Arrowhead Library System

ILS Exploration Committee
Report and Recommendation
March 2017

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Project Background

The Arrowhead Library System (ALS) ILS Exploration Committee, a committee of the ALS Directors, was charged to work together to identify and review possible ILS upgrade options for the Arrowhead Library System. The Committee was responsible for:

- Investigating and reviewing all ILS upgrade options including possible ILS mergers with neighboring systems.
- Evaluating and rating all potential options.
- Presenting findings and recommendations to the ALS Directors.

The Process

In September of 2016, the Committee met to identify and discuss their ILS needs and wish lists, as well as the ILS options they wanted to pursue and any potential obstacles associated with those options. The needs and wish lists were used as checklists for evaluating the identified options. Based upon area of expertise, the Committee broke into groups and focused on three separate service areas. Those areas were Public Services, which included circulation (checkout, check in, holds, holdshelf management, notices), Interlibrary Loan, reference and instruction, outreach, and database management (the way information is accessed via a proxy); Technical Services, which included acquisitions, cataloging, searching, weeding, and general database management; and User Services, which deals with the catalog's website interface and design, searching, discovery layer, and any other patron-facing option. The groups created the following lists, which they shared and discussed with the group as a whole.

Public Services

The Public Services small group identified the following as needs for a new ILS:

- Ability to view and edit the same record on multiple computers.
- Ability to modify due dates before checkout.
- Print receipts in multiple formats.
- Simple process for adding new location codes/item types.
- Easy multiple patron registration process with cloning.
- Ability to link accounts so a family member can pick up holds with items being checked out to the appropriate account.
- Override holds and fines.
- Ability to set different due dates based on item types or locations.

- Fine management: collect fines, waive fines, etc.
- Extensive and easy to use reporting capabilities.
- Multiple notice types and formats.

The group identified the following as wish list items for a new ILS:
- Online patron registration.
- One-click hold cancellation.
- Ability to place multiple holds at once.
- Patron photos in records.
- Multiple receipt options – None, print, email, SMS.
- Ability to print one item from a patron account.
- Interface with Postal records for accurate address verification.

Technical Services

The Technical Services small group identified the following as needs for a new ILS:
- Ability to create lists for weeding, collections, cataloging and patron record maintenance.
- Ability to download and import records from a bibliographic utility (Currently using OCLC, SkyRiver and WiscCat).
- Ability to work with enhanced content or provide enhanced content.
- Integration with vendors for purchasing and order record and invoice creation.
- Full Serials Management.
- User friendly reporting and catalog maintenance. Easily exported in other formats, like Excel.
- Collection code management.
- Batch editing capabilities.
- Age of collection and circulation reports.
- Print management.
- Easy limiting during searches.
- Mobile/web-based staff interface.

The group identified the following as wish list items for a new ILS:
- Ability to easily print spine labels.
- Ability to mark an item as an in-house checkout.
- Ability to download and edit invoices.
- Ability to easily manage patron recommendations.
- Warning message if there is a similar ISBN in the system.
- Visual statistics.

User Services

The User Services small group identified the following as needs for a new ILS:
- Ability to utilize the back button in the catalog to return to search results.

- Federated Searching.
- User portal with the ability to allow patrons to update specific data, like email or phone number.
- E-Commerce.
- Customized notifications for email, phone, and text.
- SMS notifications.
- Patron authentication for databases.
- Mobile interface.
- Amazon-like searching.
- Imbedded E-Content.
- Portal for ILS requests.

The group identified the following as wish list items for a new ILS:
- Online registration
- Point of service – Electronic signature
- Grocery store-like experience where the user can see what is being scanned during checkout.
- Mobile / self-checkout.

Identified ILS Options

The Committee discussed and agreed upon exploring two main directions for the ILS; upgrading the system as a stand-alone, one county, system or pursuing an ILS merger with a neighboring system. The Committee identified the following options as those they wished to pursue.

ILS Standalone System Options:
- Baker & Taylor /Follett Acquisition
- Innovative Interfaces
- Polaris
- SirsiDynix

ILS Merger Options:
- Bridges Library System (BLS) – An III/Polaris system, Café. The libraries sharing this ILS include Jefferson and Waukesha County.
- Lakeshores Library System (LLS) – A SirsiDynix system, SHARE. The libraries sharing this ILS include all libraries in Walworth county (LLS), Racine county (LLS), and Kenosha county (KLS).
- South Central Library System (SCLS) – A Koha/LibLime System, LinkCat. The libraries sharing this ILS are the 46 member libraries of SCLS.

Perceived Obstacles

The Committee identified the following as being major obstacles for moving forward with a new ILS. These were identified and discussed to be used, in addition to the checklist, in evaluating the potential options.
- Cost – Migration and annual maintenance cost of the new ILS
- Training – Staff and Patron

- Current System Staff
- Delivery
- Perceived and current views of other systems
- Life of the current system
- State-level actions (Public Library System Redesign (PLSR))

Proposals and Demonstrations

In early October 2016, the Committee sent out requests for information to the identified neighboring library systems, Bridges, Lakeshores and South Central. The RFI provided ALS' mission and goals as well as the desires for a new ILS system. It was emphasized that the new ILS will support the ALS system and its members in their goals with efficient workflows, mobile access for staff and patrons, self-service options for patrons, easy access to statistical data on use and inventory, protection of patron privacy, as well as being scalable and adaptable for growth while incorporating industry best practices and standards.

All three systems responded with interest in pursuing a potential ILS merger and provided the committee with a summary of their philosophy and membership, a detailed description of their ILS software and hardware configuration, approximate implementation and annual maintenance costs, description of training and support offered and any additional services provided. Each agreed to provide onsite demonstrations of their ILS systems as well. In addition to the three neighboring systems, Innovative Interfaces, Inc. was also contacted to provide a demonstration of their newest software, Sierra. Because the other identified software options for standalone were used by the neighboring systems, it was decided at that time to not contact those vendors as the software could be demonstrated by those systems. The Baker & Taylor/Follett option was eliminated after further investigation into the system. It was discovered that Follett does not offer an ILS solution for public libraries. Their focus is K-12 and higher education institutions. The demonstrations were all in-person and were attended by the committee members and were opened to other ALS library staff and board members.

Bridges Library System

The Bridges Library System's proposal expressed great interest in the possibility of an ILS merger. The proposal included a one-time estimated migration cost of $76,947, with an estimated annual maintenance of $133,670. The migration for the system included project management, data extraction, profiling and loading of bibliographic, item, authority, holdings, and patron records, as well as circulation checkouts, holds, and fines. Staff training on circulation, cataloging, reporting, and serials modules were included as well.

Included in the annual cost for BLS' Café, are the hosted Polaris software modules; training server access for training and testing; phone notification server/system; SIP compliance for self-service options, 125 staff workstation licenses; Content CAFÉ subscription; Screwdrivers printer software; Novelist Plus and Select Subscriptions; Simply Reports; Content Carousel; OCLC unlimited subscription that all member libraries can use; Feature It/Promotions; federated searching; Community Profiles including an Evanced

calendar integration; e-commerce; NCIP integration; and OverDrive integration. For the full version of the Bridges Library System's proposal, see Appendix A.

The demonstration included an overview of the current staff Polaris client as well as a web-based client, LEAP, that they are transitioning to, but only have circulation functions available at this time. This was a concern for the Committee as they felt the functionality and look and feel of the current Polaris client would be a step back from their current Millennium system. They were also concerned with the staff time it would take to learn the client-based system only to have to learn the LEAP system when it becomes fully available.

BLS' public catalog is visually appealing and offers separate home pages for each individual member library. However, the scrolling required to view the bibliographic information and the item display format were found problematic.

The catalog also includes an events and organization feature that allows member libraries and community partners to add searchable events within the catalog. This was of great interest to the Committee members.

Lakeshores Library System
Lakeshores Library System was enthusiastic in their response to the RFI. Their proposal emphasized the mutual benefits of ALS joining their SHARE automated consortium which included:
- Driving-down automation costs for libraries in ALS and LLS mutual corner of the state;
- Dialing-up resource-sharing & generating other efficiencies;
- Creating an ILS-related pilot opportunity for the ongoing Public Library System Redesign (PLSR) project, thus contributing to an initiative of statewide importance.

The SHARE consortium recently has undergone a similar merger when the Kenosha Library System joined SHARE in 2016. LLS stressed the importance of collaboration and consensus among their members.

The SHARE ILS runs on a SirsiDynix platform, Symphony being the current version. The SHARE subscription provides access to all the ILS modules and in addition offers a discovery platform, Enterprise. The subscription also provides access to E-Resource Central, which integrates OverDrive directly into the catalog search results and a Statistics and Analytics platform. LLS also offers a fully functional mobile circulation, smartphone app for patrons, E-commerce capabilities, SkyRiver bibliographic utility, and a Novelist Select plugin for the online catalog.

LLS proposed the anticipated cost for migrating ALS to SHARE would be $27,840. LLS pointed out the migration costs would be low as the LLS IT Manager would be performing a portion of the work in-house. LLS estimated that the first-year annual cost for ALS would be $76,000. This total includes the annual maintenance cost, server replacement fund, NoveList Select Plugin, and the SkyRiver bibliographic utility.

LLS also offers different tiers of support that ALS could, for a fee, opt into. For the full version of the Lakeshores Library System's proposal, see Appendix B.

The LLS staff's demonstration of SHARE included an overview of the patron interface and their staff client including mobile circulation. A demonstration of the fully integrated interlibrary loan functionality was a feature the Committee was very interested in utilizing to reduce staff time and promote efficiency. The LLS staff highlighted the unique features that SHARE offers such as favorite authors lists, automatic welcome letters, and support options that include time limit and print manager software. There was a concern regarding the system-wide use of SkyRiver and the validity of those records.

South Central Library System

As with the two other systems, South Central Library System expressed great interest in pursuing a partnership with ALS by merging ILS systems. SCLS highlighted the advantages of merging which included increased materials available to all patrons, sharing costs such as staff and subscriptions, and a greater economy of scale.

SCLS' ILS, LINKcat, runs on an open-source Koha/LibLime platform. It is fully web-based and requires no client, an advantage the Committee found appealing as it allows for great flexibility in providing access and outreach. In addition to the standard ILS modules, SCLS offers mobile access for patrons, support for Bibliotheca and 3M self-check, online credit card payment through Envisionware, and an upcoming discovery layer to be implemented in 2017.

Currently SCLS contracts with Madison Public Library for all MARC cataloging, however, they proposed they would be willing to consider an alternate cataloging arrangement for ALS that would give more local control.

The estimated migration cost for ALS to join LINKcat is $61,320 with an addition $4,500 for LibLime setup fees. With full-cataloging, SCLS estimated that the annual maintenance cost for ALS would be $209,835. As an alternative, they also provided a cost for annual maintenance that excluded the full cataloging service, this was estimated to be $142,635. For the full version of the South Central Library System's proposal, see Appendix C.

The SCLS staff demonstrated all modules of the ILS. The Committee was pleased with the web-based client and the fact no licenses were necessary for access. There were several concerns regarding the restrictions with the system. The ALS libraries are used to flexibility in item type and location codes, subject headings and various procedures. Transitioning to SCLS's ILS would require an adherence to these predetermined parameters.

Innovative Interfaces, Inc. (III)

Representatives from III were asked to demonstrate, Sierra, which is their newest ILS software solution. Already being on an III system for the past ten years, the Committee felt there were advantages at looking at the newest version of the ILS. The demonstration included an overview of the Sierra solution which, at

this time, is still client based, but does offer a limited-access web-based version. The III representatives also demonstrated their discovery layer solution, Encore; an EDS and coverage load solution; and a patron app. The Committee felt that without the addition of the discovery layer and patron app, this would be a very lateral move as the software doesn't offer many new features. Innovative quoted ALS $30,000 for migration/service fees and an annual maintenance subscription of $70,000 for the same functionality ALS has now with Millennium. Innovative also offered an alternate quote for $85,000 per year for the Sierra Core Bundle that includes some additional functionality. For the full quote from Innovative Interfaces, Inc., see Appendix D.

