

Technology and Resource Sharing Plan: July 1, 2010 – June 30, 2013
Outagamie Waupaca Library System
June 17, 2010

Introduction

Public library systems in Wisconsin are required to provide a variety of services in order to qualify for state funding. Section 43.24(2)(m) specifically requires systems to engage in "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." State required system technology and resource sharing plans are to be submitted at least every five years. However, technology plans required by the federal E-rate program are to cover a three-year period. In order to comply with state library system requirements and federal E-rate requirements, this plan covers a three-year period from July 1, 2010 through June 30, 2013.

Individual public libraries must have approved technology plans in order to participate in the federal E-rate program and, consequently, the TEACH Wisconsin program. Library system technology plans may be used to fulfill the requirement for individual libraries to have a technology plan as long as 1) the system's plan supports and validates the E-rate eligible services used by member libraries and 2) the system's plan is based on a collaborative planning process. The Outagamie Waupaca Library System complies with these requirements so that the system's Technology and Resource Sharing Plan can provide E-rate technology plan compliance for all member libraries.

Background

The Outagamie Waupaca Library System (OWLS) was established in 1976 by joint resolution of Outagamie County and Waupaca County. OWLS was created to ensure that all residents of both counties would have access to convenient library service, to facilitate resource sharing, and to foster the development of local public libraries. The system serves over 239,000 people through its 16 member public libraries. The current mission statement of OWLS reads as follows:

The mission of the Outagamie Waupaca Library System is to enable access to effective library service for all area residents by coordinating resource sharing, by providing appropriate services and programs, by developing new technologies, and by promoting desirable models for governance and funding.

The use of developing technologies has been integral to OWLS efforts to achieve its mission. In the future, OWLS will continue to provide leadership in exploring, implementing, and supporting new technologies that assist member libraries with improving the services they provide to their patrons and with increasing efficiency in providing services.

Demographics

Nine of the system's sixteen member libraries are located in communities of fewer than 3000 people; eight of those nine are in communities of fewer than 2000 people. Four libraries serve communities whose population is between 3000 and 8000. Kaukauna and Kimberly/Little Chute libraries have community populations of 14,990 and 17,493, respectively. Appleton Public Library has the largest municipal population in the system area, i.e., 72,400 people.

While the diversity within the area’s population is still relatively small in raw numbers, the system is seeing significant growth in the Hispanic community. Data from the 2000 census indicates that the Hispanic or Latino population in Wisconsin more than doubled from 1990 to 2000, and the pace of growth of the Hispanic population is faster in Wisconsin than in the U.S. as a whole. The percent of change in Outagamie County was 225%, placing it tenth among the state’s counties. The percent of growth in Waupaca County was 76%, still a substantial increase. The Asian population in Outagamie County, especially in Appleton and Kaukauna, constitutes between 2% and 5% of the total population.

OWLS libraries provide a high volume of service to patrons living outside of the municipalities that operate the libraries. For example, OWLS libraries loaned nearly 1.5 million items to non-residents in 2009. Approximately 46% of OWLS area residents live in jurisdictions without local libraries, i.e., 45% of Outagamie County residents and 60% of Waupaca County residents. The percentages of residents living outside of communities with libraries have increased in both counties in recent years. This is the result of growth in suburban towns that don’t operate their own libraries.

Several libraries are located near the boundaries of the system, and more people tend to come into the system area to use libraries than to go out of the area. The geography of the system area affects the use of libraries in other ways. No library is more than 1-1/2 hours from any other library in the system, and several are located only minutes apart. Consequently, many residents of the system area use more than one library. A significant amount of crossover (inter-municipal) borrowing takes place in the system (c. 168,000 circulations in 2009).

OWLS is one of the smaller of the seventeen systems in Wisconsin. In 2008, OWLS ranked eleventh in total population and eleventh in state aid received. More than half of the systems include more counties than OWLS. When aggregate measures from OWLS and its member libraries are compared with those of other systems, predictably, the system ranks near its population ranking (11th) on the raw data for many of the measures. Adjusting for population by using per capita comparisons, the system typically ranks higher than eleventh.

Comparison of Selected Composite Measures from 2008 Wisconsin Library Service Record

Measure	OWLS				Statewide
	Raw Data	Rank	Per Capita	Rank	Per Capita
Total Service Population	239,088	11			
Square Footage of Library Space	203,121	11	0.85	12	0.87
Annual Hours Open	41,855	13	0.18	11	0.19
Book Volumes Owned	845,420	11	3.54	10	3.53
Audio Materials (per 1,000 pop.)	55,369	9	231.58	7	230.36
Video Materials (per 1,000 pop.)	74,812	9	312.91	8	285.51
Circulation	3,085,332	8	12.90	4	11.00
Interlibrary Items Loaned	469,478	6	1.96	3	1.43
Interlibrary Items Borrowed	436,758	5	1.93	3	1.42

Measure	OWLS				Statewide
	Raw Data	Rank	Per Capita	Rank	Per Capita
Reference Transactions	209,403	6	0.88	6	0.76
Library Visits	1,488,487	10	6.23	4	5.91
Library Programs	3,675	8	0.02	4	0.01
Library Program Attendance	99,331	8	0.42	1	0.32
Public Use Computers (per 1,000 pop.)	203	13	0.85	16	1.01
Public Internet PCs (per 1,000 pop.)	161	13	0.67	14	0.80
Total Non-Resident Circulation	1,445,832	6	6.05	1	3.78
Intersystem Non-Resident Circulation	320,359	1	1.34	1	0.33
Staff FTE - MLS Librarians (per 1,000 pop.)	27.57	8	0.12	9	0.12
Total Staff FTE (per 1,000 pop.)	142.29	10	0.60	8	0.58
Total Library Income (All Sources)	10,382,384	11	\$43.42	8	\$42.96
Personnel Expenditures	\$6,990,806	8	\$29.24	7	\$27.89
Materials Expenditures - Print	\$750,915	12	\$3.14	8	\$3.13
Materials Expenditures - Audiovisual	\$249,291	8	\$1.04	7	\$0.96
Materials Expenditures - Total	\$1,202,740	9	\$5.03	7	\$4.56
Total Operating Expenditures	\$9,850,559	9	\$41.20	8	\$39.57

Several of the measures are striking, particularly those related to the use of system libraries by non-residents. On a per capita basis, OWLS libraries lend more items to non-residents than do libraries in any other system, and OWLS libraries provide significantly more service to residents of other systems than libraries in any other system. In fact, OWLS libraries provide over 17% of all the intersystem non-resident circulation in the state.

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

Although print expenditures per capita dropped from \$3.17 in 2005 to \$3.14 in 2008, the ranking for OWLS libraries improved from 9th to 8th indicating that print expenditures are decreasing statewide. While OWLS libraries increased total materials expenditures per capita, their ranking remained the same (7th). OWLS libraries improved their ranking from 2005 in the number of audio materials owned per 1,000 population and in the number of book and serial volumes owned per capita. It is also striking that OWLS libraries continue to rank very low in the number of public computers (16th per capita) and the number public computers connected to the Internet (14th per capita).

It is interesting to note that while OWLS ranks eighth in total income per capita and eighth in total operating expenditures per capita, OWLS ranks second in per capita support by residents of municipalities with libraries. Clearly, residents of the library communities are paying a larger share of the cost of library service and are subsidizing the use of their libraries by non-residents.

There is significant variation in the budgets, collections, staff levels, and services provided by OWLS member libraries. The tables in Appendix B compare individual system libraries on several measures. Per capita results are based on municipal population figures.

Development of Services

Since its inception, OWLS has coordinated resource sharing among member libraries and has taken a leadership role in introducing and developing new technologies. The most significant technology and resource sharing development in OWLS history occurred in 1989 when OWLS began operating a shared automation network (OWLSnet) for its member libraries. In 1995, OWLS signed an agreement with Nicolet Federated Library System (NFLS) to cooperate in providing OWLSnet services to NFLS member libraries. It was a priority for both systems to connect all member libraries to OWLSnet as quickly as possible, and that task was completed in 2000.

