate with member libraries or other systems to obtain grants which provide funding for inclusive services.
6. Support member library outreach efforts to extend services to underserved populations. Target groups include persons with disabilities, persons who are unemployed, underemployed, and/or seeking to improve their job skills, persons who are incarcerated, and persons in need of improving literacy and reading skills, and have difficulty using libraries because of their educational, cultural and socioeconomic background.
7. Enhance and strengthen public library services to adolescents most at risk of illiteracy.
8. Assist member libraries in exploring and acquiring new technologies to provide inclusive services.

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

Priority activites: Objectives 1, 2 and 6.

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.)

2017 OBJECTIVES - Collection Development

1. Provide access to electronic resources to meet the needs and demands of area library usersand to back up the collections of member libraries.
2. Provide the resource library a collection development grant to expand the breadth and scope of their fiction and nonfiction collections.
3. Provide area library directors with usage reports for WVLS electronic databases and OverDrive collections.
4. Encourage collaborative collection development by member libraries in selected subject areas.
5. Continue membership in the Wisconsin Public Library Consortium to provide access to e-books/e-audios/e-videos.
6. Subscribe to professional journals. Promote current list of journals available to member libraries and route titles as requested.

7. Maintain a professional materials collection and make titles available for loan to any library in the state.

8. Maintain and promote the shared WVLS/IFLS collection of makerspace resources.

9. Continue to share reader's advisory/collection development information with area libraries.

10. Evaluate value of Novelist Select product, which integrates the Novelist Plus Readers Advisory Database into the V-CAT catalog.

11. Continue the shared WVLS/IFLS Digitization Program that offers interested member libraries consultation, best practices and support, and which provides member libraries opportunities to share their digitized collections with Recollection Wisconsin and the Digital Public Library of America.

12. Help member libraries with weeding and/or inventory projects.

13. Provide continuing education opportunities on collection development and reader's advisory issues.

14. Monitor the usefulness of content available through WPLC membership and share member library feedback with the WPLC board.

2017 OBJECTIVES - Advancement and Awareness / Public Information

1. Facilitate participation of member library staff, trustees, and supporters in local, regional, and statewide advancement events, e.g., candidate forums, WLA Library Legislative Day.

2. Offer a travel grant to attend WLA Library Legislative Day to a library staff member who has not previously attended.

3. Develop tools that can be tailored by local libraries as needed, making it easier to create awareness of their accomplishments, eeds, or concerns, e.g., press releases, sample letters to officials, etc.

4. Assist libraries in marketing their services and promoting their value to their communities.

5. Assist member libraries in working for and securing local and county funding.

6. Facilitate individual county library service planning processes when requested.

7. Support member library staffs and trustees advocacy efforts at all levels – local, county and state.

8. Encourage members of the WVLS library community to develop a network of citizen library supporters who can be strategically deployed as needed.

9. Advocate on the state level for system and public library initiatives, as well as other items included in the Wisconsin Library Association's legislative agenda of significance to the entire library community.

10. Inform member library staff, trustees, and supporters of pending legislation on the state and national levels that may affect libraries and explain how the proposed legislation might affect system and local library service.

11. Network with a variety of state, regional and local government agencies on behalf of member libraries.

12. Represent the interests of member libraries to the Legislature and the Department of Public Instruction in the development of statewide library policy or services.

13. Cooperate with other agencies or organizations for the benefit of member libraries and area residents.

14. Produce/distribute annual statistical report and listing of system membership benefits.

15. Develop a communications and marketing plan to coordinate all WVLS communications methods to/from member library staff and trustees.

16. Continue publication of a bi-weekly system newsletter implemented in July 2016 and encourage member libraries to contribute.

ASSURANCES (cont'd.)

17. Schedule and publish weekly contributions to the WVLS blog Digital Lites. Implement and promote blog update notices via email subscription.

18. Continue to expand the use of social media and encourage member libraries to contribute.

19. Create and share ready-made promotional templates that promote library services and programs.

2017 OBJECTIVES - Youth Services

1. Sponsor a minimum of nine (9) contact hours annually of continuing education opportunities relating to youth and young adult services.

2. Provide member libraries with access to expertise and consulting to assist them in planning, developing, and evaluating youth and young adult services.

3. Partially subsidize a performer at member libraries' summer reading programs.

4. Meet with youth services staff from member libraries to determine grants, focus of CE workshops, and directions of future projects.

5. Assist member libraries in marketing youth and young adult activities.

6. Maintain a system-wide movie licensing agreement to enable public performance movie programming for interested libraries. Conduct annual review to assess cost effectiveness and invite additional participation.

7. Conduct annual "grassroots gathering" among directors and support staff responsible for the direction of youth services in WVLS libraries to determine the focus of WVLS youth activities. Invite participation by public school media specialists. Send report to DLT.