Recommendation

The Committee would like to note they felt all the options explored could meet the basic needs of the Arrowhead Library System's ILS. However, after the research, demonstrations and Q & A sessions, the ILS Committee unanimously recommends to the Arrowhead Library System Directors that the Arrowhead Library System pursue an ILS merger with the Lakeshores Library System's SHARE.

The LLS staff's demonstration of SHARE was very well received. It was clear throughout the demonstration and the proposal that the philosophy of SHARE is very patron oriented and similar to that of ALS. The Committee felt overall, there would be a great ease for staff to learn and implement the system. The added benefit of system expertise and the support options made this an even more appealing opportunity. In addition, the LLS staff expressed a great interest in learning more about ALS, as well as a willingness to be flexible and supportive to the needs of the ALS libraries. It is with great enthusiasm that this Committee recommends the pursuit of a merger with Lakeshores Library System's SHARE.

Appendix A: Bridges Library System Proposal

Steve Platteter, Director
Arrowhead Library System (ALS)
430 E. High Street, Suite 200
Milton, WI 53563

November 15, 2016

Dear Steve:

Thank you for your interest in the possibility of joining CAFÉ, our Integrated Library System (ILS). We are excited about the possibilities of this partnership! We believe the project would be mutually beneficial and are pleased to respond to your questions. Please know that if you have questions or need any clarification on anything in this proposal, we would be happy to discuss those with you.

We received pricing from our vendor, Innovative Interfaces Inc., for migrating your libraries onto our Polaris platform which includes the following modules: cataloging, circulation, serials, acquisitions, and outreach. Based on our analysis of that information, we estimate the following costs:

Total one-time cost for ALS in the amount of **$76,947**. The cost details are as follows: $37,144 for the migration into CAFÉ. Migration includes project management, data extraction, profiling and loading of bibliographic, item, authority, holdings, and patron records, as well as circulation checkouts, holds, and fines. **Staff training on circulation, cataloging, reporting, and serials modules is included**. The one-time license purchase amount is $39,803 for 125 licenses. Innovative Interfaces has indicated that they would provide you with a prorated credit on your existing maintenance fees. Please note: Bridges Library System does have the financial wherewithal to pay the one time fees on your behalf and allow you to reimburse us over the course of time--up to a maximum of four years. The total one-time cost is **$76,947**.

Total annual estimated costs in 2017 for ALS: **$133,670** with costs to be divided among your member libraries according to either your formula or our formula. We currently use a formula that is based on licenses but you may wish to use a different formula.

Included in the estimated $133,670 annual fee are the following services/features: Polaris software modules (including the LEAP web-based software for staff and mobile pac for the public) with

dedicated Polaris hosting; training server access for training and testing; phone notification server/system; SIP compliance for self-service options, 125 staff workstation licenses; **administration of CAFÉ by qualified staff**; Content CAFÉ subscription; Screwdrivers printer software; Novelist Plus and Select Subscriptions; Simply Reports; Content Carousel; OCLC unlimited subscription that all member libraries can use; Feature It/Promotions; federated searching; Community Profiles including an Evanced calendar integration; e-commerce; NCIP integration; and OverDrive integration. (Note: e-commerce implementation is imminent, NCIP is budgeted but not yet implemented.) **Hardware/software configuration details are provided in the accompanying document.**

As it's important to save for the future, this proposal sets aside an annual $10,000 contribution designated for ALS as a part of your annual fee that would be refunded to you in the event of a future decision by you to discontinue using us as your vendor. This proposal offers you a vended solution without the need for your library system to buy-in to our past software and hardware investment.

Even though our proposal includes the provision of a safety net for your libraries, you can rest assured we would work to ensure that you were all as delighted with CAFÉ as we are. Here are some notable features that we believe make it the best out-of-the-box software on the market today:

- Ability to set local promotions based on trigger words (See an example here—searching in the Brookfield instance of CAFÉ for "wild swans" and the result is their local book club)
- Ability to include community activities in the catalog (See an example here—search was "garden" in the Events and Organizations tab in the Delafield library instance of CAFE or watch the video here)
- Full OverDrive integration (See an example here—search was "Enrique's journey" in the Digital Library instance of the catalog)
- Easy local customization of the catalog with library-specific banners and content carousels that can be created for library websites

These are just a few of the impressive features of the software. We welcome the opportunity to show its power and flexibility in a CAFÉ demonstration.

Because several of the ancillary vendors have not yet responded to our request for pricing, we made estimates that we believe are on the high end. Should the pricing be less than anticipated, the pricing would be adjusted downward to reflect costs. This proposal does not include any costs associated with changes in the network that may be necessary but would be your responsibility. Additionally, delivery costs are not a part of this proposal. Should the discussion between us proceed, delivery costs would have to be discussed as we are currently one year into a three year contract with our Jefferson County delivery vendor. Because two of our member libraries are within 15 miles of your library system offices, we believe the delivery exchange would be feasible at one of the two locations. This proposal does not include any costs associated with cooperative purchasing of databases with the exception of NoveList which is an integral part of the CAFÉ catalog. Because CAFÉ has the capability of federated searching that can include our purchased databases, you may wish to consider joining with us in our cooperative purchasing of databases.

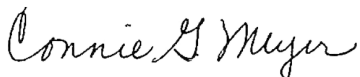Our database subscriptions linked in CAFÉ for 2017 will be:

Morningstar
Reference USA
Rosetta Stone
Ancestry Library Edition
Consumer Reports

The OCLC subscription cost in this proposal could be reduced if some of your member libraries do not wish to have access to MARC records. However, we would allow only OCLC MARC records into our database. We have committed significant resources to catalog integrity, notably hiring a database management librarian in 2016 and are committed to ensuring that our catalog meets the highest quality standards.

Finally, we offer this proposal for your consideration but we would like to convey to you that we would prefer to have you join our library system rather than simply merge into our ILS. We believe a shared ILS system is optimized in an environment where all the participants are members of one library system. You can read more about us [here](#). In terms of the ILS consortium, a CAFÉ council meets quarterly to discuss CAFÉ-related topics and operates on consensus. **Additional details about our philosophy can be seen in the sample CAFÉ membership agreement enclosed for your review**.

Our hardware life-cycle indicates 2017 is the year for us to make a server change. Your project would dovetail well with our plan to make that upgrade. Thank you for your consideration of our proposal. We look forward to further discussing this opportunity with you!

Sincerely,

Connie G Meyer

Connie Meyer
Director

Proposed CAFÉ Software and Hardware Configuration:

Software – Currently on Polaris Version 5.0.615 with plans to upgrade to the latest release in early 2017.

Hardware: Polaris Dedicated Hosting Solution for: Production, PAC, DC, Training and Terminal Servers

Local Phone Notification Server:

Dell PowerEdge R330
Intel Xeon E3-1260L v5
2.9GHz 8M cache 4C CPU
8 GB memory
H3330 RAID Controller for SAS/SATA
Ethernet NIC
(2) 500GB 7.2K RPM NLSAS
6 Gbps 2.5in Hot-plug disk
5-year 4-hour same day on-site response 24x7

Library Services Agreement
Between
Bridges Library System and
_____Library

This agreement entered into this ____ day of_____, 2015 by and between the Bridges Library System   and the _____ (hereinafter "member library") as authorized by Chapter 43, Wisconsin Statutes, for the purpose of Bridges Library System providing automated library service to the member library, including, but not limited to, the following functions and services: staff training-both initial and ongoing, central site hardware including hardware maintenance, implementation and project management, software and maintenance, central site equipment upgrade/replacement, and ongoing management and support.

WITNESSETH:

WHEREAS, the Bridges Library System is the body currently established by the Waukesha County Board and the Jefferson County Board in accordance with Section 43.19 and will begin operations on January 1, 2016; and

WHEREAS, the member library is the body established by the governing board of the member library community(s) in accordance with Section 43.52 and

WHEREAS, CAFÉ shall mean the shared integrated library automation system to be operated by Bridges Library System for the participating members; and

WHEREAS CAFÉ Council shall mean the group of member library directors established for overseeing the procedural operations of the CAFÉ operations, and

WHEREAS, automation vendor shall mean the library automation software provider for CAFÉ as contracted; and

WHEREAS, pursuant to Section 66.0301 and Chapter 43, Wisconsin Statutes, it is mutually beneficial to Bridges Library System and the member library to enter into an agreement relative to the provision of automated services providing at least the following functions: circulation control, on-line catalog, enhanced catalog content, cataloging, acquisitions, serials and reports; and

WHEREAS, the governing bodies of Bridges Library System and the member library have duly adopted resolutions authorizing the execution of this Agreement.

NOW, THEREFORE, BE IT RESOLVED that Bridges Library System and the member library, for and in consideration of mutual covenants and undertakings herein contained, do agree to the provision of automated library services in accordance with the following:

Article I.   Bridges Library System Responsibilities

(1)   Provide to the member library all of the automated library functions covered by this
         agreement, including any updates or revisions thereof, during all hours that the member
         library is regularly open. All possible efforts will be made to minimize the amount of

47		time in which the automation vendor's services or any portion thereof, is unavailable for
48		normal operations.
49	(2)	Work with the member library to convert and become operative on the automation
50		vendor's system.
51	(3)	Provide training for designated member library staff members; training sessions may be
52		scheduled to include staff members from other member libraries.
53	(4)	Provide ongoing/refresher training for member library staff in the use of the hardware
54		and software.
55	(5)	Acquire appropriate central site hardware to handle the increased database size and
56		activity levels as are contemplated by the terms of this agreement, and install the
57		hardware according to a mutually agreed upon schedule.
58	(6)	Provide a project management meeting with Bridges staff to work with the member
59		library to develop their system profile including circulation policies, etc.
60	(7)	Provide consultation and coordination of the implementation process as necessary to
61		achieve the successful completion of the project. This includes development of library
62		profile, database conversion issues, and additional network consulting.
63	(8)	Provide annual maintenance and support of the software, including an enhanced content
64		subscription.
65	(9)	Provide maintenance of the central site hardware and software including server(s),
66		printers and operating systems. Problem resolution will be started within 4 hours of
67		notification of a problem that results in the entire system being down or a major function
68		being rendered inoperative. Reasonable effort shall be made to minimize the amount of
69		time in which the automation vendor's services or any portion thereof is unavailable.
70	(10)	Oversee and acquire the systematic and scheduled upgrade and replacement of the central
71		site hardware that supports the automated system. Oversee and acquire hardware and
72		software that becomes available because of unanticipated/new developments.
73	(11)	Provide staff services necessary to handle the management of the central server and
74		systems operations.
75	(12)	Provide the member library with a current telephone number for problem resolution
76		contact purposes.
77	(13)	Have a support person available to address problem resolution related to the services
78		described in this agreement.
79	(14)	Provide the member library reasonable prior written notice of non-emergency system
80		maintenance including information as to the date, time and anticipated duration of such
81		maintenance. Bridges Library System will make reasonable effort to perform
82		maintenance and upgrading operations during hours that the member library is normally
83		closed.
84	(15)	Provide the member library a conversion plan defining the responsibilities, requirements,
85		and associated tasks of Bridges Library System, the member library, and the shared
86		automation vendor, including time lines within 30 days of signing this agreement.
87	(16)	Handle the tracking, prioritizing, and escalation of calls/notification of problems.
88	(17)	Facilitate member library requests for customized services with the automation vendor.
89	(18)	Place funds contributed toward the systematic and scheduled upgrade and replacement of
90		central site hardware and software in a fund to be administered by the County of
91		Waukesha. This fund shall be separate from Bridges Library System finances and the

92   County's finances. The fund will be controlled by the Board of Trustees of Bridges
93   Library System. Bridges Library System will contribute to this fund in the same manner
94   as participating libraries.