In 2004, work began on the process of migrating to a new integrated library system (ILS). In June 2005, a contract was signed with Innovative Interfaces, Inc. to migrate to a new ILS. Data was migrated to the new system, OWLS staff provided training to the staff at OWLSnet libraries, and a new online catalog, InfoSoup, was developed. OWLSnet libraries went live on the new system on February 21, 2006, and public response to InfoSoup has been overwhelmingly positive since the first day. Since that time InfoSoup has received many enhancements. Patron ratings, reviews, and “My Lists” have been added. Several staff and patron review blogs have been created, and more booklists have been created. In 2009, a version of InfoSoup for mobile devices (i.e., InfoSoup To Go) was launched, and a new Job & Career Resources page was developed. The InfoSoup Memory Project, which uses CONTENTdm software to make local library digital collections available through InfoSoup, was launched, and LibraryThing and Mango Languages were also added in 2009.

The Innovative Interfaces Millennium software is used to provide circulation control, a central bibliographic database, a central patron database, management reports, an online public access catalog (InfoSoup), overdue and reserve notices, resource sharing, and acquisitions functions to members. In 2009, an E-commerce module was installed, and before the end of 2010 patrons will be able to pay their fines and fees online via InfoSoup. In February 2010, the Millennium server was replaced, providing a new server with the capacity for continued growth and development of the ILS. The network also provides member libraries with training, cataloging services, technical support, a network library card program, a new materials database, various reference databases, email service, antivirus and security software, and Internet service.

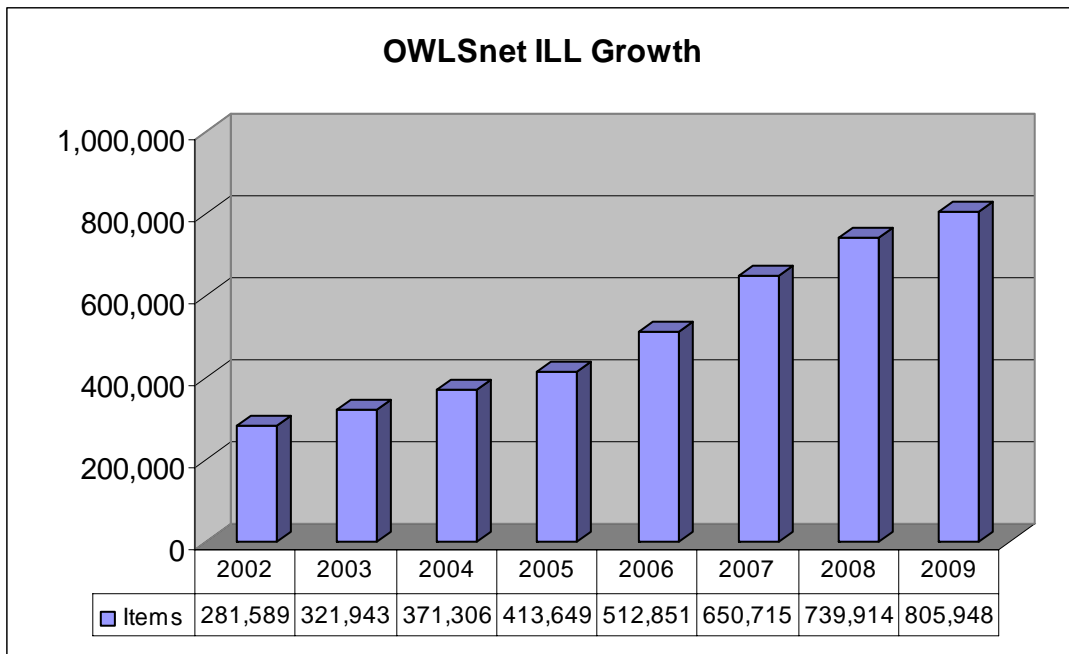
In 2006, OWLSnet libraries were migrated to the state’s newly developed BadgerNet Converged Network (BCN), and OWLS doubled its Internet capacity to 9 mbps. The OWLSnet network continues to connect 51 public library sites and both system offices. Forty-eight of these sites are connected directly to the OWLSnet wide area network (WAN) through the BCN. Two sites access OWLSnet resources via the Internet, and Appleton Public Library has a local area network (LAN) connection. OWLSnet has continued to add bandwidth as feasible and affordable to meet the needs of member

libraries. OWLSnet has also continued to upgrade routers and switches as necessary at the central site and at member library sites.

Currently, all member libraries connected to OWLSnet via the BCN are connected with 1.5 mbps or 3.0 mbps circuits. It is anticipated that within the next year or two, member library connections will be increased to 20 mbps as the result of a federal ARRA grant received by the State Department of Administration. OWLSnet recently began the process of changing Internet service providers from NTD to WiscNet. This change has resulted in increasing Internet bandwidth from 18 mbps to 50 mbps.

In response to member library requests, OWLSnet began installing wireless networks in member libraries in 2007. Currently, forty-one sites make wireless Internet service available to patrons. Also in response to member library demand, OWLSnet began offering SAM workstation management software in 2008. Currently, thirty-five OWLSnet libraries are using SAM to manage public Internet computers.

The development of OWLSnet has led to an explosive increase in the volume of resource sharing. In 2009, over 800,000 items were shared among OWLSnet members as a result of placing and filling holds using the ILS. The workload associated with handling this volume of materials has become a significant burden for OWLS, NFLS, and many member libraries. Because the growth of resource sharing had become unsustainable, OWLSnet libraries voted in 2009 to reduce the maximum number of holds allowed to 15 per patron in order to reduce the dramatic growth in resource sharing among OWLSnet libraries. While resource sharing grew almost 9% in 2009, this rate is significantly lower than the 27% average annual increase from 2002 to 2008.



In late 2006, OWLS made a significant change in how resources are shared with libraries outside of OWLSnet. Prior to 2006, OWLS libraries had used WISCAT to borrow items from other libraries in the

state, and OWLS operated an interlibrary loan clearinghouse to respond to requests for materials owned by OWLS libraries from libraries throughout the state. In December 2006, OWLS libraries discontinued using WISCAT and began using OCLC/BadgerCat for out-of-network resource sharing, and NFLS began serving as the interlibrary loan clearinghouse for OWLS libraries.

In addition to operating the ILS, managing the WAN, and facilitating resource sharing for member libraries, OWLS engages in a variety of other technology-related activities. Activities include providing additional electronic resources, using technology to convey information to member libraries, offering classes in a computer training lab, providing one-on-one computer training, helping member libraries to create and maintain websites, providing professional technology support and consulting assistance to member libraries, providing PC support to member libraries, and assisting with the development of local technology resources.

A complete assessment of services is contained in Appendix B, and lists of OWLS and OWLSnet member libraries are contained in Appendix E and Appendix F, respectively.

Priorities

Five priorities have been identified for the period covered by this plan.

- Member libraries will continue to be assisted and supported in their use of technology. This priority includes providing training to library staff, supporting library PCs, assisting libraries with the development of electronic content, enhancing InfoSoup to make it more helpful for library patrons, and implementing new services or software modules requested by member libraries when feasible (e.g., online patron registration, telephone notification).
- OWLS, in cooperation with NFLS, will maintain and develop the OWLSnet network infrastructure in order to continue providing up-to-date technology-based services. This includes deploying appropriate network servers and telecommunications equipment. A continuing challenge in managing the wide area network for member libraries is securing sufficient bandwidth to meet their needs. The recent Department of Administration grant to provide fiber connections to all public libraries should provide sufficient bandwidth for the vast majority of OWLSnet libraries. However, more local library bandwidth will create challenges for OWLSnet to secure sufficient bandwidth to aggregate their connections and to connect them to the Internet.
- OWLS will continue to monitor the impact of resource sharing on member libraries and will make recommendations for addressing any issues that may arise. This priority also includes working with NFLS to make sure that libraries have adequate access to materials owned by libraries outside of OWLSnet.
- OWLS will monitor the impact on its member libraries and for its network infrastructure of changing media distribution systems from the sale of physical items to the licensing of streamed media. The growing trend in the publishing industry to favor electronic distribution of items over production and distribution of physical items will have serious consequences for how libraries operate in the future, but it is not yet clear what the role of libraries might be in a “streaming environment.” At a minimum, it is likely that this trend will have an impact on bandwidth needs, resource sharing, and costs.

- The current OWLSnet plan was scheduled to be evaluated and a new plan developed by early 2010, but the press of other activities kept this from happening on schedule. It is a priority to appoint a new OWLSnet planning committee, comprised of members of the OWLSnet Administrative Advisory Committee (AAC), to develop a revised plan and bring it to the AAC for consideration and adoption, no later than mid-2011. Because the AAC regularly discusses and makes decisions about the services provided to OWLSnet members, a new OWLSnet plan needs to focus primarily on governance, cost-sharing, and decision-making procedures.

