Technology and Resource Sharing Plan: July 1, 2013 – June 30, 2016
Outagamie Waupaca Library System
June 20, 2013

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, 2013 through June 30, 2016.

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 240,000 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 15,627 and 16,991, respectively. Appleton Public Library has the largest municipal population in the system area, i.e., 72,810 people.

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

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

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

OWLS libraries provide a high volume of service to patrons living outside of the municipalities that operate the libraries. For example, OWLS libraries loaned slightly less than 1.5 million items to non-residents in 2012. Approximately 45% of Outagamie and Waupaca County residents live in jurisdictions without local libraries, i.e., 42% of Outagamie County residents and 56% of Waupaca County residents.

Several libraries are located near the boundaries of the system, and many more people come into the system area to use libraries than go out of the area. The geography of the system area affects the use of libraries in other ways. No library is more than 1-1/2 hours from any other library in the system, and several are located only minutes apart. Consequently, many residents of the system area use more than one library. A significant amount of crossover (inter-municipal) borrowing takes place in the system (c. 180,000 circulations in 2012).

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

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

OWLS libraries circulate a high number of items, ranking 3rd in the number of items circulated per capita. The libraries continue to engage in high levels of resource sharing; the number of items loaned to and borrowed from other libraries is among the highest in the state. It is also clear that OWLS libraries experience a high volume of traffic, i.e., they have lots of people coming through their doors. The number of visits per capita is 6th highest among systems, and the number of programs attended per capita is 1st.

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

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

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 in 2009.

The Innovative Interfaces Millennium software was replaced by Innovative's new Sierra software in 2012. Sierra 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, online patron registration, e-commerce, digital signature capture, SMS notification and acquisitions functions to members. The network also provides member libraries with training, cataloging services, technical support, a network library card program, a new materials database, various electronic resources, email service, antivirus and security software, and Internet service.
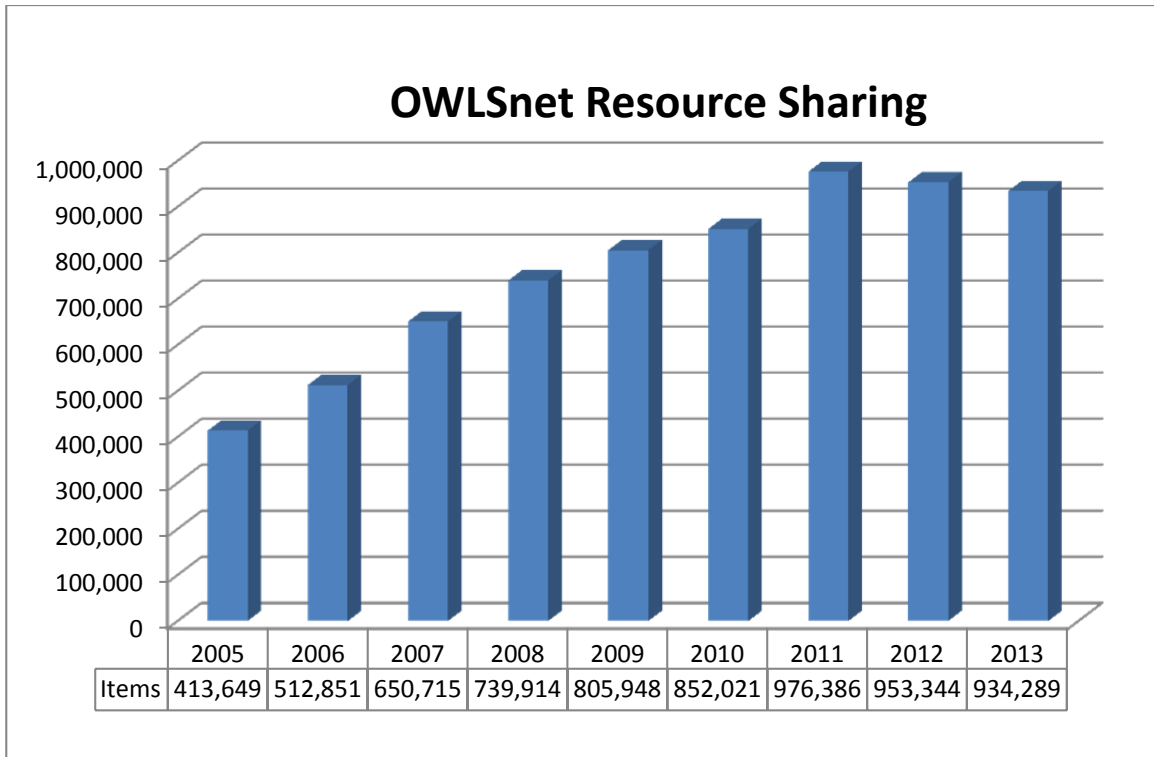
In 2006, OWLSnet libraries were migrated to the state's newly developed BadgerNet Converged Network (BCN), and OWLS doubled its Internet capacity to 9 mbps. The OWLSnet network continues to connect 49 public library sites and both system offices. Forty-eight of these sites are connected directly to the 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, most member libraries connected to OWLSnet via the BCN are connected with 3.0 mbps or 5.0 mbps circuits. One library has been approved for a 10 mbps circuit, and it's likely that others will be approved for 10 mbps in the near future. It was hoped that all member library connections would be increased to 20 mbps as the result of a federal ARRA grant received by the State Department of Administration. However, the State decided not to accept the grant.