95 **(19)** Determine the costs for operation of CAFÉ in compliance with state or system
96   requirements and invoice member libraries accordingly.

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Article II.   Member Library Responsibilities

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101 **(1)** Abide by the terms specified in this agreement including attachments.

102 **(2)** Obtain necessary licenses in the event the staff requirements change from the calculations
103   presented in Exhibit A.

104 **(3)** Be responsible for the purchase, maintenance, installation and repair of all local hardware
105   and site components including internal wiring.

106 **(4)** Develop, deploy and fund high-speed connectivity between the member library and the
107   central site hardware to carry data between the sites; configuration of such a link shall be
108   mutually acceptable to both parties.

109 **(5)** Provide maintenance of any networking equipment and circuits between the member
110   library and Bridges Library System used for the transmission of the member library's
111   data on the system.

112 **(6)** Designate a project manager who will serve as the primary point of contact for Bridges
113   Library System. The designated individual will communicate with all other member
114   library and municipal staff members and member library Board members.

115 **(7)** Make every effort to clean up, eliminate duplicate records, and quality check its database
116   records before going live in a public environment. Any costs incurred as a result of this
117   cleanup are the responsibility of the member library.

118 **(8)** Comply with mutually agreed upon cataloging practices in order to assure both the
119   quality of the records that the member library contributes to the shared database and
120   consistency within the shared database.

121 **(9)** Comply with mutually agreed upon operational standards and practices in order to
122   maintain quality services and achieve the objectives of CAFÉ.

123 **(10)** Pay Bridges Library System multi-year replacement costs and central site costs assessed
124   annually. See Exhibit B.

125 **(11)** Pay Bridges Library System for ongoing costs assessed annually by March 1; all other
126   fees and charges shall be paid within sixty (60) days after the date of an invoice unless
127   other arrangements have been made. The methodology for budget allocations is based on
128   the library's share of licenses.

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Article III.   Mutual Understandings

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134 **(1)** This agreement presumes that an automation agreement is in force between Bridges
135   Library System and an automation vendor. If for any reason such automation agreement
136   is terminated or if Bridges Library System no longer holds licenses to use the automation
137   vendor products, this agreement shall be terminated or amended. In the event of a

138   termination, funds accumulated in the member library's system replacement and
139   equipment replacement fund shall be returned to the member library as paid.
140   Unexpended operating funds will be returned to member libraries on a prorated basis. In
141   the event that an alternate automation vendor is found, unexpended system replacement
142   and equipment replacement funds and operating funds shall be assigned to the operation
143   of the program.

144 **(2)**   Implementation of this agreement is consistent with Wisconsin law. Should any part of
145   this agreement become inconsistent with any state law, the laws of the State of Wisconsin
146   take precedence over this agreement.

147 **(3)**   All patron, bibliographic, item, fine, and other records of the member library entered into
148   the database of Bridges Library System or the automated network or to which Bridges
149   Library System staff gains access as a result of or related to this agreement are and shall
150   remain the sole property of the member library. Bridges Library System shall not,
151   without the member library's written consent, copy or use such records except to carry
152   out contracted work, and will not transfer such records to any other party not involved in
153   the performance of this agreement, and will return submitted records to the member
154   library upon completion of the work hereunder. The member library will provide the
155   same consideration to the records of other libraries that are in the database. The member
156   library understands and accepts that libraries or other agencies outside of CAFÉ may
157   have access to and use records in the database according to agreements and practices to
158   which Bridges Library System is obligated. All parties acknowledge that Wisconsin's
159   Open Records law, Chapter 19, Wis. Stats. may apply to records maintained by the
160   parties. In the event of a request for records pursuant to the Open Records law, the party
161   receiving the request will promptly notify the other party of the request and the intended
162   response. Nothing in this section is intended to supercede either the Open Records laws
163   or the requirements of sec. 43.30, Wis. Stats.

164 **(4)**   This agreement may only be modified in writing, and by mutual agreement of the parties
165   thereto.

166 **(5)**   Neither party shall assign this agreement or any of its rights or obligations hereunder
167   without the prior written approval of the other party, and any attempt by such party to do
168   so without prior approval shall be void. This agreement shall become effective upon
169   signing by all parties and continues in effect until terminated as set forth below. Either
170   party may terminate this Agreement by providing written notice between January 1 and
171   March 31 of any year. Withdrawal will become effective twelve (12) months after the
172   date of the written notice. Each party is entitled to a copy of its own bibliographic, item
173   and patron records upon withdrawal. Each party shall be responsible for costs associated
174   with receiving a copy and any costs associated with cleaning up the remaining database
175   for remaining parties. All payments made to Bridges Library System under this
176   agreement remain the property of Bridges Library System, except as set forth in Article
177   III (1) and Article IV below. In the event of termination remaining funds shall be returned
178   to the member library as paid.

179 **(6)**   It is understood that Bridges Library System will enter into similar agreements with other
180   libraries.

181 **(7)**   It is understood that Bridges Library System retains full ownership of all central site
182   hardware (servers, monitors, printers, etc.) with the exception of network connectivity
183   hardware (routers, CSU/DSUs, etc.) supplied by participating libraries. Fees paid for

184   access to the system and central site server hardware under this agreement do not
185   constitute partial ownership of same. Bridges Library System and the member library
186   shall each be directly responsible for the purchase and maintenance costs for all
187   equipment located at their own locations, such as PCs, hubs, switches and routers. Each
188   shall also be responsible for any other costs that are related to such equipment, such as
189   telecommunications charges.

190 (8)   Costs required under this agreement include a flat fee per license. If the number of
191   member library licenses increases, an additional fee will be required. A minimum
192   number of licenses is required; this is based on staffing requirements set by the State
193   Department of Public Instruction. Bridges Library System will make a good faith attempt
194   to include all projected costs and distribute those costs on an equitable basis. Bridges
195   Library System will review costs annually and, with the advice of the CAFÉ council,
196   determine costs for operation and participation. The formula for determining the
197   minimum number of licenses that a member library must use is included as Exhibit A.

198 (9)   A Council shall be formed consisting of each library's director and, at the member
199   library's discretion, a second representative as designated by the library's director.
200   Additional expertise will be drawn from member library staffs when required to address
201   specific issues. The Council will meet quarterly except in the case of time critical issues
202   or emergencies.

203 (10)   The Council will attempt to make decisions on upgrades, software changes, hardware
204   acquisitions, replacements, policies, downtime, expenditure of the equipment
205   replacement fund, and similar wide-ranging issues by consensus. In the event that
206   consensus can not be attained, the member library may choose to utilize the Bridges
207   Library System's Membership Grievance Policy to resolve a contract related issue, the
208   final determination remains with the Bridges Library System Board.

209 (11)   Bridges Library System and the member library shall hold each other harmless for any
210   damages which occur to the assets which are the subject of this Agreement.

211 (12)   As a condition of participation, the member library will use the Bridges Library System
212   approved cataloging utility (for example, OCLC) as source for bibliographic records.

213
214

215 **Article IV. Replacement Funds**

216

217 Member libraries shall contribute their share toward the replacement of Central Site Software.
218 The balance and projected needs will be reviewed periodically by the CAFÉ Council and the
219 Bridges Library System Board and revised as needed.

220

221 When sufficient dollars to replace the central site software have been accumulated within the
222 designated fund, Bridges Library System may cease billing member libraries for this portion of
223 the shared costs. The decision as to what is considered sufficient will be made by the CAFÉ
224 Council in consultation with the CAFÉ staff, the Director of the Bridges Library System and
225 representatives of the current automation vendor. If, at the time the software is actually replaced,
226 the cost is more than anticipated, member libraries will be billed for those costs on a per license
227 basis. If, at the time the software is replaced, the cost is less than anticipated, the remaining
228 balance shall remain in the system replacement fund. See Exhibit B for details.

229

230   In the event that CAFÉ as an entity should be dissolved, the funds contributed by each member
231   library to the Central Site Software Replacement account that have not been spent shall be
232   returned to each library.
233
234
235   IN WITNESS WHEREOF, authorized signatories of the Bridges Library System and the
236   member library have hereunto set their hands and seals the date first above written.
237
238
239
240   Bridges Library System   Member Library Name:_____
241
242
243
244   By: _____   By: _____
245   President/Vice President   Date   President/Vice President   Date
246
247
248   By: _____   By: _____
249   Secretary   Date   Secretary   Date

250 **Exhibit A. Minimum Licenses**
251
252 The Table below is based on Wisconsin Public Library Standards, 2005 Edition
253
254 A member library is required to purchase a minimum license count equivalent to its most current
255 population divided by 1,000 times the Full Time Equivalent (FTE) count listed below. The
256 amounts will be rounded to the nearest whole number.
257
258 Member libraries may choose to have more than the minimum required number of licenses based
259 upon their circumstances and needs.
260

Municipal Population	FTE Per 1,000
a) 50,000 to 100,000	0.5
b) 25,000 to 49,999	0.5
c) 10,000 to 24,999	0.7
d) 5,000 to 9,999	0.8
e) 2,500 to 4,999	0.8
f) Under 2,500	0.8

261
262
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265 **Exhibit B. Central Site Software and Equipment Replacement Fund**
266
267 The Central Site Hardware and Software Upgrade/Replacement/Support annual fund
268 contribution will be budgeted annually by the Bridges Library System Board upon advice from
269 the CAFÉ Council. Below is an illustration of the calculation for allocation for a sample library.
270 Payments once made to the fund are not refundable if a library elects to withdraw from CAFÉ.
271
272

Central Site Hardware and Software Upgrade/Replacement/Support	Factors
Number of sample library licenses	15
Total licenses of all participants	300
Library percentage of total licenses	5%
Annual cost for CAFÉ hardware and software replacement	$40,000
Individual library cost per year	$2,000

273
274
275
276
278

Appendix B: Lakeshores Library System Proposal

October 12, 2016

Steven Platteter, Director
Arrowhead Library System
430 E. High Street, Ste 200
Janesville, WI 53185

Dear Steve,

Thank you for your inquiry of October 10, 2016. I wish to express an enthusiastic interest by the LLS staff in welcoming the ALS member libraries into the SHARE automation consortium. We believe there are tremendous potential benefits in such a project, including:

- Driving-down automation costs for libraries in our mutual corner of the state;
- Dialing-up resource-sharing & generating other efficiencies;
- Creating an ILS-related pilot opportunity for the ongoing Public Library System Redesign (PLSR) project, thus contributing to an initiative of statewide importance.

The mission of SHARE is *"to provide efficient, cost-effective, collaborative access to the shared resources of member institutions through a well-managed integrated library system".* The SHARE Consortium currently has 18 members. It is a collaboration between two library systems and one school media program. SHARE governance is not directly subject to the LLS Board, and is currently provided by a Director's Council. Formal votes of the Director's Council follow a "one library, one vote" model.

Generally, SHARE operates by consensus whenever possible. From the LLS perspective, we advocate for the greatest possible flexibility in regard to local policies and procedures, balanced with reasonable consortia-wide practices that are approved by the membership ("by the members, for the members"). LLS provides technical support and administration for SHARE members through an agreement contained in a clause of the bylaws of SHARE. LLS member libraries receive SHARE support as a free service. Non-LLS member libraries or library systems are assessed an annual support fee (in addition to annual software maintenance). Each member institution signs a copy of the bylaws, which serves as a membership agreement.

