Arrowhead Library System
Librarians Meeting
Wednesday, December 19 2018
Milton Public Library
430 E High St. Milton
9:30 a.m.

This meeting is being held at the Milton Public Library, 430 E High St., Milton.

1. Call to order 9:30a.m. – Chair – Nick Dimassis

2. Secretary – Tovah Anderson

3. Additions to Agenda

4. Approval of the October 2018 Minutes

5. Unfinished Business
   a. Shared System
      1. Share update
         a. Delivery Update
         b. October/November Statistics
         c. Items For SHARE agenda
   b. Technology
      1. BadgerNet – Router updates
   c. Hoopla
   d. WPLC/Overdrive
   e. Gale Courses /Lynda.com
   f. Budget 2018/2019
   g. Youth Services update- Jeni Schomber
   h. Public Library System Redesign Project
   i. ALS Board Report – Sarah Strunz

6. New Business
   a. Blocking Overdrive due to fines – Kirsten Almo
   b. Wild Wisconsin Winter Web Conference –January 23-24, 2019
   c. WCLO changes
   d. Library Legislative day
   e. 2019 ALS Meeting Dates
7. ALS Activities

8. Activities in Member Libraries

9. Adjourn – Lunch to fallow

Dates to Remember:
ALS Board Meeting – January 9 – 6:00 pm @ ALS

Arrowhead Library System

Librarians Meeting Minutes

Wednesday, October 17, 2018
Milton Public Library: 430 E. High St., Milton
9:30 a.m.

In attendance: Steve Platteter (ALS), Tovah Anderson (ALS), Michael DeVries (BPL), Sarah Strunz (OPL), Ashlee Kunkel (MPL), Jeni Schomber (BPL), René Bue (HPL), Charles Teval (HPL), Kirsten Almo (EPL), Mary Bieber (CPL)

1. Call to order 9:30a.m. – Chair – Ashlee Kunkel

2. Secretary – Tovah Anderson

3. Additions to Agenda
   a. November Librarians Meeting

4. Approval of the September 2018 Minutes
   a. Motion by Kirsten Almo to Approve with updated attendance list
   b. Second Sarah Strunz
   c. Approved Unanimously

5. **Unfinished Business**
   a. Shared System
      i. SHARE update
         1. Delivery
            a. Holds for EFPL have been suspended until they reopen
         2. September Statistics – *in packet*
         3. Items for SHARE agenda
            a. Continued discussion about unifying TV series checkout times
   b. Technology
      i. BadgerNet – Router updates
         1. Project has been completed with exception of speed issues at CPL
   c. Hoopla – *info in packet*
      i. Discussion: how to obtain declining balance sheets with annual rollovers and ALS/library contributions from Hoopla
      ii. Email Steve if you'd like to add more to your account
   d. WPLC/Overdrive
      i. Budget passed at June Meeting
      ii. Systems now equally represented on board (not steering committee)
         1. Steering currently makes recommendations to the board
      iii. Looking for exact 2019 advantage allotments

  iv.   SORA – new overdrive app for schools, may tie in with local library accounts at some point

  v.   Wisconsin Author Project: Presentation at WLA Conference

  vi.   Nominate new steering committee chair

  vii.   Instant Digital Card discussion still in progress

   1.   may get this service for free but WPLC

   2.   Would have to accept residency validation by phone number area cod

   3.   Patrons with this temporary digital numbers wouldn't have access to advantage collection, and possible other limitations.

   4.   More discussion in November

  viii.   Looking at cost per circ items – not cheap at all... preferably for low demand collections/titles like the Spanish collection.

  ix.   BiblioBoard has pilot program making some collections available on OverDrive

e.   Gale Courses – *August Statistics will be emailed this week & & Lynda statistics*

f.   Budget 2018/2019

  i.   Waiting for County to conclude approval process – probably mid November

  ii.   Budget binders available at meeting

g.   Youth Services Update- Jeni Schomber

  i.   Kristi is looking into the Reach Out and Read Program possibly on a system level – meeting 10/31 just to explore possibility (one Beloit community health facility already does this)

  ii.   Into possibly the 5th year of the 1,000 Books Before Kindergarten grant – the end. Is this something we want to relaunch or re-boost

   1.   Are families still interested?

   2.   Waukesha County App, some confusion as to why we're using their app.

    a.   Phil Schomber is looking into developing a specific ALS app. There would be a cost.

  iii.   HPL and BLP partner with head start staff and families to teach 5 literacy skills/tips. Opportunities for other communities exist too.