Planning Environment

This plan was drafted by Rick Krumwiede, Director, with assistance from Evan Bend, Library Services Manager, and Bradley Shipps, Continuing Education and Outreach Coordinator. All OWLS libraries were contacted in order to identify specific local library issues, priorities, or concerns. The plan also reflects input gathered from a variety of other sources.

OWLS professional staff meets every other week throughout the year, primarily to discuss technology-related issues. Professional staff members also met individually with professional staff from Appleton Public Library and Nicolet Federated Library System on many occasions, and they also met frequently with the staff of member libraries. OWLS Director met regularly with the Appleton Public Library Director and Assistant Director, and OWLS Library Automation Manager took part in meetings of the Appleton Public Library Technical Services Department. OWLS library directors and assistant directors meet once or twice each year, and technology and resource sharing topics are often discussed at these meetings. OWLSnet Administrative Advisory Committee (AAC) meetings, which are held an average of six times during the year, were a forum for the discussion of OWLSnet technology and resource sharing issues. These discussions provided significant input and direction into the development of this plan.

System technology and resource sharing planning has not been done in isolation. OWLS staff regularly participates in statewide meetings for system technology and interlibrary loan coordinators. OWLS staff members are active in the Fox Valley Library Council, Inc., which is an organization of nearly ninety libraries of all types that exists to facilitate resource sharing in a seven county area. Participation has enabled OWLS and FVLC to integrate the other organization's objectives into their respective plans.

Finally, a draft of this plan was posted on OWLSweb, and OWLS member library directors were asked to submit comments on the draft. The plan was presented to the OWLS Board and adopted on June 17, 2010.

Evaluation of 2007 – 2010 Plan

The OWLS *Technology and Resource Sharing Plan: 2007 – 2010* contained six goals and fifty-one objectives. Significant progress was made toward achieving all of the goals during the period covered by the Plan, and only a handful of the objectives were not achieved. Appendix A contains a list of all the objectives that were achieved with comments to further illuminate how they were achieved. Also included in Appendix A is a list of the objectives that were not achieved and comments about them.

Goals and Objectives

The following goals and objectives apply to all OWLS member libraries, unless otherwise specified. Objectives that are unique to individual libraries are included in Appendix D. OWLSnet objectives are carried out in cooperation with NFLS and apply to all OWLSnet member libraries, i.e., libraries in both systems. OWLS objectives apply only to member libraries of the OWLS system.

Goal A: To provide services to OWLS and OWLSnet member libraries that help them increase patron access to library and information resources and that help increase the efficiency and effectiveness of library operations.

Objectives:

1. OWLSnet will continue to provide and support Millennium integrated library system (ILS) software from Innovative Interfaces that offers a variety of functions to members including circulation control, a central bibliographic database, a central patron database, management reports, an online public access catalog (InfoSoup), overdue and reserve notices, resource sharing, and acquisitions. (2010-2013)
2. OWLSnet will continue to provide access to subscription-based electronic information resources (e.g., Gale databases, Ancestry, Overdrive, Tumblebooks, Mango Languages, Learning Express Library) for all network libraries. (2010-2013)
3. OWLSnet will continue to work with member libraries to provide enhanced information resources to patrons via InfoSoup (e.g., staff reviews, InfoSoup Memory Project, recently added materials database, booklists). (2010-2013)
4. OWLS and APL technical services staff will continually monitor and make recommendations regarding OWLSnet technical services processes. (2010-2013)
5. OWLSnet will continue to provide Internet services (e.g., World Wide Web access, email accounts) to member libraries. (2010-2013)
6. OWLSnet will continue to provide and support the network infrastructure necessary for OWLSnet services, including firewalls, servers, telecommunications equipment, data circuits, and software. (2010-2013)
7. OWLSnet will continue working to secure sufficient bandwidth to meet the needs of members by monitoring the bandwidth needs of member libraries, upgrading bandwidth from the BadgerNet converged network, and by securing adequate bandwidth to connect to an Internet Service Provider. (2010-2013)
8. OWLSnet will continue to provide and support SAM workstation management software in OWLSnet member libraries. (2010-2013)
9. OWLSnet will continue to provide and support wireless Internet access in OWLSnet member libraries. (2010-2013)
10. OWLS will apply for appropriate telecommunications discounts that may be available to member libraries through state or federal programs (e.g., E-rate, TEACH Wisconsin). (2010-2013)
11. OWLS will continue to provide consultation and assistance to member libraries in maintaining and upgrading computers, developing and maintaining websites, and providing web-accessible electronic content. (2010-2013)

12. OWLS will continue to encourage the Administrative Advisory Committee of OWLSnet to standardize policies, procedures, and practices among network libraries. (2010-2013)

Goal B: To further develop OWLS and OWLSnet services in order to improve and enhance the services and information available to member libraries and their patrons.

Objectives:

1. OWLSnet, in cooperation with member libraries, will continue to develop and enhance InfoSoup. (2010-2013)
2. OWLSnet will provide training and support for member libraries to add unique local resources to the InfoSoup Memory Project. (2010-2013)
3. The OWLSnet Administrative Advisory Committee (AAC) will continue to assess the desirability and feasibility of implementing additional Millennium software modules (e.g., Telephone Notification, Online Patron Registration) or other new services. (2010-2013)
4. OWLSnet will regularly evaluate current use of online electronic resource subscriptions and make any changes necessary to optimize the use and affordability of such resources. (2010-2013)
5. OWLSnet will continue to work with member libraries to explore their participation in the acquisitions module of the Millennium ILS. (2010-2013)
6. OWLSnet will regularly replace servers, computer room network equipment (i.e., firewalls, routers, switches), uninterruptible power supplies, and backup units. (2010-2013)
7. OWLSnet will work with the Brown County Library to explore methods for optimizing resource sharing between Brown County Library and OWLSnet member libraries. (2010-2013)
8. OWLS will complete the migration of member library websites to Drupal software. (2010-2011)
9. OWLS will continue experimenting with remote hosting of websites and determine whether to replace its web server. (2101)

Goal C: To facilitate effective resource sharing among OWLSnet member libraries, and between OWLS libraries and libraries beyond OWLSnet, in order to provide patrons with convenient access to library and information resources.

Objectives:

1. OWLSnet will continue to allow patrons to request the interlibrary loan of items by placing holds or sending email messages via the online catalog. (2010-2013)
2. OWLSnet will evaluate the impact of its decision to limit patrons to a maximum of 15 holds on resource sharing growth and member library operations. (2010-2011)
3. OWLSnet will continually evaluate the cost effectiveness of OWLSnet's resource sharing policy, which encourages the sharing of all local materials with all other network members. (2010-2013)
4. NFLS will continue to serve as the interlibrary loan clearinghouse for OWLS member libraries. (2010-2013)
5. OWLSnet will continue to provide member libraries and their patrons with access to WorldCat and other area library catalogs via InfoSoup. (2010-2013)

6. OWLSnet will make its Millennium server available as a z39.50 target in order for libraries in the state using WISCAT to have access to information about member library materials. (2010-2013)
7. OWLS and NFLS will continue to monitor resource sharing among OWLSnet members and, if necessary, will implement methods for addressing resource sharing inequities that may exist between systems and libraries. (2010-2013)
8. OWLS and its member libraries will continue to participate in the Fox Valley Library Council (FVLC) in order to facilitate resource sharing with other types of libraries in the FVLC area. (2010-2013)
9. OWLS will continue to contract for appropriate five-day-a-week delivery services between member libraries, the OWLS and NFLS offices, and other libraries throughout the state. (2010-2013)

Goal D: To provide training and assistance to member library staff in using services provided by OWLS and OWLSnet.

Objectives:

1. OWLSnet will continue to provide group and individual training to staff of member libraries in the effective use of Millennium software and related management reports. (2010-2013)
2. OWLSnet will continue to provide assistance to staff of member libraries in troubleshooting problems with the use of OWLSnet services. (2010-2013)
3. OWLSnet will continue to provide training to OWLSnet member libraries in using CONTENTdm software to add digital collections to the InfoSoup Memory Project. (2010-2013)
4. OWLSnet and OWLS will continue using Go To Meeting, Go To Webinar, and LogMeIn for providing online programs, training, collaboration, and support to member libraries. (2010-2013)
5. OWLS will continue to provide individual training or consultation to staff of member libraries in the effective use of electronic information resources, computers, software, and other new technologies. (2010-2013)
6. OWLS will continue to provide training to member libraries in use of social media software and websites (e.g., Facebook). (2010-2013)
7. OWLS will assist OWLS libraries with the development and maintenance of local library websites, including locally created web-accessible databases. (2010-2013)
8. OWLS, upon request, will assist member libraries with local library technology plans and policies. (2010-2013)

Goal E: To work with the OWLSnet Administrative Advisory Committee to optimize the ongoing governance and operation of OWLSnet.