8. Schedule and promote "Youth Services Information Exchanges" for all youth librarians.

9. Partner with the DPI/DLT Public Library Youth and Special Services Consultant and other system youth services consultants to implement and promote early literacy and other statewide initiatives.

10. Facilitate collaborations on youth and young adult services.

11. Continue collaboration with the Bridges Library System to further develop the "1,000 Books Before Kindergarten App" offered to member libraries in 2016. Provide training on the app as needed.

Administration

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

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

Budget

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

COLLABORATIVE ACTIVITIES

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

1. CONTINUING EDUCATION

WVLS and many other Wisconsin public library systems will join together to co-sponsor the Wild Wisconsin Web Conference and Trustee Training Week in 2017. Additionally, WVLS will continue its contract with the Nicolet Federated Library System in which they plan, promote and host a series of webinars in 2017. Saving in workshop speaker costs is estimated at $20,000; staff time $5,000.

COLLABORATIVE ACTIVITIES (cont'd.)

2. ILS / V-CAT ADMINISTRATION

Were each member public library to have a stand-alone system, the total cost calculation assumes a minimum of 5 hrs./week on product enhancements, upgrades, communications with vendor/s, monitoring listservs, running reports, database cleanup and attending training/conferences. At $30/hr. minimally (wages plus benefits), the benefit of system ILS administration is approximately $187,200. Additionally, each library's contract with current ILS vendor , including all modules and features in current contract, could be averaged at approximately $10,000 per member with a cumulative benefit of $240,000.

3. DIGITAL CONTENT

The Wisconsin Public Library Consortium's most sigificant collaborative project is the pooling of system and public library funds to support the Wisconsin digital library. Participating systems fund the WPLC buying pool platform at approximately $18,000, a cost assessed to WVLS if it were to have its own platform. Additionally, participation in this collaboration allows member libraries and their patrons access to the entire multi-million dollar collection currently in the digital library, and an additional $1,150,000 in new content in 2017. Subtracting WVLS and member library costs in 2017 ($62,432), the benefit of WPLC membership and participation in the digital library pool will be approximately $1, 105,568.

4. "1,000 BOOKS BEFORE KINDERGARTEN" APP

WVLS is collaborating with the Bridges Library System to make an application available to patrons of libraries that have implemented "1,000 books before kindergarten" programs. The app provides a convenient method for patrons to track materials read as they participate in the program, and provides for ways to view and report results. As the App was just made available to member libraries and hasn't been used, costs and benefits of this collaboration remain unknown. However, minimally, I anticipate that if WVLS were to develop an app similar to the one developed by BLS, approximately $5,000 in staff time would have been devoted to the project.

5. DATABASES and PROFESSIONAL MATERIALS

Were each member library to purchase the databases, journals and books WVLS annually makes available to all member library staff and trustees, the approximate average cots to each member would be $10,000, or $250,000 total.

6. TECHNOLOGY

In the area of Technology Resources and Service, WVLS collaborates directly with Indianhead Federated Library System (IFLS) in a technology services partnership called Libraries and Enterprise Applications Nexus of Wisconsin (LEAN WI). During 2017, much of the collaboration between the partnering systems and our public library members will be through the LEAN WI partnership directly or indirectly. The joint collection of technology applications and services are being referred to as Libraries Win. LEAN WI partners collaborate with 78 public libraries in seventeen counties by centralizing and consolidating valuable technology management, engineering, and support skill sets and significant capital investments into a single, shared-resource platform. Additionally, LEAN WI partners are collaborating with Northern Waters Library Service (NWLS), who are virtualizing their ILS and hosting it in the LEAN WI service platform.

It is difficult to calculate a truly meaningful cost-value of shared resource pools. The pool will often represent a much larger value in human resources and supporting capital than any one (or even another smaller group) would utilize individually. The cost-value of leveraging economies of scale can be a more straightforward measure, along with the value of fully or partially deduplicated expenditures on capital and services.

Measuring a meaningful cost-value for shared human resources is complex as well. It can be difficult to retain specialized technology skillsets on staff for positions less than full time and with compensation packages for high quality professionals which end up being lower than national and regional medians. This often leads to an organization acquiring more of an FTE than necessary for the specialized skill set, outsourcing the labor at typically high rates relative to employee overhead, or letting proactive maintenance lapse and reacting to issues that become critical. Library systems collaborate with member libraries to share the skills of a smaller, stable pool of highly skilled technology professionals across the membership.

The human resources estimate was calculated based on an estimated 20% of System Technology HR outputs being utilized in unconcerted effort across the collaboration. The services estimates were based as closely as possible on collaborators individually procuring similar levels of services provided at reasonable cost.