h.   Public Library System Redesign Project

  i.   Steering committee meeting October 16 – working on writing the recommendation still

i.   ALS Board Report – Sarah Strunz

  i.   Everything has been covered

6. New Business

a.   Inclusive Services Retreat – René Bue

  i.   Will be presenting at WLA next week

  ii.   Shared an early-ish draft of the "Inclusive Services Assessment and Guide for Wisconsin Public Library"

   1.   Give René your feedback now

   2.   Once draft is published, please participate in the public comment period open until the end of the year

   3.   Considering presenting training by system once guide is finalized

  iii.   **OUTREACH:** If weeding any softcover Spanish or adult materials, give them to René for the jail. Consider partnering with Youth Services to present programs.

  iv.   Perhaps the system can have an Inclusivity Team

  v.   State is moving away from Special Needs Populations to Inclusivity for everyone

b. Fine Free Discussion – JUST A DISCUSSION
    i. This about fines only, not replacement fees.
    ii. EPL: Very interested in Fine free. Already having chats with board.
        1. Parents worried about fines limit # of fines parents can check out.
        2. 8,000 +/- patrons total, 1/3 of who are blocked due to fines. 5,388 users that are okay. 1,000 in collections.
        3. Revenue: Total till revenue, less than half is fines.
        4. Talked to Gifts for Kids about possibly covering the kids fines revenue.
        5. Feels like individual forgiveness is very subjective.
        6. When we do food for fines, most of the food is coming from the food pantry and going back to the pantry
        7. If we've lost the patron with the fine – it's only theoretical revenue
        8. How important is it that all ALS libraries are consistent with fines? Now that fines are determined by checkout library, it's less confusing.
            a. CPL prefers consistency
            b. HPL suggests asking David to run figures for each library in the system between adult, children, overdue, and damaged/replaced.
        9. Would have to find the sweet spot of moving up billing time for lost items vs time to get the item back
    iii. BPL: Willing to go toward eliminating Juvenile fines first.
        1. Overdue fines at BPL and HPL is enough to cover a full-time staff member with benefits.
        2. One library the size of Beloit made up the lost fine revenue by being the only passport agent in their area. – In CA they offered passport service after 5 pm and on weekends. Balance that with extra staff needed.
    iv. CPL: Board is not interested in eliminating fines
        1. You can always waive or forgive fines if you see fit
        2. See fines as a major deterrent
        3. Melody suggested at one point contacting all the patrons that owe $25 or more to come in and meet you half way or food for fines, etc. or Forgive them. Start fresh. Come to programs.
    v. HPL: Not against concept, it's more about addressing the loss in revenue.
        1. Of that revenue piece, how much is juvenile fines, adult fines, lost materials, etc.
        2. Can't do automatic renewals because it's counted as a circ which factors into reimbursements.
        3. Patrons can come in anytime and talk to Michelle Dennis and is always willing to work with patrons. Also have fine forgiveness coupons in the bookmobile and outreach events–very good for connection with patrons. Staff empowered to waive LATE fees up to $50.
        4. Offers a youth card: no internet, no fines for anything, only can checkout 3 items at a time, have to be children's or YA materials. Plus child can sign-up for card without guardian. If materials are lost, it's blocked.
        5. If Brian and Charles are both on board, the board will probably get behind it. Is the city council going to be willing to give them the same

amount of tax levy increase money if the library has reduced their own revenue stream?

      vi. OPL:
- 1. Would really love auto renew if it was acceptable to the county

     vii. Next Step: Kirsten will gather SHARE data from David
- 1. County data about Literacy and incarceration, health issues, etc.

  c. 2019 Continuing Education Agreement with SCLS
- i. Board signed the annual pay as you go agreement.
- ii. Our libraries can take advantage of Crisis Prevention training from SCLS

  d. LLS Trustee Appreciation Event – flyer in packet, also emailed from Steve Ohs
- i. RSVP by October 19 using this link: https://goo.gl/forms/Md86IMHUxWrdNfSB2
- ii. November 1, 2019 at 5:00 at Hawks View Golf Club, Lake Geneva, $15/person

  e. November Librarians Meeting
- i. Interested in have a Fine Free LLS library come speak at meeting
- ii. Currently scheduled the weekend before Thanksgiving.
- iii. Motion to forgo the November Meeting: Charles Teval
- iv. Second: Michael DeVries
- v. Vote: All in favor

7. ALS Activities
   a. Reached 64 Families at Rock County Community Baby Shower (Oct. 10)
   b. Presented Gale and Lynda.com at October county department heads meeting
   c. YWCA Racial Justice Conference: Thursday, November 8, 8-4 @ Holiday Inn, Janesville
   d. Tovah will be on maternity leave in March. Will affect summer library promotions a bit.