Objectives:

1. Representatives of OWLS, NFLS, and all member libraries (i.e., AAC) will meet at least quarterly to discuss the technical and administrative operation of the network. (2010-2013)
2. OWLSnet will appoint a planning committee to evaluate the current plan and develop a new plan. (2010)

3. The OWLSnet planning committee will present a new plan for consideration, modification, and adoption by the Administrative Advisory Committee. (2011)
4. OWLSnet will develop and implement a program for orienting library directors on the responsibilities of OWLSnet membership, the structure and governance of OWLSnet, and the nature and meaning of consensus decision-making. (2011)
5. OWLSnet will continue to codify membership requirements, policies, and procedures and will regularly communicate them to member libraries. (2010-2013)
6. OWLSnet will monitor member library compliance with policies, procedures, and membership requirements and will notify any library that does not comply. (2010-2013)

Goal F: To engage in continuous study and planning in regard to OWLSnet services, library automation, resource sharing, and new technologies.

Objectives:

1. OWLS will encourage and support participation by its staff in activities to help them keep abreast of technological developments relevant to OWLS and OWLSnet services. (2010-2013)
2. OWLS staff will continue to monitor the development of social media sites and services and will make recommendations to member libraries about their participation in social media sites or services. (2010-2013)
3. OWLS staff will keep abreast of developments in the publishing industry aimed at distributing media content electronically and will inform member libraries of such developments and their potential impact on public library services. (2010-2013)
4. OWLS will annually review this plan and make any necessary modifications as part of its annual planning process. (2010-2013)
5. OWLS will develop and adopt a new Technology and Resource Sharing Plan. (2013)

Budget

The participating member libraries and systems provide the majority of funding for technology and resource sharing activities within OWLS and OWLSnet. The following 2010 budget information provides an example of the revenue that OWLS will use and the expenditures that OWLS will make to accomplish the technology and resource sharing activities described in this plan.

2010 Budgeted Income by Source	
2010 State Aid	\$279,997
Federal LSTA	\$13,800
Local and County	\$6,000
Contracts	
OWLS Member Libraries	\$265,083
NFLS Member Libraries	\$275,830
Nicolet Federated Library System	\$265,046
 Total Income	 \$1,105,756

The majority of activities contained in this plan are financed from OWLS Technology-Reference-Interloan program budget. This program is divided into two subprograms. The OWLSnet subprogram includes activities involved in operating the OWLSnet shared automation consortium. The OWLS subprogram includes technology, reference, and interloan services provided primarily to OWLS member libraries. The 2010 budgets and detailed information for both subprograms follow.

Technology-Reference-Interloan: OWLSnet

300-05 Salaries	\$332,557.00
301-05 Payroll Taxes	\$25,441.00
302-05 Fringe Benefits	\$129,816.00
305-05 Facilities	\$7,000.00
311-05 Telephone	\$3,000.00
312-05 Supplies	\$9,000.00
313-05 Telecommunications	\$63,600.00
314-05 Borrowers' Card Supplies	\$6,500.00
315-05 Printing & Promotion	\$4,200.00
320-05 Microcomputer Equip.	\$2,500.00
321-05 Microcomputer Repair	\$1,000.00
325-05 Meeting and Travel	\$8,000.00
326-05 Training/Consulting	\$3,000.00
330-05 Software	\$15,700.00
340-05 Resource Library	\$21,000.00
342-05 Online Databases	\$90,127.00
343-05 Internet Access	\$53,207.00
345-05 OCLC Charges	\$94,300.00
348-05 Digitization	\$3,100.00
349-05 Enhanced Content	\$15,200.00
350-05 System Development	\$4,000.00
352-05 System Hardware	\$2,500.00
353-05 Network Hardware	\$7,000.00
354-05 System Maintenance	\$110,000.00
 Subtotal	 \$1,011,748.00

Salaries, Payroll Taxes, Fringe Benefits: Included are the costs for approximately 7.1 FTEs. Currently, eleven employees spend some of their time in this program: five professional employees and six support staff employees.

Position	FTE OWLSnet
Cataloger	1.00
Cataloging Assistant	.55
Circulation Specialist	1.00
Computer Network Manager	.90
Computer Technician	.35
Director	.30
Library Automation Manager	1.00
Library Services Manager	.47
Library Support Specialist	1.00
Other Support Staff (2)	.50
 Total FTEs	 7.07

Facilities: 20% of OWLS rent and utilities is allocated to the OWLSnet program.

Telephone: This budget contains the costs for the telephone lines used by the automation staff.

Supplies: This includes everything from receipt paper to connectors for the ends of cables. Items like surge suppressors and printer cables get charged to this account.

Telecommunications: This budget pays for connecting remote sites to the OWLSnet WAN.

Borrowers' Card Supplies: OWLSnet members are provided with borrowers' cards, patron barcodes, and barcode covers.

Printing and Promotions: Members are provided with a variety of printed and promotional items.

Computer Equipment: This budget is for PCs and peripherals for OWLSnet staff.

PC Repair: This budget is used to upgrade or repair components on OWLSnet staff computers.

Meeting and Travel: This budget covers the cost of travel to remote sites by OWLSnet staff. This account is also used to pay expenses for OWLSnet staff to attend ILS-related meetings or conferences.

Training/Consulting: This budget covers training or consulting from technology vendors.

Software: This budget is for miscellaneous software needed for OWLSnet staff PCs or for software provided to OWLSnet member libraries for their PCs.

Resource Library: Appleton Public Library serves as the resource library for all OWLSnet libraries, including libraries in the OWLS and NFLS systems. This particular line item is used to purchase materials that enhance APL's ability to serve as a resource for the network.

Online Databases: These funds are used to pay for the subscription-based electronic resources that are available to libraries in both OWLS and NFLS.

Internet Access: This budget pays for Internet service for all OWLSnet libraries.

OCLC Charges: This budget is for various OCLC costs related to cataloging and resource sharing.

Enhanced Content: This budget is for enhanced content for InfoSoup, e.g., cover art, reviews, booklists, etc.

System Development: This line includes expenditures for projects undertaken to further develop the network. Often this budget is used to purchase additional modules from the ILS vendor. The amount varies significantly from year to year depending upon annual objectives.

System Hardware: This budget is used to buy major hardware items, primarily servers, for the central computer room. The amount varies significantly from year to year depending upon annual objectives.

Network Hardware: This budget is used to buy equipment for the network infrastructure (e.g., routers, switches, firewalls) that may be placed in the central computer room or at libraries.

System Maintenance: The biggest chunk of this budget is to pay Innovative Interfaces for software maintenance. The remainder of the funds are used to pay for maintenance on servers, software, switches, routers, wireless access controllers, wireless access points and other miscellaneous equipment.

Technology-Reference-Interloan: OWLS

300-11 Salaries	\$46,886.00
301-11 Payroll Taxes	\$3,587.00
302-11 Fringe Benefits	\$19,485.00
305-11 Facilities	\$3,500.00
312-11 Supplies	\$500.00
320-11 Equipment	\$2,500.00
325-11 Meeting and Travel	\$2,800.00
326-11 Training/Consulting	\$1,000.00
330-11 Software	\$1,000.00
374-11 FVLC Participation	\$750.00
375-11 Statewide Projects	\$7,000.00
378-11 Lender Compensation	\$5,000.00
Subtotal	\$94,008.00

Salaries, Payroll Taxes, Fringe Benefits: Included are the costs for approximately 1.1 FTEs. Currently, four people spend time in this subprogram: three professional employees and one support staff employee.

Position	FTE OWLS
Computer Network Manager	.05
Computer Technician	.53
Director	.10
Library Services Manager	.38
Total FTEs	1.06

Facilities: 10% of OWLS total rent and utilities is allocated to the OWLS program.

Supplies: This budget is for miscellaneous supplies.

Equipment: Funds in this budget pay for computers and peripherals for OWLS staff that are not primarily assigned to the OWLSnet program.

Meeting and Travel: Funds are budgeted for OWLS staff to travel to member libraries on system technology or resource sharing business.