Our intent is to prepare a proposal for welcoming ALS into the SHARE consortium. We will send you the proposal, and will also present it to the SHARE Directors Council and LLS Board. Should the ALS membership see fit to accept the proposal and request to join SHARE, votes of approval can be sought.

Sincerely,

Steve Ohs, Administrator
Lakeshores Library System
(262) 514.4500 x68

Arrowhead Library System Member Library Migration to SHARE

A Proposal Developed by Lakeshores Library System as Designated Fiscal and Support Agent of the SHARE Consortium

Summary

This proposal outlines a migration of the member libraries of the Arrowhead Library System (ALS) to the SHARE automation consortium. ALS member libraries may become full members of SHARE by signing the SHARE bylaws/membership agreement. The project would require the approval of the current SHARE membership (by a ⅔ majority vote). Approval by the Lakeshores Library System (LLS) Board would also be required in order to create an ILS support agreement to cover the ALS member libraries. Total combined annual SHARE expenses for the ALS member libraries are estimated to be approximately $76,000, not including any support fees assessed by LLS. One-time migration costs are expected to be within the immediate ballpark of $28,000.

Background Information

The mission of SHARE is *"to provide efficient, cost-effective, collaborative access to the shared resources of member institutions through a well-managed integrated library system".* The SHARE Consortium currently has 18 members, and is a collaboration between two library systems and one school media program. SHARE governance is not directly subject to the LLS Board, and is currently provided by a Director's Council. Formal votes of the Director's Council follow a "one library, one vote" model. The Director's Council currently meets once per month, but a minimum number of annual meetings is stipulated in the bylaws (at least four meetings per year). A copy of the SHARE Bylaws document is included with this proposal as *Attachment A*, and a hypothetically modified version of a SHARE budget is included as *Attachment B*.

Philosophy

Generally, SHARE operates by consensus whenever possible. From the LLS perspective (as the agency that provides direct ILS support to the members of SHARE and "runs" the ILS on a day-to-day basis), we advocate for the greatest possible flexibility in regard to local policies and procedures. We strive to balance this principle with reasonable consortia-wide practices that are approved by the membership ("by the members, for the members"). Open communication and discourse are highly valued among the membership.

Core ILS Software and Hardware Configuration

The SHARE ILS platform is based on the SirsiDynix suite of library technology products. LLS staff have a great deal of experience working with the software, so are able to provide libraries with custom features developed in-house using the range of SirsiDynix API tools.

The current contract includes the following core features:
- SirsiDynix Symphony (current version). All available modules are included in the SHARE subscription, including acquisitions;
- Discovery Platform: SirsiDynix Enterprise;
- "E-Resource Central" plugin (integrating OverDrive and other vendor resources directly into catalog search results);
- Statistics & Analytics Platform: SirsiDynix Director's Station (being phased-out);
- Statistics & Analytics Platform: BlueCloud Analytics (being phased-in);

- Full subscription to complete suite of SirsiDynix API's;
- Platinum Plus Service Package;
- Extensive system data backup process (nightly full backups, 15 minute virtual machine snapshots).

Additional ILS Services & Features Provided

The technology package that SHARE member libraries have access to has a number of additional services and features that are available. The vast majority of them have been negotiated-in to the master contract. In a few cases, such as the bibliographic utility (currently SkyRiver), a separate contract exists with a separate vendor.

List of additional services & features:
- SirsiDynix Mobile Circ platform (web-based staff app for tablets);
- SirsiDynix BookMyne (smartphone app for patrons - android & iPhone versions);
- NCIP-Enhanced WISCAT Borrowing & Lending;
- Ecommerce capabilities (online credit card payments, in-library credit card swipers, digital signature pads);
- Monthly database scrubs (subject & authority records);
- NoveList Select plugin for online catalog (SHARE-wide subscription);
- SkyRiver bibliographic utility (SHARE-wide subscription w/ nightly cataloging maintenance process);
- SHARE-wide duplicate resolution & brief record processes;
- SHARE-wide bill reconciliation process (quarterly statements, annual reconciliation of actual funds).

Support and Training

LLS provides technical support and administration for SHARE members through an agreement contained in a clause of the bylaws of SHARE. Each member institution signs a copy of the bylaws, which serves as a membership agreement. LLS member libraries receive SHARE support as a free service. LLS must assess an annual support fee to institutions who are not members of LLS and receive ILS support from LLS staff. This model is designed to maintain a support framework for SHARE that is scalable, effective, and fair.

Some examples of support and training services that are offered include:
- 24/7 critical support (staff client down, discovery platform down);
- SHARE HelpDesk;
- ILS training workshops (as possible);
- Free online training courses via SirsiDynix Mentor learning platform;
- Schedulable on-site visits.

Cost Narrative

Vendor costs for migration are anticipated to be $27,840. This includes costs for the actual data migration work, and for a data clean-up after the primary data migration work is complete. This one-time expense is fairly low because the LLS IT Manager would be handling a portion of the policy work in-house before the actual migration is performed - resulting in a significant savings.

Depending upon the extent of data work necessary by LLS staff, an additional one-time fee would need to be assessed to cover time spent by LLS staff in regard to policy mapping, data translation and general project management. We will not be able to estimate this cost until the project is further along and LLS staff have begun working with data from Millennium.

Based on the data we have at-hand (2013-2015 annual report data), we estimate the first-year annual cost for the ALS libraries to be around $76,000. This total includes charges for annual software licensing, server replacement fund, NoveList select discover plugin, and SkyRiver bibliographic utility.

SHARE expenses are apportioned annually based on the three year average percentage of total circulation. In other words: if a library's average percentage of total consortium circulation over the previous three years is 3.44%, that library pays 3.44% of the total annual consortium charges. This model for apportioning SHARE expenses is approved by the SHARE Director's Council.

ILS support costs could be handled in a number of different ways, depending on the preferences of ALS and the ALS member libraries. In any case, we feel that it would be very important to have a support agreement that would outline service levels and fees.

Some of the potential options might include:
- LLS provides full support to ALS for an annual support fee of approximately $83,000;
- LLS provides "Tier 2" only (i.e. advanced support only) services to ALS for an annual support fee of approximately $42,000;
- LLS provides critical support only to ALS. ALS would be responsible for training and staffing all ILS support for the ALS member libraries beyond "down system" scenarios.

Cost Summary Table

Cost Element:	Amount:	Notes:
Annual SHARE Membership Cost	$76,000	ALS member libraries would each be assessed an annual percentage of SHARE participation costs based upon the approved SHARE formula (3 year average percentage of total SHARE circulation). ALS could choose to subsidize this.
Annual Fee for LLS Support	$83,000	Annual fee assessed to ALS for full range of support to ALS member libraries. This amount would be $42,000 if ALS chooses to receive "Tier 2" support only, or zero if ALS chooses to hire & train at least 1.0 FTE to provide ILS support to ALS member libraries.
<u>One-Time</u> LLS-Assessed Migration Cost	$5,000	A one-time fee designed to recover costs of LLS employee time spent in coordinating & performing migration.
<u>One-Time</u> Vendor-Assessed Migration Cost	$28,000	A one-time fee assessed by the vendor (SirsiDynix) for migration services.

Project Timeline

It would be difficult for us to accomplish a migration in a time frame shorter than six months. We recommend a minimum nine (9) month period to prepare for a "go-live". It is a fair assumption that this project would have it's own unique challenges that would affect the timeline. That probable reality being the case, we can offer a loose anticipation of what a general project timeline would look like.

Phases of the project might include:
- Initial planning begins w/ meetings at least once per month for duration of project (month 1);
- Initial data analysis (months 1-2);
- 1st data load onto test server (month 4);
- Select staff shakedown data on test server & train on test server (month 4);
- 2nd data load onto test server & select staff shakedown data (month 5);
- Final evaluations & tweaks of data, additional test server loads, etc. (months 6-8);
- General staff training process (months 8-9);
- Cataloging freeze for final data loads (1-2 weeks before go-live);
- Circulation freeze for final data loads (3-5 days before go-live);
- Go-Live (end of month 9).

Additional Opportunities

There may be other opportunities to create additional arrangements that bring even greater value to SHARE, such as service contracts for cataloging, purchasing/acquisitions, or in other service areas. We, as system staff, would like to express that we are both open-minded and excited about exploring such other opportunities.

Attachment 1

SHARE Consortium
Bylaws

Established: 2015

1. **Scope of the Partnership**

   The SHARE Consortium (hereafter referred to simply as "SHARE") is an automation and resource-sharing partnership. Membership may include public libraries, individual K-12 schools, school districts, and other types of agencies. The name of the consortium may be changed by a ⅔ majority vote of the SHARE Council.

2. **Mission**

   SHARE's mission is "*to provide efficient, cost-effective, collaborative access to the shared resources of member institutions through a well-managed integrated library system.*"

3. **Purpose of this Document**

   This document is intended to guide the efficient operation and management of the SHARE Integrated Library System (ILS) by establishing mechanisms for effective governance, use and support. Any parties that choose to participate in SHARE agree, by signing a copy of this document, to observe these bylaws and any overriding provisions of Wisconsin law that may apply.

4. **Fiscal Agency of the SHARE Integrated Library System and Related Contracts**

   Lakeshores Library System (LLS) shall be designated as fiscal agent for SHARE until such time as the support agreement in section 6 is invalidated.

5. **SHARE Member Funds**

   LLS agrees to collect, disburse and pay designated expenses from funds contributed by SHARE Member institutions in response to actions by SHARE governing bodies. Handling of SHARE Member funds by LLS shall be subject to applicable Wisconsin & Federal Laws.

6. **Support Agreement**

   Originally initiated in 2002 as a service of LLS, SHARE has evolved into a cooperative venture. Because SHARE does not employ dedicated staff, support must be obtained from another agency. LLS agrees to provide support services for SHARE member institutions:

   6.1.   LLS shall establish a support policy according to the needs of SHARE and LLS's capacities to provide support therefor.

   6.2.   LLS shall provide free support to SHARE member institutions who are members of LLS and participate in the system's activities per Wisconsin Statutes.

   6.3.   LLS may assess reasonable annual support fees to SHARE member institutions who are not member libraries of LLS.

   6.4.   Either SHARE or the LLS Board may terminate the support agreement.

   6.5.   The LLS Board of Trustees agrees to and endorses the terms of this support agreement.

LLS Board President: _____
Brian Broga

7. Participation

Participation as a member institution of SHARE is voluntary and independent of library system affiliation.

8. Joining SHARE

An institution wishing to join SHARE shall initiate a written request to the chair of the primary governing body. Costs for loading data shall be assessed by SHARE and presented to the requesting institution. Requests to join SHARE shall be approved by a ⅔ majority vote of the SHARE Council. Assessed costs for loading data into the SHARE ILS shall be paid by the joining party.

9. Leaving SHARE

An institution wishing to exit from the SHARE Consortium may do so with 6 months written notice. Notifications shall be directed to the chair of the primary governing body. Costs for extracting data shall be assessed by SHARE and presented to the requesting institution. Assessed costs for extraction of ILS data from the SHARE ILS shall be paid to SHARE or its fiscal agent by the departing party.

10. Good Standing

"Good standing" is defined as being in compliance with the SHARE bylaws and any approved appendices. If a member institution remains out of good standing for a period greater than 6 months, that institution may be sanctioned or expelled from SHARE. A procedure for implementing sanctions and expulsion shall exist as an appendix to these bylaws. No member institution of SHARE may be sanctioned or expelled by arbitrary action of any governing body.

11. Decision-Making Bodies

11.1. While the total number of SHARE member institutions remains twenty (20) or less, the only governing body shall be a SHARE Council.