8. Activities in Member Libraries
   a. OPL: Chose date for holiday event, penguin themed
- i. Full library for teen library night
- ii. Hosted trivia night for with Friends of the Library
- iii. The library received the selected furniture

   b. BPL:
- i. DNR Bat Program, 250 people came.
- ii. Staff Training Every Month: Throwback Thursday refresher training
- iii. Doing informal active Shooter training tomorrow
- iv. Friday all staff meeting with Fire Department for what do first responders need from staff when they arrive
- v. Service model changes and training is ongoing
- vi. Crazy Horses Grandson presented a program to 65 people
- vii. 90 people for College Goals Wisconsin
   - 1. Talk to Michael DeVries if you'd like to host in 2019
- viii. 10/27 Reel Deal fundraiser with BPL and Beloit International Film Festival.

   c. CPL:
- i. Beginning to incorporate drop-in activities
- ii. Lincoln and Thanksgiving: Nov. 5 at 5:00 at First Baptist Church. Lincoln Impersonator

   iii. Gearing up for Winter Wonderland (First Friday in December)
   iv. Down Syndrome Awareness Month: 21 Days of kindness
  d. EPL:
   i. Monday City Council budget is moving along, a few capital projects got approved
    1. HVAC issue has been overwhelming, $50,000-$125,000 to replace 2 units.
   ii. Hosting the SHARE Circulation Training refresher, November 9:30
   iii. String art has been very popular
   iv. Sterling North Book & Film Festival October 27
   v. 2019 Schedule winter holidays are Tue/Wed, so they have a shortened day Monday
   vi. Had evening storytime
  e. HPL
   i. Saturday is the HPL Friends murder mystery fundraiser 80's themed
   ii. Hosting Sweat, the play at the UAW Hall. Tells a story similar to the closing of GM plant. NY traveling group presenting it. FREE.
   iii. Gabriel Draxler has accepted teen librarian position. Will start November 12.
   iv. Maria Dietrich will be leaving HPL for Oak Creek.
    1. Marias Mattala accepted this position.
   v. Interviewing for Full Time & Part Time Adult Reference Librarian
   vi. Kanopy is up and running. Can't be incorporated into the catalog with marc records
   vii. Oct. 27 Día de Los Muertos program
   viii. Jolly Jingle – first weekend in December (Nov. 30-Dec. 2) 36 events this year. 12 community partners. Janesville CVB estimated 12,000 people attended the lighted parade yesterday.
  f. MPL
   i. Jamie Anderson promoted to assistant director
    1. Looking for someone to take over cataloging an outreach
   ii. Dec. 8, hosting BiblioBash party for being Library of the year
    1. Book swap
    2. Decorated stool raffle
    3. SPARK Demonstrations
   iii. Working with Bill Wilson to get friends group back up and running

9. Adjourn: Motion by Charles Teval, Second my Michael DeVries, Motion carried

Dates to Remember:
SHARE Directors Council – Tuesday, November 6 – 11:00 am @ Matheson Memorial Library
ALS Board Meeting – <u>Monday</u>, November 12, – 6:00 pm @ Milton Public Library
ALS Librarians Meeting – CANCELLED

2018 October ALS Circ

ALS Circ from all libraries
Checkouts

Item Library	Station Library							
	BELOIT	CLINTON	EDGERTON	EVANSVILLE	JANESVILLE	MILTON	ORFORDVILL	Total
All	22773	2437	7906	3619	61322	7253	2051	107361
BELOIT	**19825**	229	419	241	1501	334	93	
BURLINGTON	60	17	37	29	111	31	5	290
CLINTON	128	**1512**	79	39	308	86	34	
CL-S	54	10	34	24	177	36	5	340
CL-TL	40	2	18	18	118	15	7	218
DARIEN	28	25	27	6	72	27	7	192
DELAVAN	85	16	58	29	221	53	6	468
EAST_TROY	33	6	14	3	77	14	7	154
EDGERTON	117	56	**5838**	55	453	127	25	
ELKHORN	122	9	40	48	304	40	20	583
EVANSVILLE	63	19	64	**2257**	197	35	21	
FONTANA	42	5	41	12	106	15	4	225
GENOA_CITY	31	7	22	29	74	14	4	181
JANESV_BKM					**10**			
JANESVILLE	1008	192	526	357	**54711**	552	175	
KPL-BKM	16	3	6	3	26	3	6	63
KPL-NS	95	21	41	40	189	31	5	422
KPL-SI	29	5	5	6	53	8	7	113
KPL-SW	180	30	81	57	386	61	23	818
KPL-UP	8	1	3	3	7	4	1	27
LAKEGENEVA	67	13	25	24	127	39	11	306
LAKESHORES					5	1	1	7
MILTON	188	84	172	95	651	**5460**	45	
ORFORDVILL	107	35	60	44	199	44	**1445**	
RACINE_BKM	9	1	10	4	36	4		64
RACINEMAIN	202	53	131	94	578	100	46	1204
ROCHESTER	26	16	16	22	91	20	3	194
SHARON	29	24	24	6	91	18	4	196
UNDEFINED							1	1
UNIONGROVE	31	6	10	11	56	13	7	134
WALWORTH	15	12	20	14	52	10	6	129
WATERFORD	90	16	54	30	209	28	13	440
WILLIAMBAY	38	10	25	14	105	27	12	231
WTFORDHS	7	2	6	5	21	3	2	46
							Total from Nor	7046