Training/Consulting: Funds are budgeted to pay for technology training and consulting outside of the OWLSnet program.

Software: This budget contains funds for software for OWLS staff computers.

FVLC: OWLS pays Fox Valley Library Council membership dues for all of its member libraries in order to facilitate resource sharing and multitype cooperation in the area.

Statewide Projects: This budget pays for OWLS library participation in statewide technology projects, e.g., WPLC.

Lender Compensation: This program compensates OWLS member libraries that provide significantly more interlibrary loans to other OWLSnet libraries than they receive from other OWLSnet libraries. Any library qualifying for compensation under this program receives a credit toward its annual OWLSnet membership fee.

Evaluation

OWLS Director will be responsible for coordinating the evaluation of this plan. Evaluation will include a written assessment of the extent to which goals and objectives have been met. This assessment will include 1) a list of the goals and objectives that have been achieved, 2) a list of goals and objectives that have not been achieved with an explanation of why they weren't achieved, 3) suggestions for how any unmet goals or objectives might be achieved in the future, and 4) a description of any unanticipated outcomes. Input for this assessment will be solicited from OWLS professional staff and member library directors.

This plan will be reviewed annually as part of the system's annual planning process. Any revision to this plan will include an examination of the relevance of current goals and objectives and consideration of emerging needs and new technologies.

Appendix A

Evaluation of Technology and Resource Sharing Plan: 2007 – 2010

The OWLS Technology and Resource Sharing Plan: 2007 – 2010 includes the following goals:

- A. To provide services to OWLS and OWLSnet member libraries that help them increase patron access to library and information resources and that help increase the efficiency and effectiveness of library operations.
- B. To optimize the governance and operation of OWLSnet by formalizing policies, procedures, and decision-making and by increasing member library understanding of what is expected of them.
- C. To further develop OWLS and OWLSnet services in order to improve and enhance the services and information available to member libraries and their patrons.
- D. To facilitate effective resource sharing among OWLSnet member libraries, and between OWLS libraries and libraries beyond OWLSnet, in order to provide patrons with convenient access to library and information resources.
- E. To provide training and assistance to member library staff in using services provided by OWLS and OWLSnet.
- F. To engage in continuous study and planning in regard to OWLSnet services, library automation, resource sharing, and new technologies.

Significant progress was made toward achieving all of these goals during the period covered by the Plan. In addition, OWLS was successful in achieving all of the objectives listed below. Comments are included for some objectives to further illuminate how they were achieved.

Achieved Objectives

- OWLSnet will continue to provide and support Millennium integrated library system (ILS) software from Innovative Interfaces that offers a variety of functions to members including circulation control, a central bibliographic database, a central patron database, management reports, an online public access catalog (InfoSoup), overdue and reserve notices, resource sharing, and acquisitions.
- OWLSnet will continue to provide access to subscription-based electronic information resources (e.g., Gale databases, Ancestry, HeritageQuest, Overdrive, Tumblebooks) for all network libraries, and OWLS will continue to provide access to electronic resources specifically for OWLS libraries (e.g., The Post-Crescent from Newsbank, Learning Express Library).
- OWLSnet will regularly evaluate current use of online information subscriptions, provide trials and evaluations of prospective resources, and begin providing access to additional Internet-based information resources.
 - Opposing Viewpoints from Gale was discontinued because the content is readily available from other sources. The Post-Crescent was discontinued because Newsbank no longer has the rights to the content, and HeritageQuest was discontinued because it was added to BadgerLink.
- OWLSnet will continue to work with member libraries to provide enhanced information resources to patrons via InfoSoup (e.g., staff picks, recently added materials database, booklists, Readers' Page).
- OWLS and APL technical services staff will continually monitor and make recommendations regarding OWLSnet technical services processes.

- OWLSnet will continue to provide Internet services (e.g., World Wide Web access, website hosting, email accounts) to member libraries.
- OWLSnet will continue to provide and support the network infrastructure necessary for OWLSnet services, including firewalls, servers, telecommunications equipment, data circuits, and software.
- OWLSnet will continue working to secure sufficient bandwidth to meet the needs of members by monitoring the bandwidth needs of member libraries, upgrading bandwidth from the BadgerNet converged network, and by securing adequate bandwidth to connect to an Internet Service Provider.
- OWLSnet will continue to install new switches at member libraries in order to increase security by segmenting the network at each library location.
- OWLSnet will work with member libraries, when requested, to facilitate the installation of wireless networks.
 - Forty-one OWLSnet sites, including all OWLS libraries, now have wireless networks.
- OWLS will apply for appropriate telecommunications discounts that may be available to member libraries through state or federal programs (e.g., E-rate, TEACH Wisconsin).
- OWLS will continue to provide consultation and assistance to member libraries in maintaining and upgrading computers, maintaining websites, and providing web-accessible electronic content.
- OWLS will encourage the Administrative Advisory Committee of OWLSnet to standardize policies, procedures, and practices among network libraries.
- Representatives of OWLS, NFLS, and all member libraries (i.e., AAC) will meet at least quarterly to discuss the technical and administrative operation of the network.
- OWLSnet will implement recommendations of the OWLSnet Planning Committee for conducting AAC meetings including: meeting only in large enough rooms, developing ground rules for meetings, advance distribution of all meeting materials, providing advance notice of issues to be voted upon, distributing meeting outcomes immediately following meetings.
- OWLSnet will continue to codify membership requirements, policies, and procedures and will regularly communicate them to member libraries.
 - While this is an ongoing project for OWLSnet and significant progress has been made, more work remains to be done in this area.
- OWLSnet will monitor member library compliance with policies, procedures, and membership requirements and will notify any library that does not comply.
- OWLSnet, in cooperation with member libraries, will continue to develop and enhance InfoSoup. Input regarding InfoSoup development will be solicited from member libraries via the InfoSoup Development Blog, at AAC meetings, and at other appropriate meetings.
- OWLSnet, in cooperation with member libraries, will develop pages for inclusion in InfoSoup (e.g., local history page) that highlight unique content developed by member libraries.
 - In addition to adding Local History and Digital Collection pages to InfoSoup, OWLSnet has started the InfoSoup Memory Project, which uses CONTENTdm software to digitize and make available local library resources.
- OWLSnet will work with member libraries to explore methods for linking to and promoting local library resources through InfoSoup.
- OWLSnet will add the capability for patrons to add reviews to materials in InfoSoup.

- OWLSnet will convene a committee to evaluate and recommend a PC Management software vendor for member libraries, and OWLSnet will implement the recommendation if financially feasible.
 - SAM PC Management software has been installed at thirty-two OWLSnet member library sites.
- OWLSnet will work with the Brown County Library director, if requested, to explore the impact and feasibility of the library joining OWLSnet.
 - After nearly eighteen months of investigating the feasibility of Brown County Library joining OWLSnet, it was decided that Brown County would not join OWLSnet at this time.
- OWLSnet will continue to assess the desirability and feasibility of implementing additional Millennium software modules.
- OWLSnet will evaluate its current antivirus software, PC security, and network security provisions and will make recommendations for maintaining and improving security. Such recommendations will be implemented as feasible.
 - OWLSnet is currently in the process of replacing antivirus software at all library locations.
- OWLSnet will work with member libraries to explore their participation in the acquisitions module of the Millennium ILS.
 - The Kaukauna and Waupaca libraries began using the acquisitions module.
- OWLS will continually explore and implement software options for enhancing web services provided to member libraries.
- OWLSnet will continue to allow patrons to request the interlibrary loan of items by placing holds or sending email messages via the online catalog.
- OWLSnet will continually evaluate the cost effectiveness of OWLSnet's resource sharing policy, which encourages the sharing of all local materials with all other network members.
- OWLSnet will evaluate the impact of resource sharing growth on member libraries' operations and will make recommendations for desirable changes.
 - Due to the impact of resource sharing growth on members, OWLSnet libraries voted in 2009 to limit the maximum number of holds that can be placed per patron to 15. This change has been in effect for nearly a year, and it appears to have the intended consequence of slowing the growth resource sharing.
- NFLS will continue to serve as the interlibrary loan clearinghouse for OWLS member libraries.
- OWLSnet will continue to provide member libraries and their patrons with access to BadgerCat and other area library catalogs via InfoSoup.
 - BadgerCat will be eliminated on July 1, 2010 because many of the participating libraries were unwilling or unable to contribute to the cost of this tool. However, all of the resources included in BadgerCat will still be available via OCLC WorldCat.
- OWLSnet will make its Millennium server available as a z39.50 target in order for libraries in the state using WISCAT to have access to information about member library materials.
- OWLS and NFLS will continue to monitor resource sharing among OWLSnet members and, if necessary, will implement methods for addressing resource sharing inequities that may exist between systems and libraries.
- OWLS and its member libraries will continue to participate in the Fox Valley Library Council (FVLC) in order to facilitate resource sharing with other types of libraries in the FVLC area.