11.2. While the total number of SHARE member institutions remains twenty-one (21) or more, a Steering Board shall serve as an additional governing body. Under this arrangement, the SHARE Council shall make decisions concerning expenditures of SHARE member funds, while the SHARE Steering Board shall make decisions concerning consortium-wide policies. Either body can (and should) make recommendations to the other.

12. SHARE Council

12.1.   A SHARE Council shall consist of one (1) representative (director or designated proxy) per member institution. It is intended that one (1) SHARE institution may cast one (1) vote.

12.2.   Other invitees may participate in or advise the SHARE Council, but may not vote.

12.3.   Meetings of the SHARE Council shall occur at least 4 times per year.

12.4.   The minimum quorum for this body to conduct business at a meeting shall be 50% +1 of its total number of representatives being present.

12.5.   If a quorum is present, a simple majority of those voting at a meeting shall constitute a passing vote unless elsewhere stated in these bylaws.

12.6.   The SHARE Council shall elect a Chair and Chair-Elect, and may elect a Treasurer.

12.7.   Treasurer officer functions of the SHARE Council may be delegated to Lakeshores Library System by vote or unanimous consent.

12.8.   If a Steering Board exists, the Chair of the Steering Board shall serve as the sole officer (Chair) of the SHARE Council.

12.9.   Officers shall be elected (or appointed by unanimous consent) during the first meeting of each calendar year.

12.10.   SHARE Council officer terms shall be one year.

12.11.   Officers may be elected via electronic ballot.

12.12.   The SHARE Council shall have the following duties:

12.12.1.   Make decisions concerning expenditures of member-contributed funds.

12.12.2.   Approve an annual consortium budget, along with any necessary mid-year budget revisions.

12.12.3.   Serve as the sole governing body while the number of SHARE Member Institutions remains twenty (20) or less.

12.12.4.   Elect, appoint (by unanimous consent), or disband the Steering Board according to these bylaws.

12.12.5.   Make appropriate recommendations to the Steering Board.

13.   **Steering Board**

13.1.   The total number of elected representatives on the Steering Board shall be (5).

13.2.   One special representative may serve on the Steering Board to represent school districts and/or other non-public library agency members in SHARE.

13.3.   Should the size of the consortium increase to require it, the number of Steering Board seats may be expanded by amendment of these bylaws.

13.4.   Each Steering Board representative shall serve a term of 2 years, with a limit of 2 consecutive terms.

13.5.   The Steering Board shall have at least (2) representatives from small libraries and (2) representatives from large libraries.

13.6.   The definition of "small library" shall be a library which serves a municipal population of 4,500 or less (based on median municipal population).

13.7.   The definition of "large library" shall be a library which serves a municipal population of 4,501 or more (based on median municipal population).

13.8.   Steering Board vacancies shall be filled in the order in which they became vacant.

13.9.   The first public library representative seat of the Steering Board to be filled after adoption of these Bylaws shall be filled by a representative from a small library. Subsequent public library seats will be filled in an alternating fashion between large libraries and small libraries.

13.10.   Other invitees may participate in or advise the Steering Board, but may not vote.

13.11.   Meetings of the Steering Board shall occur at least 6 times per year.

13.12.   All members of the Steering Board must be present at a meeting in order to conduct business.

13.13.   Steering Board meetings may utilize conferencing technology, as long as a venue is provided for SHARE members to observe the meeting.

13.14.   A majority of the entire membership of the Steering Board (50% +1 of the number of seats) shall constitute passage of a motion.

13.15. A nominating committee of 3 individuals shall be appointed by the SHARE Council prior to the first meeting of the calendar year in order to propose a slate of candidates for expired officer positions.

13.16. The SHARE Council shall elect or appoint (by unanimous consent) a Chair, Chair-Elect, and may also elect or appoint a Treasurer for the Steering Board.

13.17. Treasurer functions of the Steering Board may be delegated to Lakeshores Library System by vote or unanimous consent.

13.18. Terms for officers shall be 1 year.

13.19. The Chair-Elect shall become Chair for the following officer term.

13.20. The Treasurer may serve up to 3 consecutive terms.

13.21. Officers may be elected via electronic ballot.

13.22. The Steering Board shall have the following duties:

13.22.1. Make decisions concerning consortium-wide policies.

13.22.2. Represent the best interests of the SHARE membership and library users throughout the SHARE service area.

13.22.3. Request recommendations from the SHARE Council prior to any action that would establish, modify, or remove SHARE policies or procedures.

13.22.4. Reasonably consider recommendations of the SHARE Council in establishing, modifying, or removing SHARE policies or procedures.

13.22.5. Become disbanded if the number of SHARE Member Institutions is reduced to twenty (20) or less.

13.22.6. Become disbanded in response to a successful motion to disband by the SHARE Council.

14. Task Forces

Task forces may be appointed by any governing body on a standing or temporary basis. Task forces shall not be exclusive to any one governing body. Task forces shall be assigned a specific charge or task(s) to perform.

15. **Dissolution of the Steering Board**

By a ⅔ majority vote of its entire membership, the SHARE Council may dissolve the Steering Board. Upon dissolution, the Steering Board shall be re-created according to these bylaws.

16. **Amendments**

Any member of the primary governing body may introduce a motion to amend the bylaws at any regularly scheduled meeting. If approved, the amendment shall be included on the agenda for the next meeting and shall there be accepted or rejected. Accordingly, SHARE member institutions agree to uphold the most-current version of these bylaws.

17. **Appendices**

The following appendices shall be developed and considered integral to these bylaws:

17.1.   SHARE Circulation Policies

17.2.   SHARE Cataloging Policies

17.3.   SHARE Resource-Sharing Policies

17.4.   SHARE Procedures for Addressing Members out of Good Standing

18. **Website**

An administrative website shall be established for SHARE. The website shall include meeting schedules, agendas, minutes, the SHARE Bylaws, any approved appendixes thereof, amendment history, membership information, policy information, and any other information identified as useful in accomplishing SHARE's mission.

19. **Rules of Order**

Meeting business and conduct shall follow Robert's Rules of Parliamentary Order (Latest Edition).

Signed,

_____
Supervising Media Specialist of District Administrator, Waterford Union High School

Attachment 2 - Hypothetical Budget w/ Arrowhead in SHARE - Totals Sheet

Institution	Ancestry.com	Delivery	Gale Courses	Gale Power Speak	Internet Access	Lease Collection	Movie License USA	OverDrive Buying Pool	Web and Social Media Marketing	WPLC Membership	Zinio	Automation Annual Maintenance (SirsiDynix)	Automation Reserve Fund	NoveList Select	Bibliographic Utility (SkyRiver)	Total Contribution
	$11,827	$20,833	$12,188	$4,335	$10,800	$6,282	$3,500	$46,539	$2,500	$4,298	$19,000	$148,600	$31,000	$8,765	$30,285	$360,752
Aram Public Library	$668	$1,177	$688	$245	$610	$355	$198	$2,629	$141	$243	$1,073	$3,546	$740	$209	$723	$13,245
Barrett Memorial Library	$444	$782	$458	$163	$405	$236	$131	$1,747	$94	$161	$713	$2,357	$492	$139	$480	$8,803
Brigham Memorial Library	$137	$241	$141	$50	$125	$73	$41	$539	$29	$50	$220	$727	$152	$43	$148	$2,715
Burlington	$1,081	$1,904	$1,114	$396	$987	$574	$320	$4,253	$228	$393	$1,736	$5,739	$1,197	$338	$1,170	$21,431
Darien	$93	$164	$96	$34	$85	$49	$28	$366	$20	$34	$150	$494	$103	$29	$101	$1,846
East Troy	$265	$467	$273	$97	$242	$141	$78	$1,043	$56	$96	$426	$1,407	$293	$83	$287	$5,253
Fontana	$173	$305	$179	$63	$158	$92	$51	$682	$37	$63	$278	$920	$192	$54	$187	$3,435
Genoa City	$225	$397	$232	$83	$206	$120	$67	$886	$48	$82	$362	$1,196	$249	$71	$244	$4,465
Graham Public Library	$377	$664	$388	$138	$344	$200	$112	$1,483	$80	$137	$605	$2,000	$417	$118	$408	$7,471
Lake Geneva	$838	$1,476	$864	$307	$765	$445	$248	$3,298	$177	$305	$1,346	$4,449	$928	$262	$907	$16,616
Matheson Memorial Library	$1,303	$2,296	$1,343	$478	$1,190	$692	$386	$5,128	$275	$474	$2,094	$6,919	$1,443	$408	$1,410	$25,839
Racine	$4,695	$8,270	$4,838	$1,721	$4,287	$2,494	$1,389	$18,475	$992	$1,706	$7,543	$24,926	$5,200	$1,470	$5,080	$93,087
Rochester	$193	$340	$199	$71	$176	$102	$57	$758	$41	$70	$310	$1,023	$213	$60	$209	$3,822
Walworth	$264	$464	$272	$97	$241	$140	$78	$1,037	$56	$96	$423	$1,399	$292	$83	$285	$5,226
Waterford	$1,071	$1,887	$1,104	$393	$978	$569	$317	$4,215	$226	$389	$1,721	$5,686	$1,186	$335	$1,159	$21,235
Community Library	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$4,570	$953	$270	$931	$6,724
Kenosha Public Library	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$29,433	$6,140	$1,736	$5,998	$43,307
Beloit	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$12,703	$2,650	$749	$2,589	$18,691
Clinton	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$848	$177	$50	$173	$1,248
Eager Free Library	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,196	$458	$130	$447	$3,231
Edgerton	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,219	$671	$190	$656	$4,736
Hedberg	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$28,986	$6,047	$1,710	$5,907	$42,650
Milton	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,854	$595	$168	$582	$4,199
Orfordville	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$887	$185	$52	$181	$1,304
Waterford High School	$0	700	$0	$0	$0	$0	$0	$0	$0	$0	$0	$118	$25	$7	$24	$874
Contracted Amount	$11,827	$21,533	$12,188	$4,335	$10,800	$6,282	$3,500	$46,539	$2,500	$4,298	$19,000	$148,600	$31,000	$8,765	$30,285	$361,452

Attachment 2 - Hypothetical Budget w/ Arrowhead in SHARE - Percentage Calculations

Institution	Consortium Circ 2013 (Annual Reports)	Consortium Circ 2014 (Annual Reports)	Consortium Circ 2015 (Annual Reports)	3-Yr Average Percent of Circulation - LLS Libraries Only)	3-Yr Average Percent of Circulation - All of SHARE
Aram Public Library	128,578	124,704	127,014	5.65%	2.39%
Barrett Memorial Library	89,585	84,065	79,118	3.75%	1.59%
Brigham Memorial Library	29,965	27,966	20,015	1.16%	0.49%
Burlington	210,240	207,409	197,699	9.14%	3.86%
Darien	18,479	17,654	16,881	0.79%	0.33%
East Troy	52,975	51,036	46,812	2.24%	0.95%
Fontana	35,824	33,609	29,190	1.46%	0.62%
Genoa City	40,464	43,883	43,861	1.90%	0.80%
Graham Public Library	70,955	72,898	70,656	3.19%	1.35%
Lake Geneva	171,219	155,909	149,977	7.09%	2.99%
Matheson Memorial Library	243,242	247,098	251,585	11.02%	4.66%
Racine	966,884	881,521	824,402	39.70%	16.77%
Rochester	35,236	38,206	36,290	1.63%	0.69%
Walworth	54,551	45,324	50,168	2.23%	0.94%
Waterford	215,724	205,429	188,578	9.06%	3.83%
Community Library	174,714	162,363	152,972		3.08%
Kenosha Public Library	1,142,170	1,048,115	965,821		19.81%
Beloit	487,777	455,062	419,276		8.55%
Clinton	30,496	30,887	29,539		0.57%
Eager Free Library	80,453	77,707	77,277		1.48%
Edgerton	124,837	112,935	107,374		2.17%
Hedberg	1,098,377	1,059,057	950,768		19.51%
Milton	108,433	100,614	96,963		1.92%
Orfordville	32,884	30,970	31,213		0.60%
Waterford High School	5,181	3,905	3,569		0.08%
LLS Libraries Only	2,363,921	2,236,711	2,132,246	100.00%	
All SHARE	5,649,243	5,318,326	4,967,018		100.00%

Attachment 2 - Hypothetical Budget w/ Arrowhead in SHARE - Arrowhead Numbers

Library	Annual Maintenance	Automation Reserve Fund	NoveList Select	Bibliograhic Utility	Total SHARE Expenses
Beloit	$12,703	$2,650	$749	$2,589	$18,691
Clinton	$848	$177	$50	$173	$1,248
Eager Free Library	$2,196	$458	$130	$447	$3,231
Edgerton	$3,219	$671	$190	$656	$4,736
Hedberg	$28,986	$6,047	$1,710	$5,907	$42,650
Milton	$2,854	$595	$168	$582	$4,199
Orfordville	$887	$185	$52	$181	$1,304
				SHARE Expenses Subtotal:	**$76,058**

Appendix C: South Central Library System Proposal

Arrowhead Library System ILS Merger Proposal

SCLS Response

SCLS would very much like to explore a partnership with the Arrowhead member libraries to merge our shared Integrated Library Systems. Due to our close proximity to each other, this seems like a very good fit. The increased materials available to all of our patrons makes this a desirable prospect for the member libraries in both systems. Finally, by doing an ILS merger, all libraries benefit by sharing ILS costs such as staff and subscriptions, creating a greater economy of scale.