ALS Circ from LLS							
Checkouts							
	Station Library						
Item Library	BELOIT	CLINTON	EDGERTON	EVANSVILLE	JANESVILLE	MILTON	ORFORDVILL	Total
BURLINGTON	60	17	37	29	111	31	5	290
CL-S	54	10	34	24	177	36	5	340
CL-TL	40	2	18	18	118	15	7	218
DARIEN	28	25	27	6	72	27	7	192
DELAVAN	85	16	58	29	221	53	6	468
EAST_TROY	33	6	14	3	77	14	7	154
ELKHORN	122	9	40	48	304	40	20	583
FONTANA	42	5	41	12	106	15	4	225
GENOA_CITY	31	7	22	29	74	14	4	181
KPL-BKM	16	3	6	3	26	3	6	63
KPL-NS	95	21	41	40	189	31	5	422
KPL-SI	29	5	5	6	53	8	7	113
KPL-SW	180	30	81	57	386	61	23	818
KPL-UP	8	1	3	3	7	4	1	27
LAKEGENEVA	67	13	25	24	127	39	11	306
LAKESHORES					5	1	1	7
RACINE_BKM	9	1	10	4	36	4		64
RACINEMAIN	202	53	131	94	578	100	46	1204
ROCHESTER	26	16	16	22	91	20	3	194
SHARON	29	24	24	6	91	18	4	196
UNDEFINED							1	1
UNIONGROVE	31	6	10	11	56	13	7	134
WALWORTH	15	12	20	14	52	10	6	129
WATERFORD	90	16	54	30	209	28	13	440
WILLIAMBAY	38	10	25	14	105	27	12	231
WTFORDHS	7	2	6	5	21	3	2	46
	1337	310	748	531	3292	615	213	7046

ALS Items to LLS & KCLS Checkouts	Item Library							
Station Library	BELOIT	CLINTON	EDGERTON	EVANSVILLE	JANESVILLE	MILTON	ORFORDVILL	Total
BURLINGTON	156	32	32	36	283	39	12	590
CL-S	134	22	39	15	252	21	6	489
CL-TL	73	5	26	12	87	15	6	224
DARIEN	19	5	10	3	43	10	2	92
DELAVAN	102	18	34	16	264	35	5	474
EAST_TROY	46	7	8	4	78	8	2	153
ELKHORN	357	33	74	39	509	67	20	1099
FONTANA	19	11	4	3	32	13	2	84
GENOA_CITY	63	8	6	5	100	5		187
KPL-AD	9			1	9	3		22
KPL-BKM	77	12	20	8	113	13	6	249
KPL-NS	373	33	51	34	412	43	12	958
KPL-SI	77	5	17	10	119	10	1	239
KPL-SW	755	88	149	82	1191	129	38	2432
KPL-UP	16	2		1	14	1		34
LAKEGENEVA	173	20	27	28	299	17	10	574
LAKESHORES					1			1
RACINE_BKM	144	21	36	26	232	25	5	489
RACINEMAIN	743	95	139	104	1359	141	23	2604
ROCHESTER	23	2	5	4	43	7	2	86
SHARON	58	12	13	6	78	8	2	177
UNIONGROVE	98	9	22	8	122	15	9	283
WALWORTH	61	4	27	14	103	17	5	231
WATERFORD	168	34	47	36	312	38	11	646
WILLIAMBAY	87	8	21	18	167	23	8	332
WTFORDHS	4	1		1	8	1		15
	3835	487	807	514	6230	704	187	12764