- OWLS will continue to contract for appropriate five-day-a-week delivery services between member libraries, the OWLS and NFLS offices, and other libraries throughout the state.
- OWLSnet will continue to provide group and individual training to staff of member libraries in the effective use of Millennium software and related management reports.
- OWLSnet will continue to provide assistance to staff of member libraries in troubleshooting problems with the use of OWLSnet services.
- OWLS will continue to provide information on the web about using technology-based services effectively.
- OWLS will evaluate the effectiveness of using OPAL and Go To Meeting for providing online programs, training, collaboration, and support to member libraries.
 - OWLS and other library systems in Wisconsin are using Go To Webinar as the online meeting and training software of choice.
- OWLS will collaborate with South Central Library System and Winnefox Library System to provide an online, self-discovery program that encourages the exploration of Web 2.0 tools and new technologies (i.e., Project Play).
- OWLS will continue to provide individual training or consultation to staff of member libraries in the effective use of electronic information resources, computers, software, and other new technologies.
- OWLSnet, upon request, will assist OWLSnet member libraries with the initial set-up of new websites.
 - Prior to 2009 OWLSnet hosted websites for both OWLS and NFLS member libraries. However, a decision was made in 2009 to discontinue website hosting as an OWLSnet service, and both systems are now responsible for arranging hosting for their own member libraries.
 - NFLS is using a remote host for its member libraries, and OWLS is currently exploring remote hosting.
- OWLS will assist OWLS libraries with the development and maintenance of local library websites, including locally created web-accessible databases.
- OWLS, upon request, will assist member libraries with local library technology plans and policies.
- OWLS will encourage and support participation by its staff in activities to help them keep abreast of technological developments relevant to OWLS and OWLSnet services.

While the vast majority of objectives included in the 2007 – 2010 Plan were achieved, a few of the objectives were not achieved. What follows is a list of unmet objectives and comments about them.

Unmet Objectives

- OWLSnet will develop and implement a program for orienting library directors on the responsibilities of OWLSnet membership, the structure and governance of OWLSnet, and the nature and meaning of consensus decision-making.
 - While this is still considered to be a needed and worthwhile objective, a formal orientation program has not yet been developed. With all of the other projects taking place within OWLSnet and the busyness of staff, this projected has never made it to the top of the project list. Fortunately, there has been little turnover in member library directors.

- OWLSnet will investigate the feasibility of establishing a Policy Committee that would adjudicate disputes between libraries over whether a particular practice conforms to OWLSnet policies and procedures.
 - While this idea has been mentioned briefly at Administrative Advisory Committee meetings, a formal proposal has never been developed and presented to the group. Furthermore, it's not clear how to assess the feasibility of establishing a Policy Committee prior to actually establishing one. Because this could be a potentially contentious issue, it's likely that no action on this objective will be taken until OWLSnet engages in another planning process to determine if this is still of interest to the membership.
- OWLSnet will develop and implement a schedule for replacing servers, computer room network equipment (i.e., firewalls, routers, switches), uninterruptible power supplies, and backup units.
 - Central site equipment and remote library network equipment have always been replaced with regularity and kept up-to-date. Several servers have been replaced since this objective was written. While equipment replacement has been a priority, changing priorities and technologies have made it difficult to develop a multi-year plan for replacements.
- OWLSnet will appoint a planning committee to evaluate the current plan and develop a new plan.
 - This was originally scheduled for 2009 but won't occur until the second half of 2010.
- The OWLSnet planning committee will present a new plan for consideration, modification, and adoption by the Administrative Advisory Committee.
 - This is now scheduled to occur in 2011.

Appendix B
Member Library Support and Services
Based on Data from the 2008 Wisconsin Public Library Service Record

Member Library Support and Expenditures

			Municipal		Total	Total	Operating
	2008	Municipal	Support	Total	Income	Operating	Expenditures
Library	Population	Support	per Capita	Income	per Capita	Expenditures	per Capita
Appleton	72,297	\$3,474,091	\$48.05	\$4,369,792	\$60.44	\$4,381,485	\$60.60
Black Creek	1,265	\$80,744	\$63.83	\$142,278	\$112.47	\$125,096	\$98.89
Clintonville	4,641	\$266,404	\$57.40	\$409,176	\$88.17	\$400,322	\$86.26
Fremont	725	\$61,134	\$84.32	\$89,600	\$123.59	\$89,600	\$123.59
Hortonville	2,723	\$67,073	\$24.63	\$116,338	\$42.72	\$113,290	\$41.60
Iola	1,352	\$118,252	\$87.46	\$188,987	\$139.78	\$171,399	\$126.77
Kaukauna	14,925	\$580,599	\$38.90	\$688,726	\$46.15	\$687,347	\$46.05
Kim.-L.C.	17,486	\$528,943	\$30.25	\$711,183	\$40.67	\$716,032	\$40.95
Manawa	1,313	\$81,797	\$62.30	\$162,909	\$124.07	\$152,872	\$116.43
Marion	1,241	\$107,189	\$86.37	\$140,805	\$113.46	\$136,393	\$109.91
New London	7,204	\$279,928	\$38.86	\$406,958	\$56.49	\$406,958	\$56.49
Scandinavia	374	\$15,155	\$40.52	\$33,866	\$90.55	\$31,607	\$84.51
Seymour	3,463	\$113,442	\$32.76	\$183,529	\$53.00	\$183,842	\$53.09
Shiocton	955	\$31,566	\$33.05	\$55,805	\$58.43	\$54,516	\$57.08
Waupaca	6,028	\$483,726	\$80.25	\$804,300	\$133.43	\$791,857	\$131.36
Weyauwega	1,885	\$100,582	\$53.36	\$132,501	\$70.29	\$132,500	\$70.29

Member Library Circulation and Visits

				Non-	Non-		
	2008	Total	Circulation	Resident	Resident	Library	Visits
Library	Population	Circulation	Per Capita	Circulation	Circ %	Visits	Per Capita
Appleton	72,297	1,485,494	20.5	569,827	38.4%	554,125	7.7
Black Creek	1,265	50,837	40.2	31,468	61.9%	8,994	7.1
Clintonville	4,641	135,590	29.2	71,301	52.6%	99,092	21.4
Fremont	725	47,254	65.2	30,742	65.1%	13,200	18.2
Hortonville	2,723	81,809	30.0	54,619	66.8%	34,680	12.7
Iola	1,352	62,878	46.5	35,387	56.3%	50,891	37.6
Kaukauna	14,925	224,071	15.0	84,236	37.6%	145,851	9.8
Kim.-L.C.	17,486	301,443	17.2	158,132	52.5%	131,424	7.5
Manawa	1,313	55,371	42.2	34,911	63.0%	35,263	26.9
Marion	1,241	38,411	31.0	17,409	45.3%	24,100	19.4
New London	7,204	143,935	20.0	79,435	55.2%	91,383	12.7
Scandinavia	374	13,366	35.7	9,305	69.6%	6,568	17.6
Seymour	3,463	86,183	24.9	45,227	52.5%	57,920	16.7
Shiocton	955	18,501	19.4	12,041	65.1%	13,104	13.7
Waupaca	6,028	300,424	49.8	193,304	64.3%	189,799	31.5
Weyauwega	1,885	39,765	21.1	18,488	46.5%	32,093	17.0

Member Library Program Attendance and InterLibrary Loan

					ILL		ILL
	2008	Program	Attendance	ILL Items	Loaned	ILL Items	Borrowed
Library	Population	Attendance	per Capita	Loaned	per Capita	Borrowed	per Capita
Appleton	72,297	32,624	0.5	163,107	2.3	113,572	1.6
Black Creek	1,265	693	0.5	13,375	10.6	12,513	9.9
Clintonville	4,641	7,235	1.6	24,927	5.4	25,590	5.5
Fremont	725	2,470	3.4	15,693	21.6	11,813	16.3
Hortonville	2,723	3,837	1.4	9,833	3.6	22,436	8.2
Iola	1,352	821	0.6	16,295	12.1	15,959	11.8
Kaukauna	14,925	8,274	0.6	35,986	2.4	43,128	2.9
Kim.-L.C.	17,486	5,787	0.3	45,906	2.6	55,586	3.2
Manawa	1,313	2,283	1.7	11,882	9.0	12,871	9.8
Marion	1,241	1,151	0.9	14,199	11.4	9,377	7.6
New London	7,204	6,009	0.8	24,769	3.4	29,169	4.0
Scandinavia	374	657	1.8	5,579	14.9	4,596	12.3
Seymour	3,463	4,111	1.2	18,744	5.4	17,572	5.1
Shiocton	955	1,220	1.3	5,722	6.0	5,355	5.6
Waupaca	6,028	20,729	3.4	52,125	8.6	47,685	7.9
Weyauwega	1,885	1,430	0.8	11,326	6.0	9,104	4.8

Appendix C Assessment of Current Technology-Related Services

The following services are provided to all OWLSnet member libraries, except as noted.