OWLSnet currently has a 100 mbps circuit to aggregate member library traffic on its WAN. In 2010, OWLSnet changed Internet service providers from NTD to WiscNet. OWLSnet currently has a 100 mbps circuit for Internet traffic between OWLSnet and WiscNet. It is likely that OWLSnet's WAN and Internet bandwidth will need to be increased during the period of this Plan.

In response to member library requests, OWLSnet began installing wireless networks in member libraries in 2007. Currently, forty-two 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-seven 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 2011, over 976,000 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. In 2012, for the first time in the history of OWLSnet, resource sharing among members decreased, and it is continuing to decrease during 2013. It is likely that this decrease is the result of fewer items being added to library collections and an increase in the popularity of digital materials.

OWLSnet Resource Sharing

	2005	2006	2007	2008	2009	2010	2011	2012	2013
Items	413,649	512,851	650,715	739,914	805,948	852,021	976,386	953,344	934,289

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, providing technology 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, coordinating participation in the Wisconsin Public Library Consortium, and assisting with the development of local technology resources.

A complete assessment of services is contained in Appendix C, 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.

- 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.

- 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 includes evaluating the interlibrary loan service provided by NFLS to make sure that OWLS libraries have timely and efficient access to materials owned by libraries outside of OWLSnet.

- OWLS will monitor the impact on its member libraries and for its network infrastructure of distribution systems for digital media. Of particular concern are reduced availability of physical items, the licensing of digital media, and gathering and using statistics related to patron use of digital media supplied by libraries. 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 "digital publishing environment."

- It is a priority for the 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 Fall 2013. Because the AAC regularly discusses and makes decisions about the services provided to OWLSnet members, a new OWLSnet plan needs broad goals rather than specific objectives and activities.

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 meet regularly with professional staff from Appleton Public Library and Nicolet Federated Library System, and they also met frequently with the staff of member libraries. 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 libraries of all types that exists to facilitate resource sharing in a seven county area. Participation enables OWLS and FVLC to integrate the other organization's objectives into their respective plans. The plan was presented to the OWLS Board and adopted on June 20, 2013.

Evaluation of 2010 – 2013 Plan

The OWLS *Technology and Resource Sharing Plan: 2010 – 2013* contained six goals and forty-nine 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 some comments to further illuminate how they were achieved. Also included in Appendix A is a list of the objectives that were not achieved and some 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 Sierra 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), online patron registration, e-commerce, overdue and reserve notices, resource sharing, and acquisitions. (2013-2016)

2.   OWLSnet will continue to provide access to subscription-based electronic information resources (e.g., Ancestry, Overdrive, OneClickDigital, Tumblebooks) for all network libraries. (2013-2016)

3.   OWLSnet will continue to work with member libraries to provide enhanced information resources to patrons via InfoSoup (e.g., patron and staff reviews, InfoSoup Memory Project, recently added materials database, booklists). (2013-2016)

4.   OWLS and APL technical services staff will continually monitor and make recommendations regarding OWLSnet technical services processes. (2013-2016)

5.   OWLSnet will continue to provide Internet services (e.g., web access, email accounts) to member libraries. (2013-2016)

6. OWLSnet will continue to provide and support the network infrastructure necessary for OWLSnet services, including firewalls, servers, telecommunications equipment, data circuits, and software. (2013-2016)

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, exploring alternatives bandwidth sources, and by securing adequate bandwidth to connect to an Internet Service Provider. (2013-2016)

8. OWLSnet will continue to provide and support SAM workstation management software, or an equivalent software program, in OWLSnet member libraries. (2013-2016)

9. OWLSnet will continue to provide and support wireless Internet access in OWLSnet member libraries. (2013-2016)

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). (2013-2016)

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. (2013-2016)

12. OWLS will continue to provide website hosting for member libraries. (2013-2016)

13. OWLS will continue to encourage the Administrative Advisory Committee of OWLSnet to standardize policies, procedures, and practices among network libraries. (2013-2016)

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. (2013-2016)