2018 November ALS Circ

ALS Circ from all libraries							
Checkouts							
	Station Library						
Item Library	BELOIT	CLINTON	EDGERTON	EVANSVILLE	JANESVILLE	MILTON	ORFORDVILL	Total
All	22157	2268	7146	5018	56788	7101	1709	102187
BELOIT	19166	294	373	349	1588	284	48	
BURLINGTON	61	14	27	23	136	23	8	292
CLINTON	104	1328	96	71	283	60	31	
CL-S	84	13	45	23	158	29	15	367
CL-TL	52	13	30	25	119	12	6	257
DARIEN	27	12	25	22	60	22	4	172
DELAVAN	54	16	47	37	273	12	8	447
EAST_TROY	35	5	13	3	76	9	4	145
EDGERTON	149	37	4967	86	399	135	18	
ELKHORN	98	16	46	41	265	34	13	513
EVANSVILLE	102	55	81	3175	302	86	37	
FONTANA	45	6	26	19	87	21	3	207
GENOA_CITY	35	7	17	18	110	19	1	207
JANESVILLE	994	161	662	478	49925	452	178	
KPL-BKM	13	4	10	5	30	6	2	70
KPL-NS	122	29	32	47	205	31	14	480
KPL-SI	43	4	10	14	70	8	6	155
KPL-SW	192	34	73	78	398	50	18	843
KPL-UP	9		4	3	15	1		32
LAKEGENEVA	106	18	22	25	114	38	4	327
LAKESHORES	1					2		3
MILTON	144	64	239	138	788	5556	22	
ORFORDVILL	80	27	50	46	232	52	1213	
RACINE_BKM	6		2	3	21	2	3	37
RACINEMAIN	197	41	114	163	540	63	17	1135
ROCHESTER	33	16	32	25	87	18	3	214
SHARON	29	4	8	14	64	9	2	130
UNIONGROVE	22	7	10	9	44	10	9	111
WALWORTH	23	11	20	12	44	9	3	122
WATERFORD	85	17	40	34	237	29	14	456
WILLIAMBAY	36	11	18	25	96	15	4	205
WTFORDHS	10	4	7	7	22	4	1	55
							Total non-ALS	6982

2018 November ALS circ from LLS & KCLS

ALS Circ from LLS & KCLS								
Checkouts								
	Station Library							
Item Library	BELOIT	CLINTON	EDGERTON	EVANSVILLE	JANESVILLE	MILTON	ORFORDVILL	Total
BURLINGTON	61	14	27	23	136	23	8	292
CL-S	84	13	45	23	158	29	15	367
CL-TL	52	13	30	25	119	12	6	257
DARIEN	27	12	25	22	60	22	4	172
DELAVAN	54	16	47	37	273	12	8	447
EAST_TROY	35	5	13	3	76	9	4	145
ELKHORN	98	16	46	41	265	34	13	513
FONTANA	45	6	26	19	87	21	3	207
GENOA_CITY	35	7	17	18	110	19	1	207
KPL-BKM	13	4	10	5	30	6	2	70
KPL-NS	122	29	32	47	205	31	14	480
KPL-SI	43	4	10	14	70	8	6	155
KPL-SW	192	34	73	78	398	50	18	843
KPL-UP	9		4	3	15	1		32
LAKEGENEVA	106	18	22	25	114	38	4	327
LAKESHORES	1					2		3
RACINE_BKM	6		2	3	21	2	3	37
RACINEMAIN	197	41	114	163	540	63	17	1135
ROCHESTER	33	16	32	25	87	18	3	214
SHARON	29	4	8	14	64	9	2	130
UNIONGROVE	22	7	10	9	44	10	9	111
WALWORTH	23	11	20	12	44	9	3	122
WATERFORD	85	17	40	34	237	29	14	456
WILLIAMBAY	36	11	18	25	96	15	4	205
WTFORDHS	10	4	7	7	22	4	1	55
	1418	302	678	675	3271	476	162	6982

2018 November ALS items to LLS & KCLS

ALS Items to LLS & KCLS								
Checkouts								
	Item Library							
Station Library	BELOIT	CLINTON	EDGERTON	EVANSVILLE	JANESVILLE	MILTON	ORFORDVILL	total
BURLINGTON	142	28	28	21	224	23	8	474
CL-S	144	24	31	14	196	20	8	437
CL-TL	52	7	18	9	74	9	1	170
DARIEN	9	6	5	2	33	9		64
DELAVAN	99	19	26	7	250	33	4	438
EAST_TROY	34	9	16	3	73	5	1	141
ELKHORN	335	39	64	52	477	61	17	1045
FONTANA	19	7	5	1	21	9	2	64
GENOA_CITY	71	10	11	7	94	8	3	204
KPL-AD	9				14	1		24
KPL-BKM	74	7	19	7	115	20	6	248
KPL-NS	311	32	70	32	463	40	20	968
KPL-SI	119	13	10	7	143	15	1	308
KPL-SW	671	100	120	83	1037	92	39	2142
KPL-UP	11	4	1	3	15	2		36
LAKEGENEVA	155	22	28	20	230	28	7	490
LAKESHORES					1	1		1
RACINE_BKM	143	22	31	26	253	33	16	524
RACINEMAIN	711	84	113	137	1258	119	42	2464
ROCHESTER	34	3	3	2	30	4	2	78
SHARON	57	8	18	8	49	7		147
UNIONGROVE	62	6	15	12	79	11	2	187
WALWORTH	76	6	17	15	106	13		233
WATERFORD	179	29	32	30	299	32	8	609
WILLIAMBAY	89	10	9	12	149	23	8	300
WTFORDHS	7				7			14
	3613	495	690	510	5690	617	195	11810