- Wide area network (WAN) equipment, data circuits, and management
- Local area network (LAN) infrastructure for file and printer sharing¹
- Innovative Interfaces Millennium Integrated Library System
 - Circulation control
 - Central bibliographic database
 - Central patron database
 - Management and statistical reports
 - Overdue and reserve notices via paper and email
 - Online public access catalog (InfoSoup)
 - InfoSoup To Go for mobile devices
 - Resource sharing
 - Z39.50 target
 - Acquisitions control²
 - Onsite staff training
 - E-Commerce module for online fine payment³
- OWLSnet library card program
- New materials database
- Internet access for staff and public
- SAM workstation management software⁴
- Wireless Internet access for staff and public
- Email accounts for library staff⁵
- Antivirus software and network security provisions
- OCLC WorldCat
- Assistance with digitization projects using CONTENTdm software to add digital collections to InfoSoup Memory
- Summer Library Program websites and book review blogs

1 Appleton maintains its own local area network.

2 Only Appleton, New London, Door County, Waupaca, and Kaukauna currently use the acquisitions module.

3 Anticipated to begin in July 2010.

4 APL uses Envisionware software, and Kaukauna uses Discover Stations. Several libraries have elected not to implement SAM software.

5 Appleton operates its own email server.

OWLSnet Services (continued)

- Staff and patron access to subscription electronic resources
 - Ancestry Library Edition
 - Biography Resource Center
 - Learning Express Library
 - Literature Resource Center
 - Mango Languages
 - Optimal Resume
 - Overdrive
 - Tumblebooks
- Technical support, training, and troubleshooting

OWLS Services

OWLS provides the following services to all OWLS member libraries.

- Assistance in developing local web-accessible information resources
- Assistance with equipment purchases
- Computer lab training in the effective use of electronic resources, software, and the Internet
- Customized individual or onsite training in the effective use of electronic resources, computer software, and the Internet
- Development and submission of technology grants and proposals to enhance member libraries services
- Online continuing education and technology training opportunities for library staff
- Online training, troubleshooting, and support via Go To Meeting and LogMeIn
- PC maintenance and troubleshooting
- Systemwide technology planning
- Technology planning and consulting services
- Website development and hosting services
- Website development and maintenance training
- Website of professional information¹

¹ <http://www.owlsweb.info>

Appendix D

Local Library Technology Environment

Objectives Achieved by OWLS Libraries

Many of the telecommunications and information technology objectives established in previous plans have been met in OWLS member libraries. Because of this, member libraries are remarkably similar in the types of technology used in each of the libraries. All OWLS member libraries are currently meeting the following technology objectives.

- Connect to OWLSnet via the BadgerNet converged network.
- Implement a local area network.
- Participate in and support OWLSnet, the shared automation network operated and administered by the Outagamie Waupaca Library System.
- Use Innovative Interfaces Millennium ILS and InfoSoup.
- Maintain hardware to enable efficient and effective participation in OWLSnet.
- Provide Internet access to patrons and staff.
- Provide wireless Internet access to patrons and staff.
- Provide access to BadgerLink periodical and newspaper resources.
- Provide access to electronic resources available through OWLSnet.
- Support staff attendance at technology training sessions, and/or offer library sponsored in-house training conducted by OWLS staff members.
- Director or designated staff members attend scheduled meetings of the OWLSnet Automation Advisory Committee.
- Work with OWLS to seek appropriate grants and discounts available to libraries.
- Participate in OWLSnet and statewide resource sharing activities.
- Maintain local library website.¹
- Provide access to word processing software or Microsoft Office on public access computers.
- Seek an equipment budget adequate to support timely maintenance and replacement of existing equipment and purchase new equipment as needed for library services.

During the period covered by this plan (i.e., July 2010 through June 2013), all OWLS libraries plan to continue meeting these objectives.

Member Library Technology Activities

This section contains specific information regarding the technology environment of each OWLS member library. Included are descriptions of local library programs, services, activities, or achievements that are not applicable to all OWLS member libraries. Also included are specific individual library technology goals.

¹ Shiocton is the exception.

Appleton Public Library

Maintains own local area network, email server, and web servers
Provides public access to the Internet from 54 workstations throughout the building
Provides web hosting to several local and state library organizations
Provides web hosting and support for community and local history organizations:
 Fox Cities Online: <http://www.focol.org>
 Fox Valley Memory: <http://www.foxvalleymemory.org>
Offers formal library user education sessions and Internet introduction sessions
Provides a 10-seat computer lab for patron use and for staff and patron training
Provides reference assistance via email and text message
Develops and maintains online databases, including an index to the local newspaper, an obituary index, a song index, and an index of historical photographs
Subscribes to databases for specialized uses such as local historic newspaper look-up, business information and antique valuation
Participates in Wisconsin History Online
Offers web pages for special user groups including Spanish and Hmong language pages and a mobile-friendly page
Creates videos of special events and book reviews
Maintains active Facebook page with more than 1,000 fans
Offers gaming programs for teens
Implementing RFID starting summer 2010
Secured grant for a hearing loop to be installed in the meeting rooms in 2010
Appleton Public Library goals are outlined in their own technology plan, which can be viewed at <http://www.apl.org/policies/TechPlan07.pdf>

Black Creek Village Library

Replaced 4 computers (2 this year, 2 last year)
Launched a Facebook page
Offering computer basics class for patrons
Specific goals include:

- Launch a new Drupal-based web site
- Replace 1 computer per year
- Train staff on databases and OverDrive

Clintonville Public Library

Replaced computers according to replacement schedule
Added self-checkout station
Launched a Facebook page
Acquired new microform system with scanner
Specific goals include:

- Acquire new label printer for printing spine labels from Millennium
- Launch a new Drupal-based web site
- Train staff on the new microform system
- Upload collections to InfoSoup Memory Project (CONTENTdm)

(Fremont) Neuschafer Community Library

Launched a new Drupal-based library web site and a Facebook page

Replaced 2 computers

Specific goals include:

- Add 1 more public access computer (that is all space will allow)
- Replace 2 more computers in the next 2 years
- Adopt any new technologies or practices recommended by OWLS

Hortonville Public Library

Launched a new Drupal-based library web site

Specific goals include:

- Replace and/or upgrade the catalog computers
- Add more public computers (this goal hindered by space issues)
- Launch a Facebook page for the library
- Technology literacy training for staff

Iola Village Library

Provides handicapped accessible work station

Launched a new Drupal-based library web site

Specific goals include:

- Add additional public computers if possible
- Continue computer replacement plan

Kaukauna Public Library

Provides an index to the local newspaper online

Provides online access to a digitized collection of historical postcards & local history texts

Provides "Discover Station" time management and reservation system for public Internet computers

Launched a Facebook page

Specific goals include:

- Continue local history digitization projects
- More staff training on using technology
- Streamline process of backing up computers
- Launch a new Drupal-based library web site

Kimberly-Little Chute Public Library

Implemented use of social networks to communicate with public: Facebook, flickr, YouTube, Gabcast

Specific goals include:

- Re-establish a computer replacement & software upgrade cycle for staff and public computers, including accessories (e.g. barcode, spine label & receipt printers) and begin its implementation
- Increase access to InfoSoup and the Internet by adding catalog workstations and public access computers, as well as in-library extended use laptops for patron use
- Purchase training equipment (e.g. LCD projector, wall-mounted screens or TVs) to replace outdated technology that can no longer be sustained
- Explore new technologies that would enhance service to the public – for example, as more and more content is downloadable via computers rather than purchased on physical media, it may be helpful to patrons to have download workstations available at the library where they can purchase and download information, music, movies, etc. to portable devices
- Launch a new Drupal-based library web site