2. OWLSnet will provide training and support for member libraries to add unique local resources to the InfoSoup Memory Project. (2013-2016)

3. The OWLSnet Administrative Advisory Committee (AAC) will continue to assess the desirability and feasibility of implementing additional Sierra software modules or other new services. (2013-2016)

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. (2013-2016)

5. OWLSnet will continue to work with member libraries to explore their participation in the acquisitions module of the Sierra ILS. (2013-2016)

6. OWLSnet will regularly replace servers, computer room network equipment (i.e., firewalls, routers, switches), uninterruptible power supplies, and backup units. (2013-2016)

7. OWLS staff will redesign the OWLS and OWLSnet websites using Drupal software and migrate them to a remote host. (2013-2015)

8. OWLSnet will investigate adding a discovery layer to better integrate the online catalog and other electronic resources that are available to patrons. (2014)

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. (2013-2016)

2.   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. (2013-2016)

3.   OWLS will evaluate the desirability of continuing to contract with NFLS to serve as the interlibrary loan clearinghouse for OWLS member libraries. (2013-2014)

4.   OWLSnet will evaluate the desirability of continuing to use OCLC for managing out-of-network interlibrary loan activity. (2013-2014)

5.   OWLSnet will continue to provide member libraries and their patrons with access to other library catalogs via InfoSoup. (2013-2016)

6.   OWLSnet will make its Sierra server available as a z39.50 target in order for other libraries to have access to information about member library materials. (2013-2016)

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. (2013-2016)

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. (2013-2016)

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 Sierra software and related management reports. (2013-2016)

2.   OWLSnet will continue to provide assistance to staff of member libraries in troubleshooting problems with the use of OWLSnet services. (2013-2016)

3.   OWLSnet will continue to provide training to OWLSnet member libraries in using CONTENTdm software to add digital collections to the InfoSoup Memory Project. (2013-2016)

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. (2013-2016)

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. (2013-2016)

6.   OWLS will continue to provide training to member libraries and their patrons in downloading and using the digital media available OWLSnet and the Wisconsin Digital Library. (2013-2016)

7.   OWLS will continue to provide training to member libraries in use of social media software and websites (e.g., Facebook). (2013-2016)

8. OWLS will continue to assist OWLS libraries with the development and maintenance of local library websites, including locally created web-accessible databases. (2013-2016)

9. OWLS, upon request, will assist member libraries with local library technology plans and policies. (2013-2016)

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. (2013-2016)

2. The OWLSnet planning committee will present a new plan for consideration, modification, and adoption by the Administrative Advisory Committee. (2013)

3. OWLSnet will continue to codify membership requirements, policies, and procedures and will regularly communicate them to member libraries. (2013-2016)

4. OWLSnet will monitor member library compliance with policies, procedures, and membership requirements and will notify any library that does not comply. (2013-2016)

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. (2013-2016)

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 medial sites or services. (2013-2016)

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. (2013-2016)

4. OWLS will annually review this plan and make any necessary modifications as part of its annual planning process. (2013-2016)

5. OWLS will develop and adopt a new Technology and Resource Sharing Plan. (2016)

Budget

The participating member libraries and systems provide the majority of funding for technology and resource sharing activities within OWLS and OWLSnet. The following 2013 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.

2013 Budgeted Income by Source

2013 State Aid	$269,549
Federal LSTA	$22,513
Local and County	$6,000
Contracts	
OWLS Member Libraries	$317,330
NFLS Member Libraries	$280,050
Nicolet Federated Library System	$260,046
Total Income	$1,155,488

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 2013 budgets and detailed information for both subprograms follow.

Technology-Reference-Interloan: OWLSnet

300-05 Salaries	$358,235.00
301-05 Payroll Taxes	$27,400.00
302-05 Fringe Benefits	$112,324.00
305-05 Facilities	$7,000.00
311-05 Telephone	$3,000.00
312-05 Supplies	$5,000.00
313-05 Telecommunications	$100,000.00
314-05 Borrowers' Card Supplies	$6,500.00
315-05 Printing & Promotion	$4,200.00
320-05 Microcomputer Equip.	$4,000.00
321-05 Microcomputer Repair	$1,000.00
325-05 Meeting and Travel	$7,000.00
326-05 Training/Consulting	$2,000.00
330-05 Software	$12,000.00
340-05 Resource Library	$21,000.00
342-05 Online Databases	$35,000.00
343-05 Internet Access	$22,900.00
345-05 OCLC Charges	$85,000.00
348-05 Digitization	$3,500.00
349-05 Enhanced Content	$45,000.00
350-05 System Development	$0.00
352-05 System Hardware	$9,000.00
353-05 Network Hardware	$5,000.00
354-05 System Maintenance	$130,000.00
Subtotal	$1,006,059.00

Salaries, Payroll Taxes, Fringe Benefits: Included are the costs for approximately 7.4 FTEs. Currently, twelve employees spend some of their time in this program: six 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	.25
Director	.30
Library Automation Manager	1.00
Library Services Manager	.40
Library Support Specialist	1.00
Other Staff (2)	1.00
Total FTEs	7.40

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 and connecting OWLSnet to the Internet.