Arrowhead - hoopla to November 2018

Library Name	Total Registered (All Time)	New Patrons (Last Month)	Patrons Served (Last Month)	Sales (Last Month)	Circs (Last Month)	Sales (YTD)	Circs (YTD)
Beloit Public Library	722	176	26	$1,204.04	552	$9,741.84	4521
Clinton Public Library	104	22	9	$138.02	58	$1,030.08	462
Eager Free Public Library	208	59	10	$419.38	195	$2,958.79	1471
Edgerton Public Library	332	71	4	$523.55	227	$4,937.89	2266
Hedberg Public Library	1851	470	83	$3,067.83	1405	$27,048.17	12473
Milton Public Library (WI)	279	61	7	$425.27	198	$3,463.03	1607
Orfordville Public Library	116	30	1	$188.51	92	$1,925.60	910
Total	3612	889	140	$5,966.60	2727	$51,105.40	23710

Arrowhead - hoopla to December 2018

Library Name	Total Registered (All Time)	New Patrons (Last Month)	Patrons Served (Last Month)	Sales (Last Month)	Circs (Last Month)	Sales (YTD)	Circs (YTD)
Beloit Public Library	760	37	177	$1,211.93	558	$10,953.77	5068
Clinton Public Library	108	4	21	$179.95	72	$1,210.03	532
Eager Free Public Library	214	6	57	$387.38	178	$3,346.17	1648
Edgerton Public Library	339	7	67	$524.66	231	$5,462.55	2495
Hedberg Public Library	1923	72	452	$2,912.60	1360	$29,960.77	13818
Milton Public Library (WI)	289	10	47	$308.91	145	$3,771.94	1751
Orfordville Public Library	117	1	27	$187.19	96	$2,112.79	1006
Total	3750	137	848	$5,712.62	2640	$56,818.02	26318

2018 October Overdrive Statistics

Library	Ebooks	Audiobook/Music	Video/Streaming Video	Total by Library	OD users	Holds (11-5-18)
Clinton Public Library	118	92		210	40	111
Orfordville Public Library	139	70		209	23	118
Milton Public Library	342	215		557	105	362
Eager Free Public Library	385	270		655	124	423
Edgerton Public Library	462	368	6	836	142	518
Beloit Public Library	942	816	5	1763	294	1048
Hedberg Public Library	3253	2510	3	5766	976	3161
Total by type	5641	4341	14	9996	1704	5741

2018 November Overdrive Statistics

Library	Ebooks	Audiobook/Music	Video/Streaming Video	Total by Library	OD users	Holds(12/5/18)
Clinton Public Library	100	91	1	192	42	105
Orfordville Public Library	112	58		170	31	113
Eager Free Public Library	287	273		560	113	409
Milton Public Library	301	172	1	474	115	352
Edgerton Public Library	461	340		801	128	510
Beloit Public Library	922	882	2	1806	296	1060
Hedberg Public Library	3242	2370	2	5614	966	3162
Total by type	5325	4095	5	9425	1691	5711