We hope that as you read our proposal you will see the following:

- SCLS works hard to get to know its member libraries
- SCLS actively includes libraries in the decision-making process
- SCLS is a visionary agency and strives to find new services and better ways of doing things
- SCLS supports a robust library management solution (AKA integrated library system)
- The SCLS library management solution is designed by librarians for libraries

We welcome and encourage the Arrowhead ILS Exploration Committee to meet with SCLS to discuss this proposal. We invite you to visit SCLS Headquarters so that you can meet with and talk directly to the staff who will support you.

Throughout this proposal we reference the SCLS ILS Web Site. We would like to offer access to the web site to the ILS Exploration Committee and any Arrowhead library that is interested in exploring our resources.

URL = http://www.scls.info/ils/index.html
User Name = ALS
Password = 3840

Arrowhead Goals

We believe that we can successfully meet the goals of the Arrowhead ILS Exploration Committee.

Efficient workflows

The SCLS ILS solution is an open development product (LibLime Koha). It is designed by librarians for libraries. SCLS actively participates in software development with its vendor and other LibLime customers. We have worked hard to create efficient workflows for library staff, particularly in the area of circulation. Library staff new to SCLS often tell us that the software is very intuitive.

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Mobile access for staff

The SCLS instance of LibLime Koha is fully hosted in the cloud and it is a web-based software. There is no need to load a software client on a PC. This allows libraries the ability to access it from anywhere that has internet access using a PC or even a tablet. We have identified scanners and receipt printers that work well in a mobile environment. We have libraries that use mobile hot-spots in combination with a laptop to register patrons and/or checkout items in places like farmer's markets and senior centers.

Mobile access for patrons

A fully-functioning downloadable mobile app compatible with Apple and Android operating systems is provided by Library Thing for Libraries product--Library Anywhere. We also offer a mobile-friendly web version of the PAC for non-Apple or Android systems.

Self-service options for patrons

In addition to the mobile app, LibLime Koha provides the following self-service options for patrons:
- Patron-initiated holds with the ability to suspend holds
- Ability to select desired hold pickup location
- Ability to renew items online or by telephone
- Ability to create multiple private lists
- Keep a reading record (opt-in only)
- Online credit card payment
- Self-checkout on Bibliotheca equipment

Support for self-checkout

SCLS provides software support for Bibliotheca and 3M self-checkout machines, sorters, RFID and related equipment. See the Additional Services Provided Section for additional details.

Online credit card payment

SCLS provides online credit card payment through Envisionware. See the Additional Services Provided Section for additional details.

Easy access to statistical data on use and inventory

SCLS provides substantial data that is easily accessible. See the Additional Services Provided Section for additional details on Reports.

Provide protection of patron privacy

SCLS takes patron privacy very seriously. We take the following measures to assure patron privacy:
- We retain circulation data for no longer than it is needed
  - Checkouts for 30 days or the next checkout; whichever happens first
  - Filled hold history for 7 days
  - Expired and cancelled holds for 90 days in staff and 30 days in PAC
  - Search history is not retained

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- Checkout history (aka Reading Record) is retained for patrons only if they opt in to the service
- Access to the physical data storage units or servers at SCLS HQ requires a key to the server room, and only full time IT staff and the SCLS Director possess that key
- Transfer of Koha backup data from LibLime PTFS to SCLS is encrypted in transit
- LibLime is contractually bound not to disclose any SCLS data without permission
- Circulation data extracted from SQL and stored outside of protected servers for reporting purposes is typically anonymized (individual patrons are not identified in it)
- Credit card transactions are PCI compliant

To further protect our patrons, LINKcat PAC traffic is encrypted in HTTPS through a wildcard SSL certificate for *.linkcat.info. Fees payment through the e-commerce platform (fees.linkcat.info) is separately protected through a certificate dedicated to that purpose.

Be scalable and adaptable for growth while incorporating industry best practices and standards

Hardware Scalability
Our LibLime Koha installation is very scalable because it is hosted in the cloud by PTFS LibLime. LibLime constantly monitors our server capacity and is able to increase capacity as demand increases. SCLS does not need to plan for hardware upgrades or replacement as this is handled by the vendor.

Software Scalability & Adaptable for Growth
The ILS software is as scalable as we need it to be since our vendor supports open development. The sky is the limit for software growth—if we can identify a project and support it financially, we can make it happen. We have many resources available to sponsor software growth. The SCLS ILS service has a substantial contingency fund which is targeted for development. We have partnered with other PTFS LibLime customers on development projects and occasionally PTFS LibLime co-sponsors development with the customers. We have also used LSTA funds to sponsor development.

We have had two to three major upgrades per year since we migrated to LibLime Koha in 2011. A major enhancement to the software coming in 2017 will include a fully integrated Discovery Layer. The Discovery Layer will be unique to those offered by other ILS vendors as it emulates the look and feel of our current PAC. SCLS is a co-sponsor of this development along with the Colorado Library Consortium (CLiC), the Pioneer Consortium (Nebraska), the Salina Kansas Public Library, Westchester Academic Libraries Consortium (WALDO) and PTFS LibLime.

Incorporating Industry Best Practices Standards
LibLime Koha complies with all major industry best practices and standards. The list includes: HTTPS; SIP2; MARC format for bibliographic, holdings and authority records; RDA; open API; OAI-PMH; Z39.50; and EDI.

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Summary of South Central Library System's Philosophy and Membership

Exceptional Customer Service

The mission of SCLS is "Helping our member libraries provide the best possible service to the public." We accomplish this by adhering to our four quality standards pertaining to exceptional service: Relationship, Helpfulness, Efficiency and Creativity. These quality standards are pervasive in all of our interactions with member libraries.

Vision Statement & Basic System Principles

Vision Statement: SCLS embraces challenges and opportunities to provide innovative solutions that empower our member libraries. Our vision is carried out through our system principles:

- Every member library must have a voice in the planning and governance of the South Central Library System (SCLS) and clear opportunities for input into system direction and service priorities. Every member library has an accompanying responsibility to participate in these planning and governance processes.

- SCLS and member libraries will attempt to clearly communicate library issues to all stakeholders.

- SCLS is a community of libraries that differ from each other in many ways. SCLS must be designed so as to offer something of value to all its members, to respect diversity, and to engender mutual respect among members and between members and system staff. Because of this diversity, SCLS may have different structural relationships with different counties within the system. To the extent feasible, each county should have the primary responsibility for determining the general nature of that relationship.

- SCLS exists to make its members stronger. To this end, SCLS will concentrate on providing services to and through its member libraries rather than directly to the public. An exception to this principle may occur when an existing agency cannot deliver a needed service, or when the system can provide the service in a substantially more effective manner.

- SCLS should be a trailblazer, an innovator, and a catalyst. SCLS should initiate projects and then empower local libraries to continue them. System funds must in no way replace local efforts for established services.

- SCLS, as a whole, must be greater than the sum of its parts. The services provided to each member library must be of greater value than that member could achieve by simply spending its own share of the funds separately.

- SCLS must operate within the framework of statutory requirements while striving to meet member needs.

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Membership / Governance

As you can see from our Mission, Quality Standards, Vision and System Principles our relationship with our member libraries is very important to us. We work very closely with libraries to design services that meet their needs. This is accomplished through our governance structure consisting of cluster representatives and committees.

Governance Structure

The system is a diverse membership of over 60 libraries comprised of urban, rural, large, small, and one room libraries spread over 7 counties. The committee structure provides a nimble response to member needs using clusters of libraries to represent the full membership. One of the goals of the SCLS committee structure is to solve problems at the committee level. The intent is to help keep processes moving forward and by the staff most directly involved with the subject matter. If a solution is within existing policy and budget, committees are charged to make appropriate decisions and report these decisions to the Administrative Council (AC). If a solution is controversial, needs additional resources, or involves multiple committees, then it will be referred to the AC as an action item.

A second goal of the committee structure is to gather input from the system membership and harness the talent and experience of the diverse membership to help advise upon the needs and direction of the system. Through their advisory roles to the SCLS Board of Trustees and staff, the AC and committees are charged with the aforementioned responsibilities. They are able to speak at meetings and vote on action items. Voting is used to formally record the decisions of the AC and committees in their roles as advisors to the SCLS Board of Trustees and staff. SCLS staff speaks at meetings, and, for all decisions, SCLS staff makes a recommendation but does not vote on action items. Individuals without an elected seat have the right to attend meetings and every agenda will include the opportunity to request to address the body, but they cannot vote. All SCLS member libraries have the right to make proposals and appeal any decision to the AC (for Delivery and Technology committee decisions) or the SCLS Board (for AC or ILS committee decisions). The decision of the SCLS board is final.

The third goal of using the system of advisory committees is to have more solution finding through the use of consensus building discussions where both minority and majority viewpoints are expressed.

Administrative Council (AC)

The Administrative Council is the primary advisory group to the SCLS Board and SCLS staff. This body determines the course of action and oversight of "big picture" issues that affect all members. It receives reports from the committees, makes planning recommendations and recommends the annual budget, plan and services priorities. It provides support and leadership to the Technology and Delivery committees and any work group or subcommittee the AC institutes and creates working groups for issues not covered by other committees. It includes 10 library members with a total of 13 votes and non-voting SCLS staff.

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The Administrative Council oversees four Director's meetings per year. These meetings are designed to gather input regarding future service directions, evaluate current services, and approve the annual budget and member library service fees.

ILS Committee (IC)

The ILS Committee focuses on the shared integrated library system (ILS). This body oversees the software development and implementation and maintenance of the ILS. It serves as a forum for discussion and decision-making concerning the ILS and creates working groups for ILS issues. The decisions of the ILS Committee are not subject to approval by the Administrative Council. It includes 10 library members with a total of 13 votes and non-voting SCLS staff. The ILS Committee has three subcommittees which help shape the member-driven policies of the ILS.

Should the Arrowhead member libraries choose to merge with LINKcat, the ILS Committee governance structure would need to be re-configured in order to provide representation to the additional libraries. It is anticipated that Rock County would be its own cluster and would have one seat on the ILS Committee with 1 vote out of 14 votes.