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.) and digital materials.

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	$57,623.00
301-11 Payroll Taxes	$4,408.00
302-11 Fringe Benefits	$14,584.00
305-11 Facilities	$3,500.00
312-11 Supplies	$500.00
320-11 Equipment	$2,500.00
325-11 Meeting and Travel	$2,000.00
326-11 Training/Consulting	$500.00
330-11 Software	$500.00
374-11 FVLC Participation	$750.00
375-11 Statewide Projects	$57,564.00
378-11 Lender Compensation	$5,000.00
Subtotal	$149,429.00

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

Position	FTE OWLS
Computer Network Manager	.05
Computer Technician	.53
Director	.10
Library Services Manager	.36
CE and Outreach Librarian	.10
Total FTEs	1.14

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 membership, digital media buying pool.

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: 2010 – 2013

The OWLS Technology and Resource Sharing Plan: 2010 – 2013 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 further develop OWLS and OWLSnet services in order to improve and enhance the services and information available to member libraries and their patrons.
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.
D.   To provide training and assistance to member library staff in using services provided by OWLS and OWLSnet.
E.   To work with the OWLSnet Administrative Advisory Committee to optimize the ongoing governance and operation of 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.
    - In September 2012, OWLSnet migrated from Innovative's Millennium software to Innovative's new Sierra software. Prior to moving to Sierra, online patron registration and digital signature functionality were added.
- 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.
    - The Gale databases and Mango Languages were discontinued due to lack of use. Learning Express 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 reviews, InfoSoup Memory Project, recently added materials database, booklists).
- 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., web access, 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 provide and support SAM workstation management software in OWLSnet member libraries.
- OWLSnet will continue to provide and support wireless Internet access in OWLSnet member libraries.
- 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, developing and maintaining websites, and providing web-accessible electronic content.
- OWLS will continue to encourage the Administrative Advisory Committee (AAC) of OWLSnet to standardize policies, procedures, and practices among network libraries.
- OWLSnet, in cooperation with member libraries, will continue to develop and enhance InfoSoup.
- OWLSnet will provide training and support for member libraries to add unique local resources to the InfoSoup Memory Project.
- 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.
- 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.
- OWLSnet will continue to work with member libraries to explore their participation in the acquisitions module of the Millennium ILS.
- OWLSnet will regularly replace servers, computer room network equipment (i.e., firewalls, routers, switches), uninterruptible power supplies, and backup units.
- OWLS will complete the migration of member library websites to Drupal software.
- OWLS will continue experimenting with remote hosting of websites and determine whether to replace its web server.
  - The decision was made to move to remote web hosting, and all member library websites are now hosted remotely. Consequently, the web server has not been replaced. Work is beginning to move the OWLS and OWLSnet websites to the remote host.
- 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 evaluate the impact of its decision to limit patrons to a maximum of 15 holds on resource sharing growth and member library operations.
- 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 WorldCat and other area library catalogs via InfoSoup.
- 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 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.
- OWLSnet will continue to provide training to OWLSnet member libraries in using CONTENTdm software to add digital collections to the InfoSoup Memory Project.
- 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.
- 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.
- OWLS will continue to provide training to member libraries in use of social media software and websites (e.g., Facebook).
- 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.
- 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 continue to codify membership requirements, policies, and procedures and will regularly communicate them to member libraries.
- OWLSnet will monitor member library compliance with policies, procedures, and membership requirements and will notify any library that does not comply.
- 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.
- 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 medial sites or services.
- 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.
- OWLS will annually review this plan and make any necessary modifications as part of its annual planning process.
- OWLS will develop and adopt a new Technology and Resource Sharing Plan.

While the vast majority of objectives included in the 2010 – 2013 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 work with the Brown County Library to explore methods for optimizing resource sharing between Brown County Library and OWLSnet member libraries.
  - Following the investigation of using INN-Reach software to link the two integrated library systems, no further work was done to on how to use technology more effectively to optimize resource sharing between OWLSnet and Brown County Library.