September 2018 Gale Courses

Patrons	Library Card	Course Title	Session	Enrollment Date	Verification	Last Login	Time Spent(minutes)	Completion Status
Beloit Public Library								**14 Patrons**
1	2.1537E+13	Introduction to Microsoft Excel 2016	Sep-18	9/4/18	Unverified	9/18/18 10:53	546	Incomplete
2	2.1537E+13	Discover Digital Photography	Sep-18	8/7/18	Verified	11/15/18 17:49	1774	Completed
3	2.1537E+13	Photographing People With Your Digital Camera	Sep-18	9/4/18	Verified	11/3/18 6:42	1501	Completed
4	2.1537E+13	Accounting Fundamentals	Sep-18	8/30/18	Verified	9/25/18 13:40	162	Incomplete
	2.1537E+13	Introduction to InDesign CC	Sep-18	8/30/18	Verified	9/25/18 13:40	148	Incomplete
	2.1537E+13	Achieving Success with Difficult People	Sep-18	8/30/18	Verified	9/25/18 13:40	30	Incomplete
5	2.1537E+13	Speed Spanish	Sep-18	9/10/18	Verified	9/17/18 8:27	178	Incomplete
6	2.1537E+13	Introduction to PC Security	Sep-18	8/20/18	Verified	11/11/18 8:11	3860	Incomplete
7	2.1537E+13	Discover Sign Language	Sep-18	8/9/18	Unverified	10/7/18 21:03	0	Incomplete
	2.1537E+13	Teaching Students With Autism: Strategies for Success	Sep-18	6/11/18	Unverified	10/7/18 21:03	0	Incomplete
8	2.1537E+13	Introduction to Microsoft Excel 2013	Sep-18	8/31/18	Verified	9/29/18 7:11	681	Incomplete
9	2.1537E+13	Become a Veterinary Assistant	Sep-18	7/12/18	Verified	8/6/18 7:54	0	Incomplete
	2.1537E+13	Speed Spanish	Sep-18	8/6/18	Unverified	8/6/18 7:54	0	Incomplete
10	2.1537E+13	Keys to Successful Money Management	Sep-18	7/23/18	Unverified	9/19/18 11:39	191	Incomplete
	2.1537E+13	Introduction to Natural Health and Healing	Sep-18	7/23/18	Verified	9/19/18 11:39	379	Incomplete
11	2.1537E+13	Writeriffic: Creativity Training for Writers	Sep-18	9/18/18	Verified	10/21/18 8:01	910	Completed
	2.1537E+13	Introduction to Digital Scrapbooking	Sep-18	9/18/18	Unverified	10/21/18 8:01	123	Incomplete
12	2.1537E+13	Genealogy Basics	Sep-18	8/9/18	Verified	9/28/18 10:10	697	Incomplete
13	2.1537E+13	Stocks, Bonds, and Investing: Oh, My!	Sep-18	9/19/18	Verified	9/24/18 11:12	221	Incomplete
14	2.1537E+13	Spanish for Law Enforcement	Sep-18	8/22/18	Unverified	8/22/18 14:59	0	Incomplete
Hedberg Public Library								**21 Patrons**
1	2.1828E+13	How to Get Started in Game Development	Sep-18	7/21/18	Unverified	9/29/18 12:33	0	Incomplete
2	2.1828E+13	Discover Sign Language	Sep-18	8/22/18	Verified	11/26/18 7:17	1413	Completed
3	2.1828E+13	Human Anatomy and Physiology II	Sep-18	8/13/18	Unverified	8/22/18 13:23	0	Incomplete
	2.1828E+13	Medical Terminology: A Word Association Approach	Sep-18	8/13/18	Unverified	8/22/18 13:23	0	Incomplete
4	2.1828E+13	Handling Medical Emergencies	Sep-18	9/3/18	Unverified	9/21/18 16:15	24	Incomplete
	2.1828E+13	Helping Elderly Parents	Sep-18	9/3/18	Unverified	9/21/18 16:15	0	Incomplete
5	2.1828E+13	Distribution and Logistics Management	Sep-18	6/25/18	Unverified	6/26/18 16:28	0	Incomplete
6	2.1828E+13	Using Social Media in Business	Sep-18	9/16/18	Unverified	9/16/18 17:35	0	Incomplete
	2.1828E+13	Marketing Your Business on the Internet	Sep-18	9/16/18	Unverified	9/16/18 17:35	0	Incomplete
7	2.1828E+13	Speed Spanish	Sep-18	9/1/18	Verified	9/28/18 14:21	132	Incomplete
8	2.1828E+13	How to Get Started in Game Development	Sep-18	9/13/18	Unverified	9/13/18 13:56	48	Incomplete
9	2.1828E+13	Handling Medical Emergencies	Sep-18	8/4/18	Unverified	8/4/18 14:48	0	Incomplete
10	2.1828E+13	Certificate in Stress Management	Sep-18	9/11/18	Verified	11/24/18 18:46	689	Completed
	2.1828E+13	Teaching Students With Learning Disabilities	Sep-18	9/16/18	Verified	11/24/18 18:46	529	Completed
11	2.1828E+13	Write Your Life Story	Sep-18	9/10/18	Verified	9/23/18 14:17	61	Incomplete