Circulation Services Subcommittee

The purpose of the Circulation Services Subcommittee is to formulate guidelines and procedures for use of the circulation module of the shared ILS (including its peripheral functions), to oversee resource sharing operations and to oversee the maintenance of the patron database and statistical reporting. The Subcommittee will make recommendations to the SCLS ILS Committee concerning these matters. The Subcommittee shall be composed of staff members from a minimum of 5 LINK libraries, with no more than 3 representatives from Madison Public Library. A variety of sizes of libraries should be represented.

Collection Maintenance Subcommittee

The purpose of the Collection Maintenance Subcommittee is to maintain the integrity of the LINK bibliographic database. To this end, it shall formulate guidelines and procedures for the use of the acquisitions, serials and cataloging modules of the shared ILS, shall formulate guidelines for shared collection development and maintenance, shall study bibliographic database problems and shall maintain and enforce an effective reporting system to identify input errors, problems, etc. The Subcommittee will make recommendations to the SCLS ILS Committee concerning these matters. The Subcommittee shall be composed of staff members from a minimum of 5 LINK libraries, including a representative from the cataloging agency, with no more than 4 representatives from Madison Public Library. A variety of sizes of libraries should be represented.

PAC Subcommittee

The purpose of the PAC Subcommittee is to provide guidance for the setup of features of the PAC module of the shared ILS, including its peripheral functions, and to make recommendations to the SCLS ILS Committee concerning these matters. The Subcommittee shall be composed of staff members from a minimum of 5 LINK libraries with no more than 3 representatives from Madison Public Library. A variety of sizes of libraries should be represented.

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Cluster Liaisons and Library Visits

We understand that SCLS might seem very large. However, we work hard to make sure that we get to know our library members and that we are there for them, both in a pro-active way and when needed.

Each cluster has an SCLS staff liaison who regularly visits cluster meetings and even county board meetings. This assures that every library has an SCLS staff person whom they see regularly and whom they can rely on for help.

SCLS schedules an annual library visit with every member library. Almost every SCLS staff person participates in these visits and we rotate libraries that we visit each year. These visits serve as a checkin on both how the library is doing and how SCLS is doing. We usually have some kind of a theme around which we ask questions. For example, this year we focused on how the library adds value to the community. As part of the discussion, we ask how SCLS can help the library reach their goals. The library visits allow each SCLS staff member to get to know the different libraries and helps them to stay connected to the libraries.

ILS Member Policies

The Subcommittees develop policies based on member input. Policies are available on the SCLS web site. http://www.scls.info/ils/policies/index.html The following is a summary of major policies of the shared ILS.

- **Resource sharing** is the main emphasis of the shared ILS and member libraries share materials freely. The ILS holds process is designed to make sure that holds move efficiently through the system. Measures are in place to reduce delivery as well. Member libraries are required to adhere to a purchasing policy that assures that sufficient copies are purchased to meet local demand.
- **Circulation Rules**: ILS Member libraries have agreed to shared loan periods, hold limits, checkout limits, and other system parameters. Each library controls its own fine rates.
- **Database Quality**: It is important that SCLS has a long-standing commitment to the database quality of LINKcat. Madison Public Library provides all MARC cataloging for the libraries in LINKcat and has been using OCLC for MARC records since the late 1970's. Authority control is provided in an automated process with Library Technologies, Inc. SCLS, Madison Public Library and LINKcat member libraries adhere to unique criteria for determining when to create an additional record for a title already in the database. This assures that patrons will find records that have the most copies available which also makes the holds process as efficient as possible. Libraries are responsible for assigning their own item classification.

  SCLS is willing to consider an alternate cataloging arrangement for the Arrowhead Library System should member libraries wish to continue with their own cataloging. A shared set of cataloging standards would need to be developed and agreed upon by SCLS and the Arrowhead

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Detailed ILS software and hardware configuration
ILS Software Configuration

Open Software Development
Since the ILS is an open development product (LibLIme Koha), it is designed by librarians for libraries. SCLS actively participates in software development with its vendor and involves member libraries in the process of identifying what areas to develop. ILS staff monitors the latest trends and gathers input from member libraries to help identify service priorities. We involve libraries in our annual technology plan (which includes ILS) and in how we should use the annual LSTA technology grant. We want our ILS solutions to work for you and your patrons!

Configuration
SCLS manages the configuration of the ILS software. This includes the maintenance of codes, circulation rules, module parameters and security.

Circulation
The software is flexible and well-designed for consortia. It allows us the ability to share resources with the same circulation period, number of renewals, and holds and checkout limits regardless of who owns the item or where it is checked out; and yet allows each library to have its own fine rates for all types of materials. The patron database is shared by all libraries. SCLS worked with the ILS vendor and other libraries to develop a circulation workflow designed to meet the needs of public libraries. We have heard from staff used to other systems that the workflow in LibLime Koha is very intuitive.

Circulation functionality includes basic checkout and checkin; bulk loan; fast adds; in house use counts; staff overrides; the ability to copy patron records; child and guarantor accounts; the ability to replace a barcode; automated and manual circulation blocks including fines, expired patrons, lost card, debarred patrons, special notes, and messages; charges including overdue fines, lost, damaged and parts missing charges; claims returned; a variety of statuses including: Defect reported, Trace, AV repair, and Withdrawn.

Holds Management
The holds management in LibLime Koha was designed by SCLS to foster maximum efficiency when moving holds through the system. The following are the basic principles:

Holds Placed Remotely
- Items are filled from hold Pickup Location first and will appear on that library's "Pick List"
- If no item is available at the Pickup Location, the system will look for an available copy in a sequence of libraries prescribed by SCLS

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- The holds sequence is designed to cluster materials based on county and delivery routes
- A hold will remain on the Pick List until it is filled, passed or marked Trace

Holds at Checkin
- When an item with a hold is trapped at checkin and there are other holds, the system checks to see if there is a hold at the checkin library and if it was placed less than 60 days from the first active hold in the queue, it will keep the item at the checkin library to fill that hold. This greatly reduces transportation time thus allowing more holds to be filled in less time. If the hold at the checkin library was placed more than 60 days from the first active hold, it will leave the library to fill the first active hold in the holds queue.
- An added benefit to this is that new items will remain at the owning library when first checked in as long as there are patron holds placed within 60 days from the first hold placed.

Patron Notices

SCLS provides patron overdue notices via email and paper (printed at the library). Holds notification is available via telephony (Talking Tech), text message, paper, and email. Billing notices are always mailed when account balances reach $50. Pre-overdue notices are available only through email.

Cataloging

Each library adds its own items to the database, matching to existing bibliographic records whenever possible. When there is no existing match, the library creates a brief bibliographic record. Madison Public Library provides cataloging using full-MARC records from OCLC. Madison edits bibliographic records based on specifications defined by the Collection Maintenance Subcommittee. Individual libraries are able to edit only their own item records. The Cataloging also includes MARC records for Overdrive.

SCLS provides the following database maintenance:

- Automated and manual bibliographic and item database maintenance, including batch deletions and duplicate bibliographic record merges
- Reports for item maintenance (including Trace, Long in Transit, Claims Returned, Old Fast Adds, Lost and Paid, On Order and In Processing greater than 6 months)
- Authority control using a 3rd party vendor (Library Technologies, Inc.) and manual cleanup

PAC

Each library will have its own PAC which is branded to the library with an image of the library and a link to the library's web site (requires stable IP address). When a patron is in the library, the library-owned holdings display first and patrons are not able to place holds on items that are available in the library. LINKcat is available 24/7. The following are features available to patrons using LINKcat:

- Monthly Don't Miss Lists for new materials in all formats
- Items new this week

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- Patron reviews through Library Thing for Libraries
- Ability to limit to on shelf items at a library
- Ability to renew items
- Holds management including placing a hold, suspending a hold, and cancelling a hold
- Reading history (on patron demand only)
- Temporary carts and permanent lists
- Online credit card payment (E-commerce)

From Syndetics

1. Cover Images and Video & Music Cover Images
2. Publisher's Weekly Reviews
3. Summaries & Annotations
4. First Chapters & Excerpts, Tables of Contents

From LibraryThing for Libraries

1. Series & Awards (created by LTFL staff)
2. Reviews (LTFL reviews and LINKcat patron reviews)
3. Catalog Enhancements (Similar Items, Other editions, Tags)

Downloadable Mobile App

A fully-functioning mobile downloadable app compatible with Apple and Android operating systems is provided by the Library Thing for Libraries Library Anywhere product.

Serials Control

Libraries use the Serials Control module to checkin their magazines. SCLS manages the publication patterns for all serials titles. Libraries manage their subscription records and receive their own magazines.

Acquisitions

An EDI-compliant acquisitions module is available to interested libraries for an additional fee.

Discovery Layer

In 2017 SCLS will be upgrading to a new version of LibLime Koha which will include a fully integrated discovery layer. This discovery layer will replace the PAC and will provide us the option to integrate the BadgerLink databases as well as OverDrive. Another feature that will be available as part of the upgrade is a content management system which will also be fully integrated into the Discovery Layer. Libraries will be able to upload digital objects which will then be searchable and retrievable from the Discovery Layer.

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Hardware Configuration

Our installation of LibLime Koha is fully hosted in the Amazon EC2 Cloud by PTFS LibLime. Therefore, SCLS does not need to manage servers for Koha. LibLime adjusts server space as needed and performs all routine operations. SCLS does maintain a server for the Itiva Talking Tech product.

Not only is LibLime Koha fully hosted in the cloud, it is a web-based software. There is no need to load a software client on a PC. This allows libraries the ability to access it from anywhere that has internet access, freeing them up to do outreach at all kinds of locations.

Approximate implementation costs
SCLS Migration Experience

SCLS will work with the Arrowhead Library System to develop a migration timeline. SCLS has experience in assisting new libraries with joining the shared ILS. We have templates which allow us to prepare the best path for each library. Recent migrations include:

- In 2014, we migrated the four branches of the Portage County Public Library system to LINKcat in five months
- In 2015, we migrated the Hutchinson Memorial Library in Randolph to LINKcat
- Three other libraries—Arpin, Rome and Nekoosa have also recently joined the shared ILS

Approximate implementation costs

The following are estimated costs, where possible. SCLS will share some of the migration expense and will work with Arrowhead to come up with a satisfactory agreement. Depending upon the year of the migration, it may also be possible to use LSTA funding to cover migration costs.

Data Extraction
The cost of Data extraction from Innovate Interfaces is unknown. The Arrowhead Library System will take responsibility to identify these costs.

LibLime Data Migration Costs
The estimated cost for LibLime to migrate the data will be $61,320. This will vary depending on the final number of bibliographic records in RockCat.

Staff to coordinate data migration
SCLS proposes that funds be allocated to someone who can coordinate the data migration with the libraries. SCLS permanent staff will oversee the process, including creating timelines, etc. We would like someone who can work with the libraries to map the data and do the data mapping testing. We recommend that this be Melody Clark, if at all possible.

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LibLime Setup
LibLime setup fees for all seven libraries will be $4,500.

Database Cleanup
SCLS proposes that additional Limited Term Employment staff be hired to perform bibliographic record database cleanup post migration. The data migration expert at PTFS LibLime does their best to de-dup bibliographic records during the migration, but our experience is that there will be records that need to be de-duped following the migration. With a migration this large, this could take a while. SCLS will work on some "creative financing" to fund this position.