- 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 members have continued to be supportive of current resource sharing policies, and the systems continue to be able to support delivery service. However, no formal study of the cost effectiveness of the OWLSnet resource sharing policy was undertaken.
- 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.
  - While resource sharing among OWLSnet members is continually monitored, no methods for addressing inequities have been implemented.
- OWLSnet will appoint a planning committee to evaluate the current plan and develop a new plan.
- The OWLSnet planning committee will present a new plan for consideration, modification, and adoption by the Administrative Advisory Committee.
  - An OWLSnet planning process is currently underway, but a new OWLSnet plan won't be adopted until after the adoption of this Technology and Resource Sharing Plan.
- 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 regular training of new directors has occurred, especially training in how to use the ILS, a formal program for orienting new library directors regarding the structure and governance of OWLSnet has not yet been developed due to other projects having higher priorities.

Appendix B
Member Library Support and Services
Based on Data from the 2012 Wisconsin Public Library Annual Reports

Member Library Support and Expenditures

Library	2012 Population	Municipal Support	Municipal Support per Capita	Total Income	Total Income per Capita	Total Operating Expenditures	Operating Expenditures per Capita
Appleton	72,810	$3,127,572	$42.96	$4,408,335	$60.55	$4,108,288	$56.42
Black Creek	1,316	$71,355	$54.22	$147,799	$112.31	$145,114	$110.27
Clintonville	4,543	$238,879	$52.58	$399,451	$87.93	$390,382	$85.93
Fremont	679	$65,000	$95.73	$103,895	$153.01	$103,895	$153.01
Hortonville	2,705	$104,395	$38.59	$179,682	$66.43	$154,709	$57.19
Iola	1,290	$132,053	$102.37	$236,779	$183.55	$193,116	$149.70
Kaukauna	15,627	$616,758	$39.47	$812,916	$52.02	$758,675	$48.55
Kim.-L.C.	16,991	$533,116	$31.38	$782,729	$46.07	$757,498	$44.58
Manawa	1,347	$84,282	$62.57	$193,621	$143.74	$184,925	$137.29
Marion	1,258	$115,507	$91.82	$159,608	$126.87	$155,561	$123.66
New London	7,300	$254,803	$34.90	$645,175	$88.38	$454,183	$62.22
Scandinavia	365	$16,219	$44.44	$38,078	$104.32	$36,860	$100.99
Seymour	3,434	$128,936	$37.55	$216,847	$63.15	$216,431	$63.03
Shiocton	925	$35,084	$37.93	$63,117	$68.23	$60,620	$65.54
Waupaca	6,040	$424,408	$70.27	$814,710	$134.89	$806,935	$133.60
Weyauwega	1,930	$100,137	$51.88	$148,979	$77.19	$148,675	$77.03

Member Library Circulation and Visits

Library	2012 Population	Total Circulation	Circulation Per Capita	Non-Resident Circulation	Non-Resident Circ %	Library Visits	Visits Per Capita
Appleton	72,810	1,449,140	19.90	550,619	38.0%	570,743	7.84
Black Creek	1,316	54,366	41.31	35,892	66.0%	22,507	17.10
Clintonville	4,543	110,484	24.32	61,481	55.6%	94,565	20.82
Fremont	679	46,380	68.31	33,976	73.3%	15,300	22.53
Hortonville	2,705	64,859	23.98	43,562	67.2%	26,300	9.72
Iola	1,290	47,882	37.12	30,272	63.2%	37,039	28.71
Kaukauna	15,627	215,103	13.76	85,723	39.9%	151,923	9.72
Kim.-L.C.	16,991	358,733	21.11	196,515	54.8%	142,645	8.40
Manawa	1,347	55,319	41.07	36,214	65.5%	37,898	28.14
Marion	1,258	59,505	47.30	27,464	46.2%	25,600	20.35
New London	7,300	144,195	19.75	73,447	50.9%	96,426	13.21
Scandinavia	365	11,333	31.05	7,594	67.0%	5,367	14.70
Seymour	3,434	79,705	23.21	44,889	56.3%	48,945	14.25
Shiocton	925	17,326	18.73	9,758	56.3%	8,941	9.67
Waupaca	6,040	301,793	49.97	184,477	61.1%	165,358	27.38
Weyauwega	1,930	53,471	27.71	24,680	46.2%	31,412	16.28