(Manawa) Sturm Memorial Library

Added an additional public access computer and maintained replacement schedule

Launched a new Drupal-based library web site and a Facebook page

Added a network label printer that improved workflow

Launched a public-facing Director's blog

Proctor online exams for patrons

Specific goals include:

- Drupal training for director and staff. Director would like to become more proficient in web-site design.
- Provide training for staff and patrons on OverDrive
- Replace 1-2 computers per year starting with the online catalog station and one of the public computers
- Upload local history collection to InfoSoup Memory Project; acquire new scanner and photo editing software
- Acquire digital microfilm machine

Marion Public Library

Acquired 6 new computers (2 each year) and 3 laptops

Launched a new Drupal-based library web site and a Facebook page

Specific goals include:

- Add another public workstation (currently have 4), possibly an express email station
- Technology literacy training for staff; improve staff proficiency with Microsoft Publisher to create marketing materials

New London Public Library

Launched a new Drupal-based library web site and a Facebook page

Added another public access computer

Acquired Rosetta Stone software through an LSTA grant

Eight public Internet computers are connected via the New London Area School District network

Email digital images of obituaries to patrons using a computer connected to Microfilm Reader

Specific goals include:

- Begin offering public technology training classes
- Replace 2 computers per year
- Investigate the possibility of partnering with the local history museum to make some of their collections available through the InfoSoup Memory Project (CONTENTdm)

Scandinavia Public Library

Launched a new Drupal Website and a Facebook page

Arranged for ILS training for staff

Purchased larger monitors for computers

Specific goals include:

- Maintain computer replacement plan
- Investigate cost/availability of MP3 players designed for accessibility to promote downloadable audio books service
- Pursue grant funding for a projector and laptop to use in programming

(Seymour) Muehl Public Library

Acquired centralized color photocopier/printer/scanner/fax for patron use

Offer computer classes for patrons, run by students from the alternative high school

Offer 1 on 1 computer training by volunteers in the summer

Dedicated Accelerated Reader work station

Launched a new Drupal-based library web site, Facebook page, and flickr account

Specific goals include:

- Early Literacy Station (from AWE)
- Research switching to laptops instead of desktops for patron use
- Purchase a digital video camera
- Purchase a small compact LCD projector
- Early Literacy Station computer with a flat screen

Shiocton

Specific goals include:

- Offer wireless laptops for patrons to use at the library
- Launch a new Drupal-based library web site

Waupaca Area Public Library

Provides a digital microfilm reader

Uses social networking: Facebook, Blogger

Hearing loop to be installed in meeting room in 2010 a result of LSTA grant

Specific goals include:

- Provide and promote computer training for patrons
- Provide more and newer computers for patron use
- Update patron and staff computers to Windows 7 operating system and Office 2010 productivity suite as resources allow
- Launch a new Drupal-based library web site
- Continue to research self-check technology, RFID, server installation and digitization projects
- Provide continuing training for staff on new technologies
- Investigate mobile laptop computer lab for patron and staff training

Weyauwega Public Library

Launched a Facebook page

Replaced public workstations in 2010

Specific goals include:

- Launch a new Drupal-based library web site

Appendix E
List of OWLS Member Libraries

Appleton Public Library
225 North Oneida Street
Appleton, Wisconsin 54911
<http://www.apl.org>

Black Creek Village Library
507 South Maple Street
Black Creek, Wisconsin 54106
<http://www.blackcreeklibrary.org/>

Clintonville Public Library
75 Hemlock Street
Clintonville, Wisconsin 54929
<http://www.clintonvillelibrary.org/>

Neuschafer Community Library
317 Wolf River Drive, P.O. Box 498
Fremont, Wisconsin 54940-0498
<http://www.fremontpl.org>

Hortonville Public Library
102 West Main Street
Hortonville, Wisconsin 54944
<http://www.hortonvillelibrary.org>

Iola Village Library
180 South Main Street
Iola, Wisconsin 54945
<http://www.iolalibrary.org>

Kaukauna Public Library
111 Main Avenue, P.O. Box 530
Kaukauna, Wisconsin 54130
<http://www.kaukaunalibrary.org>

Kimberly-Little Chute Public Library
<http://www.kimlit.org/>

James J. Siebers Memorial Library
515 West Kimberly Avenue
Kimberly, Wisconsin 54136

Gerard H. Van Hoof Library
625 Grand Avenue
Little Chute, Wisconsin 54140

Sturm Memorial Library
130 North Bridge Street
Manawa, Wisconsin 54949
<http://www.manawalibrary.org/>

Marion Public Library
402 North Main Street
Marion, Wisconsin 54950
<http://www.marionpubliclibrary.info/>

New London Public Library
406 South Pearl Street
New London, Wisconsin 54961
<http://www.newlondonlibrary.org>

Scandinavia Public Library
Main Street, P.O. Box 117
Scandinavia, Wisconsin 54977
<http://www.scandinavialibrary.org>

Muehl Public Library
436 North Main Street
Seymour, Wisconsin 54165
<http://www.muehlpubliclibrary.org>

Shiocton Public Library
W7740 Pine Street
Shiocton, Wisconsin 54170

Waupaca Area Public Library
107 South Main Street
Waupaca, Wisconsin 54981
<http://www.waupacalibrary.org>

Weyauwega Public Library
301 South Mill, P.O. Box 6
Weyauwega, Wisconsin 54983
<http://www.wegalibrary.org>

Appendix F
List of OWLSnet Member Libraries

The following Nicolet Federated Library System libraries are OWLSnet members. All OWLS libraries listed in Appendix D are also OWLSnet members.

Algoma Public Library	406 Fremont St., Algoma, WI 54201
Baileys Harbor Library	8091 Guy St., Baileys Harbor, WI 54202
Birnamwood Branch Library	337 Main St., Birnamwood, WI 54414
Bonduel Branch Library	117 1/ W. Green Bay St., Bonduel, WI 54107
Coleman-Pound Branch Library	132 W. Main Street, Coleman, WI 54112
Crivitz Area Branch Library	606 Louisa Street, Crivitz, WI 54114
Door County Library	107 S. Fourth Avenue, Sturgeon Bay, WI 54235
Egg Harbor Library	Hwy 42 Community Center, Egg Harbor, WI 54209
Ephraim Library	Hwy 42, Ephraim, WI 54211
Farnsworth Public Library	715 Main Street, Oconto, WI 54153
Fish Creek Library	4097 Main St., Fish Creek, WI 54212
Florence County Library	400 Olive Ave., Florence, WI 54121
Florence Elementary Library	350 Anderson Drive, Florence, WI 54121
Forestville Library	123 Hwy 42 South, Forestville, WI 54213
Gillett Public Library	200 E. Main Street, Gillett, WI 54124
Goodman-Dunbar Branch Library	1 Falcon Crest, Goodman, WI 54125
Green Earth Branch Library	W1273 Redtail Drive, DePere, WI 54115
Kewaunee Public Library	822 Juneau St., Kewaunee, WI 54216
Lakes Country Public Library	I5235 Hwy 32, Lakewood, WI 54138
Lena Public Library	117 E. Main Street, Lena, WI 54139
Mattoon-Hutchins Community Library	311 Slate Ave., Mattoon, WI 54450
Menominee Tribal/County Library	P.O. Box 1090, Keshena, WI 54135
Niagara Branch Public Library	1029 Roosevelt Road, Niagara, WI 54151
Oconto Falls Community Library	251 North Main Street, Oconto Falls, WI 54154
Oneida Community Library	201 Elm Street, Oneida, WI 54155
Peshtigo Branch Public Library	331 French St., Peshtigo, WI 54157
Shawano City/County Library	128 S. Sawyer St., Shawano, WI 54166
Sister Bay Library	301 Mill Road, Sister Bay, WI 54234
Stephenson Public Library	1700 Hall Ave., Marinette, WI 54143
Suring Area Public Library	924 E. Main Street, Suring, WI 54174
Tigerton Branch Library	221 Birch Street, Tigerton, WI 54486
Washington Island Library	Main at Lakeview, Washington Island, WI 54246
Wausaukee Branch Public Library	703 Main Street., Suite 3, Wausaukee, WI 54177
Wittenberg Branch Library	803 Cherry Street, Wittenberg, WI 54499