Approximate annual subscription/maintenance costs
Inclusions in Fees
Unless listed in "Exclusions in Fees", all services described in this document are included in the ILS fee. Highlights are as follows:

- Access to the nearly 3 million items representing more than 800,000 different titles in LINKcat
- SCLS ILS support staff: system administration, documentation, training and help
- ILS vendor maintenance
- ILS Software development costs
- Cataloging using OCLC, authority control and database maintenance
- Cataloging of OverDrive titles
- Online credit card payments (E-commerce)
- Enriched database content such as cover art and reviews
- Don't Miss Lists
- Downloadable mobile app
- Standard reports and custom report requests
- Pre-population of state annual report
- Patron notices delivered via automated telephone calls, email and text as well as print ready overdue notices
- Support for debt collection through UMI
- Self-Check, Sorter and RFID support for Bibliotheca and 3M
- Database authentication on a limited basis
- Assistance with library closings and moves
- Help Desk online ticketing system M-F, 8:30 am-5:00 pm
- After hours emergency support

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Exclusions in Fees

Since the Arrowhead libraries will not be on the SCLS network or receive PC support, not included are:

- Access to Crystal Reports self-serve reporting tool*
- Response time related to local area network*
- Receipt and spine label printer support**
- Other peripheral equipment support**
- Some database authentication services***

*Requires SCLS network participation

**Requires PC support participation. SCLS will provide the configuration information for receipt and spine label printers, but the libraries will be responsible for supporting them.

*** Requires SCLS system membership. Some database authentication will be included. Other authentication will need to be done by individual libraries. SCLS will require the necessary information, such as patron barcodes.

Contingency

The SCLS ILS service includes a contingency that is used to fund ILS software development projects and new project startup and project upgrades. It is anticipated that there will be $502,964 in this fund at the beginning of 2017. At this time, libraries are not actively contributing to this fund since we are expending it at a very slow rate.

Break-down of Fees

SCLS works with member libraries in a SCLS Cost Formula Work Group to determine the best way to assess fees for technology services which include 4 options: Base Infrastructure, Network Services, PC Support and ILS Services (LINKcat). In each section below, Scope describes the services provided to the library and the Cost Formula Factors explain how the budget is allocated to each library, including those in the Arrowhead Library System. It is assumed that the Arrowhead libraries will not be participating in Network Services or PC Support. Should any libraries be interested in these services, SCLS will provide costs.

Base Infrastructure (Required)

Scope

Headquarters network equipment and servers; headquarters broadband, system administration staff and technology services planners and innovators. Libraries participating in any of the three technology services (Network Services, PC Support, or the Integrated Library System, LINKcat) will pay the Technology Base Infrastructure fee. SCLS supplements the Base Infrastructure Fee.

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Cost Formula Factors
Each library's share of total circulation of SCLS participating members averaged over the three most recent years (100% of budget).

ILS Services (LINKcat /Koha)

Scope
Cataloging, Circulation, Serials, and PAC modules, updates, and support; enhanced content, third party vendor support, telephone and text notices, RFID, self-checks, sorters, ILS integration, debt collection.

Required participation: Base Infrastructure

Optional participation:
Network Services in order to receive: Crystal Reports & response time troubleshooting

PC Support in order to receive: Receipt and spine label printer and other peripheral equipment setup

Cost Formula Factors
Building Fee (15% of budget) + Share of Annual Circulation ($374,215) + Share of total items owned (Cataloging costs $436,045 + Database maintenance costs $110,515). Cataloging costs are not included in the Fees Without Full Cataloging.

Acquisitions
Participation in Acquisitions is optional and requires an additional fee.

Estimated Fees

The following fees are based on the 2017 fees to SCLS member libraries and are a best estimate. Actual final fees may be higher or lower than the fees submitted in this proposal. Typically, fees increase around 2% per year.

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Fees Excluding Full Cataloging Services

The following fees include all services in this proposal (except listed exclusions) with the Arrowhead Library System or its member libraries providing cataloging. SCLS would provide authority control and database maintenance (included in fees).

Beloit
Infrastructure=$14,019
ILS=$19,879
Acquisitions=$624
Total=$34,522

Clinton
Infrastructure=$936
ILS=$4,006
Total=$4,942

Edgerton
Infrastructure=$3,552
ILS=$6,730
Total=$10,282

Evansville
Infrastructure=$2,423
ILS=$5,857
Total=$8,280

Janesville
Infrastructure=$31,989
ILS=$37,612
Acquisitions=$909
Total=$70,509

Milton
Infrastructure=$3,149
ILS=$6,218
Total=$9,367

Orfordville
Infrastructure=$978
ILS=$3,755
Total=$4,733

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Fees Including Full Cataloging Services

The following fees include all services in this proposal (except listed exclusions) and full cataloging provided by Madison Public Library using OCLC.

Beloit
Infrastructure=$14,019
ILS=$39,785
Acquisitions=$624
Total=$54,428

Clinton
Infrastructure=$936
ILS=$6,332
Total=$7,268

Edgerton
Infrastructure=$3,552
ILS=$11,140
Total=$14,692

Evansville
Infrastructure=$2,423
ILS=$10,037
Total=$12,460

Janesville
Infrastructure=$31,989
ILS=$68,951
Acquisitions=$909
Total=$101,849

Milton
Infrastructure=$3,149
ILS=$9,875
Total=$13,025

Orfordville
Infrastructure=$978
ILS=$5,134
Total=$6,113

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Training and support offered

Training

SCLS provides extensive procedural and policy documentation for libraries. This is available on our ILS support website.

http://www.scls.info/ils/manuals/index.html

In addition to documentation, the ILS team offers many training opportunities each year, including live webinars, in person training and user groups. In person training and user groups are offered in different regions to assure coverage to our member libraries. We also have recorded webinars for on demand training and tutorials available. We offer an optional certification program that encourages participation in training. As part of the training and certification program, we offer quizzes so that libraries can test their knowledge. Below is a listing of training opportunities offered in 2016.

In Person Training

Circulation and Patron = 9

Cataloging / Linking = 1

Serials Management = 2

Excel = 2

Regional User Group Meetings

Circulation (and circulation-related topics) = 6

Cataloging / linking = 2

Serials Management = 2

Acquisitions = 1

Special Training

SCLS will conduct webinars for library staff on updates to the library software and/or changes in policies on an as-needed basis.

Annual ILS Summit

We host an annual ILS summit to explore new opportunities for the ILS. In 2016, Patrick Jones from our ILS vendor (PTFS LibLime) came to talk about the upcoming software upgrade and the new discovery layer. We also had Jeff Penka from Zepheira do a presentation on using linked data to make library catalog data discoverable on the internet.

Migration Training and On-Site Go Live Support

When a new library joins the shared ILS, SCLS ILS staff create a training program that works in conjunction with the anticipated Go Live date. This training is a combination of recorded webinars and in person training. If Arrowhead were to join the SCLS shared ILS, staff would conduct the training in locations convenient to the libraries. An SCLS staff member is present on a library's Go Live Day. SCLS has enough staff that we would be able to do this for all seven Arrowhead libraries.

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Support

Worry Free Service

The SCLS ILS Services and Technology team members pride themselves on providing worry free services. We take care of everything from selection to implementation to ongoing support for each service that we offer.

ILS Web Site

The SCLS ILS Web Site retains a wealth of information for members of the shared ILS. The login information is shared at the beginning of this proposal. Links to the information are provided throughout the proposal.

http://www.scls.info/ils/index.html

Help Desk Support

It is easy to get help from our Help Desk via phone from 8:30 am to 5:00 pm Monday through Friday or through our online support system. Our Help Desk is staffed by two full-time team members. We offer emergency support via phone service during library open hours that fall outside of the SCLS normal business hours. Help Desk support information can be found on the "Get Help" page.

http://www.scls.info/ils/help.html

ILS Team

The ILS Team consists of four full-time team members. This team provides the system setup and maintenance, documentation, training, help, troubleshooting, policy development and support, software development specifications, reports development and generation, and software upgrade testing and implementation. We benefit by having four team members because there is redundancy during absences. This team also explores new opportunities for improving services and identifying new services. For example, we are currently exploring the possibility of using linked data to populate the internet with library catalog data using a product called Zepheira.

Web Support for PAC

The SCLS Web Services Consultant assists with the look and feel of the PAC.

Technology Support for ILS

The SCLS Technology Team (including Infrastructure) provides support in the areas of reports development; data extraction; network support; PAC security; firewall; web hosting (required for PAC); and innovation for peripherals such as spine label and receipt printers.

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Communication

The SCLS ILS staff maintain a blog (LINK2.0Koha) through which they provide news on the shared ILS.

http://scls.typepad.com/link2koha/

The landing page of the ILS web site also serves as a news page:

http://www.scls.info/ils/index.html

We also maintain a "status wiki" that is updated during major service outages.

http://sclsstatus.pbworks.com/w/page/8768872/SCLS%20Status%20Wiki

Additional services provided

Reports

SCLS provides a wide-variety of reports in different formats.

Standard Reports

Standard, or "canned" reports, include statistics or information that all libraries use. These reports include:

- Daily money collected
- Item maintenance reports such as Trace, Long in Transit, Claims Returned, Fast Adds, Not-for-loan statuses, Lost and paid
- Monthly circulation statistics
- Bi-weekly purchase alert report
- Many more that are too numerous to list, but you can find them here:

http://www.scls.info/ils/reports/index.html

Custom Reports

For library information needs that are not met by the available standard reports, SCLS ILS staff will create custom reports. The majority of these are weeding reports, but we will attempt to extract just about any type of data that a library requests. We have developed online forms that walk a library staff member through the information required to craft a report.

Pre-Populate Data for State Annual Report

SCLS pre-populates the State Annual Report for each library with data for Koha and other resources wherever possible. For data that we are unable to populate, we provide a memo that is customized to the annual report that instructs member libraries on where to find additional data.

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Self-Check, Sorter and RFID

SCLS works with Bibliotheca to provide front-line support for Bibliotheca and 3M self-check machines. We have a unique relationship with them in that libraries call us directly and we perform initial troubleshooting and on-site support for routine part replacement. We are the only Bibliotheca consortium customer to have such a unique relationship. SCLS assures that all Bibliotheca equipment functions well with the shared ILS and we provide support on the most effective configuration for the self-checkout software.

Debt collection

SCLS works with Unique Management to provide debt collection services to participating libraries. The data collection process is automated and tailored to the needs of Unique Management.

Data Extraction for Collection HQ

Madison Public Library contracts with Collection HQ for collection development assistance. SCLS extracts the required data and formats it so that it can with collection HQ.

E-commerce (Online credit card payment)

SCLS works with Envisionware to provide the ability for patrons to pay fines and fees online with a credit card. We extract the data required to disburse payment to the libraries. Payments are disbursed to libraries quarterly. The Envisionware maintenance fees and all credit card fees are subtracted from the fees collected prior to disbursement.

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Appendix D: Innovative Interfaces, Inc. Quote

AROP currently pays $64,951 in annual maintenance for Millennium.

Option A: Migrate Millennium license to Sierra Hosted Subscription, five year commitment, no additional functionality: $30,000 in Services, $70,000 annual Sierra Subscription fee (this fee replaces the annual maintenance fee).

Option B: Migrate to Sierra Core Bundle, five year commitment: $30,000 in Services, $85,000 annual Sierra Bundle fee (this fee replaces the annual maintenance.

The Sierra Core Bundle contains the following modules:

Includes Core ILS functionality in English or Native Language (Cataloging, Circulation, Responsive Web OPAC with Featured Lists, Acquisitions, Serials, Z39.50, EDI/Ext Approval, ILL, ERM with Knowledge Base, Scheduler, Legacy Patron API, 2 SIP2 Licenses, & Statistics) with Create Lists & SQL Access for Custom Reporting, Course Reserves, Self-Check, eCommerce, Materials Booking, Web Access for Staff (Sierra Web & New Workstreams), Hosting Services.

The above offers are available for an order placed before April 28, 2017.