Member Library Program Attendance and InterLibrary Loan

Library	2012 Population	Program Attendance	Attendance per Capita	ILL Items Loaned	ILL Loaned per Capita	ILL Items Borrowed	ILL Borrowed per Capita
Appleton	72,810	39,462	0.54	193,670	2.66	161,198	2.21
Black Creek	1,316	1,710	1.30	19,620	14.91	16,491	12.53
Clintonville	4,543	8,100	1.78	29,818	6.56	24,605	5.42
Fremont	679	3,950	5.82	17,449	25.70	13,061	19.24
Hortonville	2,705	3,003	1.11	12,268	4.54	26,155	9.67
Iola	1,290	795	0.62	15,847	12.28	14,969	11.60
Kaukauna	15,627	8,034	0.51	64,725	4.14	43,734	2.80
Kim.-L.C.	16,991	9,044	0.53	58,771	3.46	92,470	5.44
Manawa	1,347	3,601	2.67	16,137	11.98	14,438	10.72
Marion	1,258	4,584	3.64	17,473	13.89	11,384	9.05
New London	7,300	5,447	0.75	29,446	4.03	38,036	5.21
Scandinavia	365	877	2.40	8,673	23.76	6,196	16.98
Seymour	3,434	3,051	0.89	24,256	7.06	23,293	6.78
Shiocton	925	488	0.53	6,825	7.38	7,415	8.02
Waupaca	6,040	24,867	4.12	63,205	10.46	55,761	9.23
Weyauwega	1,930	1,754	0.91	25,801	13.37	13,211	6.85

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 sharing[1]
- Innovative Interfaces Sierra Integrated Library System

> Circulation control
> Central bibliographic database
> Central patron database
> Online patron registration
> Digital signature capture
> Management and statistical reports
> Overdue and reserve notices via paper, email, and SMS
> Online public access catalog (InfoSoup)
> InfoSoup To Go for mobile devices
> Resource sharing
> Z39.50 target
> Acquisitions control[2]
> On-site staff training
> E-Commerce module for online fine payment

- OWLSnet library card program
- New materials database
- Internet access for staff and public
- SAM workstation management software[3]
- Wireless Internet access for staff and public
- Email accounts for library staff[4]
- Antivirus software and network security provisions
- OCLC WorldCat
- Assistance with digitization projects using CONTENTdm software to add digital collections to InfoSoup Memory
- Book review blogs with Summer Library Program information and activities
- Staff and patron access to electronic resources

> Ancestry Library Edition
> Recorded Books OneClickDigital
> Tumblebooks
> WI Digital Library (Overdrive)

- Technical support, training, and troubleshooting

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1 Appleton maintains its own local area network.
2 Only Appleton, New London, Door County, Waupaca, Kaukauna, and Kimberly-Little Chute currently use the acquisitions module.
3 APL uses Envisionware software. Several libraries have elected not to implement SAM software.
4 Appleton operates its own email server, and Kaukauna uses its city's email service.

OWLS provides the following services to all OWLS member libraries.

- Assistance in developing local web-accessible information resources
- Assistance with equipment purchases
- Customized individual or on-site 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
- E-rate filing
- 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

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.
- Have 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 Sierra ILS, InfoSoup, and related ILS services, e.g., online fine payment, SMS notification.
- 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, e.g., Recorded Books OneClickDigital.
- Provide access to ebooks and digital audio materials available from the Wisconsin Public Library Consortium (WPLC) Digital Library.
- Participate in financially supporting the WPLC Digital Library.
- 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 Drupal-based local library website.
- Provide public computers with access to the Internet and productivity software.
- Use service desk hearing loop systems.

During the period covered by this plan (i.e., July 2013 through June 2016), 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.

Appleton Public Library
Maintains own local area network, email server, and web servers
Provides public access to the Internet from 55 workstations throughout the building
Offering wireless printing to the public starting in 2013
Provides six AWE computers that offer software specifically for children of various ages
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, Internet introduction sessions, and one-on-one training for
     e-readers and tablets
Provides a 6-seat iMac digital creation lab for patron use
Provides reference assistance via email
Develops and maintains online databases, including an index to the local newspaper, an obituary index,
     and an index of historical photographs
Subscribes to over 45 databases for specialized uses such as local historic newspaper look-up, business
     information, car repair, and genealogy
Subscribes to IndieFlix and Zinio to provide e-content in the form of streaming films and online
     magazines
Participates in the WPLC Digital Library on both a statewide and local level
Participates in Recollection Wisconsin
Offers web pages for special user groups including Spanish and Hmong language pages and a mobile-
     friendly page
Maintains active Facebook and Twitter pages with more than 1,000 followers
Offers gaming and coding programs for teens
Uses RFID and Automated Materials Handling for faster checkout and returns processes
Checks out over 70% of their materials via patron self-check machines
Offers a hearing loop in the meeting room as well as hearing loops at the Reference and Circulation
     Desks
Updating public access workstations in 2013 with new operating systems and updated Office Suites

Black Creek Village Library
Replaced 2 public computers and 4 staff computers
Moved to a Drupal website
Updated Microsoft Office Suite on public computers
Re-wrote library technology plan
Specific goals include:

- Replacing one public computer each year (or quicker if funding allows)
- Better use of Facebook for marketing purposes
- Doing a better job of keeping our website up-to-date
- Continuing to aid patrons with their technology and e-resources questions
- Continued technology training in all areas for staff
- Continue to implement new technologies as they arise to improve service to patrons
- Continue to keep up with current technologies to better aid patrons