The combined human resources and service platform costs for LEAN WI services is estimated to be approximately $400,000. The combined estimated replacement value of this service platform for public library collaborators is over $14.4 million, and the combined estimated replacement value for the single service utilized by NWVLS is approximately $20,660. The total estimated

COLLABORATIVE ACTIVITIES (cont'd.)

cost value is approximately $13.1 million. This cost value does not include each of the LEAN WI partners' own cost benefits, and does not include a framework (planned for 2018) for describing and valuing the human resource and other service inputs from collaborators other than the LEAN WI partners. A large percentage of each dollar of revenue input from collaborators gets multiplied across the 73 public library members as new services develop or existing services are enhanced.

7. WAUSAU COMMUNITY AREA NETWORK

WVLS is a member of the Wausau Community Area Network (WCAN) allowing us to dedicate a 1,000 Mbps circuit to Internet access for the aggregate of member libraries utilizing BadgerNet/WAN services on the WVLS network, and allowing us to connect that network - in an effective and cost-efficient manner - to the LEAN WI remote data center. WVLS is moving its primary BadgerNet circuit to the remote data center, though a high speed circuit is still required to connect the WVLS office to the data center. An equivalent circuit via Badgernet Network would incur a base cost of approximately $250 per month, or $3000/year, assuming a second "head end" circuit was allowed for subsidy by TEACH. An additional circuit, to bridge the WVLS network to at least one other partner organization's network for further collaboration and disaster recovery services exchange is estimated to have a base cost of approximately $1500 per month. WVLS would apply for eRate discounts (assuming 60% discount eligibility) which would bring the actual cost to approximately $7,200 for the circuit and $6000 for approximately 5% of the IT Director's time for eRate management. The cost of membership and maintenance for the WCAN is $5,000 annually.

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

Activity	Amount
1. Continuing Education (with Nicolet Federated Library System and other systems)	$25,000
2. ILS/V-Cat Administration	$427,000
3. Digital Content (WPLC Collaboration with other systems / public libraries)	$1,105,568
4. "1,000 Books Before Kindergarten" App (with Bridges Library System)	$5,000
5. Databases and Professional Materials	$250,000
6. Technology (with Indianhead Federated Library System and other systems)	$13,100,000
7. Wausau Community Area Network	$11,200
8.	
9.	
10.	
Cost Benefit Total	$14,923,768

CERTIFICATION

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

Name of System Director	Signature of System Director	Date Signed
Marla Sepnafski	➤ Marla Sepnafski	9.17.16

Name of System Board President	Signature of System Board President	Date Signed
Thomas Bobrofsky	➤ Thomas Bobrofsky	9/17/16

FOR DPI USE
LIBRARY SYSTEM PLAN APPROVAL

Pursuant to Wis. Statutes, the plan contained herein is: ☒ Approved ☐ Provisionally Approved *See Comments.* ☐ Not Approved *See Comments.*	DLT Assistant Superintendent Signature ➤	Date Signed 11-8-16

Comments

PUBLIC LIBRARY SYSTEM 2017
ANNUAL PROGRAM BUDGET

Program	2017 Public Library System Aid	System Aid Carryover and Interest Earned	Other State and Federal Library Program Funds	All Other Income	Total
Technology, Reference and Interlibrary Loan*					
1. Reference & ILL	$20,855	$0	$0	$676,628	
2. ILS Admin. & Services	$116,010	$0	$0	$18,308	
3.Technology/Elec Delivery	$194,349	$7,056	$31,900	$204,406	
4. Electronic Resources	$16,945	$0	$0	$20,833	
Program Total	$348,159	$7,056	$31,900	$920,175	$1,307,290
Continuing Education and Consulting Service*					
1. Continuing Education	$49,910	$9,822	$0	$39,463	
2. Consulting	$45,115	$0	$0	$8,720	
Program Total	$95,025	$9,822	$0	$48,183	$153,030
Delivery Services	$169,335	$0	$0	$17,157	$186,492
Library Services to Special Users	$19,335	$0	$0	$3,052	$22,387
Library Collection Development	$25,780	$10,000	$0	$7,068	$42,848
Direct Payment to Members for Nonresident Access	$0	$0	$0	$0	$0
Direct Nonresident Access Payments Across System Borders	$0	$0	$0	$0	$0
Library Services to Youth	$31,780	$2,000	$0	$5,368	$39,148
Public Information	$77,340	$0	$0	$17,102	$94,442
Administration	$85,190	$3,000	$0	$33,911	$122,101
Subtotal	$408,760	$15,000	$0	$83,658	$507,418
Other System Programs					
1.					$0
2.					$0
Program Total	$0	$0	$0	$0	$0
Grand Totals	$851,944	$31,878	$31,900	$1,052,016	$1,967,738

* 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).