Clintonville Public Library
Replaced computers according to replacement schedule
Purchased 4 laptops for use as additional public internet stations
Installed a hearing loop at the circ desk through an LSTA grant
New Drupal website
Added new label printer
Trained staff on microform system
Uploaded collections to InfoSoup Memory Project
Purchased 5 tablets and e-readers for use in library
Trained staff on tablets and e-readers
Developed technology competency test for potential employees
AWE stations installed
Offered Tech Help for patrons
Added fax service
Specific goals include:

- Redesign website
- Expand social media presence to Pinterest, Twitter and/or Tumblr
- Replace computers according to schedule
- Upgrade telephone/paging system
- Purchase iPads for staff and patron use
- Expand Memory Project
- Expand Tech Help
- Investigate the feasibility of providing a makerspace
- Explore the feasibility of RFID
- Add a computer to the YA section
- Add a digital sign
- Setup a Minecraft server
- Add electrical and data outlets

<u>(Fremont) Neuschafer Community Library</u>
Replaced 3 computers
Installed hearing loop at service desk and in meeting room
Will add a public laptop in 2013
Specific goals include:
- Implement technology training for staff
- Replace 2 computers
- Add 2 ereaders to collection
- Purchase additional econtent
- Adopt any new technologies or practices recommended by OWLS

<u>Hortonville Public Library</u>
Replaced and/or upgraded the catalog computers
Launched a Facebook page for the library
Installed hearing loop at service desk
Specific goals include:
- Replace staff computers
- Replace and add additional public computers, possibly laptops
- Upgrade catalog computers
- Acquire two AWE stations
- Implement self-checkout
- Continue work on InfoSoup Memory Project
- Offer technology training classes for patrons
- Explore expanding library's social media presence to other platforms, possibly Twitter
- Install hearing loop in meeting room in new building

<u>Iola Village Library</u>
Provides handicapped accessible work station
Provide laptop computers for patron use
Continued computer replacement plan
Installed hearing loop at service desk
Specific goals include:
- Technology training for patrons
- Technology training for staff
- Digitization

Kaukauna Public Library

Provides an index to the local newspaper online

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

Purchased 12 new state of the art computers to use as public access computers

Switched public access computer interface from "Discover Station" to "SAM"

Separated public access computers into two sections – one for youth and one for adults

Upgraded adult department circulation computers

Upgraded our office software to the latest versions

Added two AWE stations in children's department

Installed hearing loop at service desk

Specific goals include:

- Add an additional 12 public access computers to coincide with the move to new building, bringing total to 24
- Implement an RFID materials handling system
- Continue to replace, upgrade staff/circulation computers as necessary
- Add additional self-check stations for new building
- Continue local history digitization projects
- Change the look of Drupal-based website as move gets closer

Kimberly-Little Chute Public Library

Continued use of online social networks and establishment of active presence via Facebook, Twitter, Pinterest, Flickr, and YouTube

Established and implemented a computer replacement and software upgrade plan for staff and public computers and accessories

Streamlined printing and FAX processes at both locations

Added in-library extended use laptops for patron use at both locations

Launched a new Drupal-based library website

Created a Centennial Memory Project blog to record and share Village of Kimberly local history

Increased technology training for staff by utilizing monthly staff meetings and staff blog posts

Purchased several eReaders for staff to check-out and become more familiar with a variety of devices used by patrons to access e-content

Installed hearing loops at four service desks

Specific goals include:

- Continue active online social network presence and be responsive to emerging tools to strengthen communication to patrons
- Maintain computer replacement and software upgrade plan, including continued support of early literacy AWE computers
- Continue adding content to the Centennial Memory Project blog and explore possible digitization of local history materials
- Continue regular technology training for staff via staff meetings and blog posts
- Increase funding for e-content
- Increase technology training for the public, including, but not limited to, InfoSoup classes, eReader/eBook support, online databases, etc.
- Explore feasibility/expense of adding self-check machines and RFID technology
- Explore new technologies that would enhance service to the public (e.g. download stations for online content, circulating mobile devices/eReaders to the public, e-content, etc.)

(Manawa) Sturm Memorial Library
Provided group and one-on-one Overdrive training
Increased patron interest and use of eBooks
Added a new public Internet computer
Continued to develop a strong Facebook community
Added an AWE Literacy Station for youth
Installed hearing loop at service desk
Specific goals include:

- Advocating for eBook statistics being counted as circulations
- Redesign the Library website
- Look into Tumblr for the Library
- Begin local history digitization project for InfoSoup Memory Project.

Marion Public Library
Acquired 6 new computer (2 each year)
Purchased (Early Literacy Station) AWE Children's Computer
Added a dedicated sign-up station computer
Three staff members participated in trainings to improve their marketing skills
Installed hearing loop at service desk
Specific goals include:

- Increase eBook and InfoSoup informational classes
- All patrons getting new cards will also get a lesson on putting items on hold through InfoSoup

New London Public Library
Maintained computer replacement plan (2-3 computers every year)
Add Self-Check station in 2013
Added two laptop computers for in-library checkout
Circulate 2 nooks and 2 kindle eReaders
Provided public eBook training classes for patrons
Provided Pinterest training for patrons
Installed hearing loop at service desk
Specific goals include:

- Investigate feasibility of adding a "maker space"
- Provide regular basic internet classes for patrons
- Continue computer replacement schedule

<u>Scandinavia Public Library</u>
Maintains Drupal Website and a Facebook page
Ongoing monthly staff updates for software and hardware for staff
"Tech Talk" programs for patrons regarding use of iPads, PC shortcuts, Overdrive, and apps for preschool
    children
Overdrive and One Click Digital training for patrons, one-on-one by appointment
Specific goals include:
- Maintain computer replacement plan
- Remain current on available software and hardware pertaining to the public library

<u>(Seymour) Muehl Public Library</u>
Installed hearing loop at service desk
Implemented Acronis back up for library director's computer
Acquired a new label printer for printing spine labels to increase productivity
Replaced computers according to replacement schedule
Promote use of color photocopier/printer/scanner/fax for patron use
Promote use of SmartBoard by general community
Dedicated photo station with Corel photo software
Launched Muehl Public Library Pinterest page
Purchased and installed ceiling mounted LCD projector in meeting space for movie nights, increasing
    quality of movie experiences
Still maintaining two AWE stations--one with flat screen and one without
Promoting Playaways as a growing collection
Run Teen Summer Reading program as a blog
Specific goals include:
- Purchase a digital video camera
- Purchase a small compact LCD projector
- Visit Appleton Public Library's digital lab and consider adopting some of their practices/tools
- More training of staff on using technology--hardware and software

<u>Shiocton</u>
Replaced one staff computer and added an additional staff computer for materials processing
Launched a Facebook page
Provide e-readers/Overdrive training for staff
Offer an e-reader/Overdrive class and individual instruction for patrons
Created staff email accounts and provided staff email training
Launched a new Drupel-based webpage
Installed hearing loop at circulation desk
Specific goals include:
- Develop and implement a computer replacement plan that includes replacement of a minimum
    of one computer per year
- Regularly update the library webpage and promote the webpage with patrons
- Add Microsoft Office program to a staff computer and train staff in basic use of the programs
- Continue to offer e-reader instruction to staff and patrons

<u>Waupaca Area Public Library</u>
Provide eReader and digital audio book training and support for patrons and staff
Utilize Facebook, Drupal, and Pinterest for communicating/marketing services, programs and
procedures to patrons and staff
Installed a big screen monitor over the main desk to run a slideshow marketing library programs and
services
Hearing loops installed in meeting rooms and at service desks (LSTA Grants)
Provide scanner for patron use for digitizing documents, photographs, and slides
Provide gaming system for use by teen patrons
Provide computers with games for children
Provide laptop computer with projection unit for patrons using meeting rooms
Held "skyped" author visit
Provide online program registration
Specific goals include:

- Fund raise to have exterior digital signage purchased and installed
- Investigate RFID technologies and self-check technology
- Update existing computers for staff and patrons
- Investigate screen saver on patron work stations to market library programs and services

<u>Weyauwega Public Library</u>
eBook workshop for patrons
Launched new Drupal based web site
Replaced two computers
New printer, new scanner, and new receipt printer
Purchased laptop for in-library checkout
Installed hearing loop at service desk and in meeting room
Specific goals include:

- Maintain computer replacement plan
- Promote library events and services on web site and Facebook page

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
http://www.shioctonlibrary.org

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	2392 County F, Baileys Harbor, WI 54202
Birnamwood Branch Library	337 Main St., Birnamwood, WI 54414
Bonduel Branch Library	125 N. Washington St., Bonduel, WI 54107
Coleman-Pound Branch Library	123 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	9996 Water Street, 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	5844 Bill 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	15235 Hwy 32, Lakewood, WI 54138
Lena Public Library	200 E. Main Street, Lena, WI 54139
Mattoon-Hutchins Community Library	311 Slate Ave., Mattoon, WI 54450
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	2323 Mill Road, Sister Bay, WI 54234
Stephenson Public Library	1700 Hall Ave., Marinette, WI 54143
Suring Area Public Library	604 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	302 Cherry Street, Wittenberg, WI 54499