12	2.1828E+13	Achieving Success with Difficult People	Sep-18	8/30/18	Verified	11/16/18 12:30	87	Completed
	2.1828E+13	Certificate in Stress Management	Sep-18	8/30/18	Verified	11/16/18 12:30	177	Completed
	2.1828E+13	Teaching Students With ADHD	Sep-18	8/30/18	Verified	11/16/18 12:30	187	Completed
	2.1828E+13	Teaching Students With Learning Disabilities	Sep-18	7/30/18	Verified	11/16/18 12:30	76	Completed
	2.1828E+13	Keys to Effective Communication	Sep-18	7/30/18	Verified	11/16/18 12:30	98	Completed
	2.1828E+13	Certificate in Integrative Mental Health	Sep-18	7/30/18	Verified	11/16/18 12:30	76	Completed
13	2.1828E+13	GRE Preparation - Part 1 (Verbal and Analytical)	Sep-18	6/7/18	Unverified	7/26/18 9:40	0	Incomplete
14	2.1828E+13	Introduction to Microsoft Project 2016	Sep-18	9/10/18	Verified	11/13/18 11:47	187	Incomplete
	2.1828E+13	Singapore Math: Number Sense and Computational Strategies	Sep-18	9/10/18	Verified	11/13/18 11:47	485	Incomplete
	2.1828E+13	Introduction to Microsoft Project 2013 	Sep-18	9/13/18	Verified	11/13/18 11:47	2751	Completed
15	2.1828E+13	Writing Essentials	Sep-18	8/29/18	Unverified	8/29/18 19:44	0	Incomplete
16	2.1828E+13	Photographing People With Your Digital Camera	Sep-18	9/2/18	Verified	10/24/18 8:19	2788	Incomplete
17	2.1828E+13	Discover Sign Language	Sep-18	9/11/18	Verified	11/24/18 3:11	131	Incomplete
	2.1828E+13	Mastering Your Digital SLR Camera	Sep-18	9/11/18	Unverified	11/24/18 3:11	0	Incomplete
18	2.1828E+13	Handling Medical Emergencies	Sep-18	8/24/18	Verified	11/25/18 16:42	4864	Incomplete
19	2.1828E+13	Guided Reading and Writing: Strategies for Maximum Student Achievement	Sep-18	9/8/18	Verified	10/21/18 6:33	1756	Completed
20	2.1828E+13	Introduction to Microsoft Excel 2016	Sep-18	9/18/18	Verified	10/11/18 9:12	1601	Incomplete
21	2.1828E+13	Introduction to QuickBooks Online	Sep-18	9/16/18	Verified	9/21/18 16:21	487	Incomplete
Edgerton Public Library								**6 Patrons**
1	2.4511E+13	Certificate in Stress Management	Sep-18	9/3/18	Verified	10/12/18 18:09	1186	Incomplete
2	2.4511E+13	Lose Weight and Keep It Off	Sep-18	8/31/18	Unverified	10/17/18 8:54	141	Incomplete
	2.4511E+13	Luscious, Low-Fat, Lightning-Quick Meals	Sep-18	8/31/18	Unverified	10/17/18 8:54	132	Incomplete
	2.4511E+13	Introduction to Windows 10	Sep-18	8/31/18	Unverified	10/17/18 8:54	250	Incomplete
3	2.4511E+13	Spanish for Medical Professionals	Sep-18	9/14/18	Unverified	9/17/18 12:53	0	Incomplete
4	2.4511E+13	Accounting Fundamentals	Sep-18	9/6/18	Verified	9/30/18 7:33	413	Incomplete
5	2.4511E+13	Introduction to Microsoft Excel 2016	Sep-18	9/11/18	Unverified	10/25/18 17:50	272	Incomplete
	2.4511E+13	Introduction to Windows 10	Sep-18	9/11/18	Verified	10/25/18 17:50	1374	Incomplete
6	2.4511E+13	Medical Terminology: A Word Association Approach	Sep-18	9/7/18	Verified	11/26/18 13:14	2562	Completed
	2.4511E+13	Explore a Career in Medical Transcription	Sep-18	9/18/18	Verified	11/26/18 13:14	920	Completed
	2.4511E+13	Accounting Fundamentals	Sep-18	9/17/18	Verified	11/26/18 13:14	2052	Completed
Eager Free Public Library								**2 Patrons**
1	2.5353E+13	Romance Writing	Sep-18	9/9/18	Verified	11/5/18 19:11	3884	Completed
2	2.5353E+13	Introduction to Natural Health and Healing	Sep-18	9/17/18	Verified	9/29/18 12:16	490	Incomplete
Milton Public Library								**5 Patrons**
1	2.7462E+13	Human Anatomy and Physiology II	Sep-18	9/2/18	Verified	11/19/18 17:04	343	Incomplete
	2.7462E+13	Introduction to Chemistry	Sep-18	9/2/18	Verified	11/19/18 17:04	696	Incomplete
	2.7462E+13	Certificate in Infectious Diseases and Infection Control	Sep-18	9/2/18	Verified	11/19/18 17:04	549	Incomplete
	2.7462E+13	Introduction to Biology	Sep-18	9/2/18	Verified	11/19/18 17:04	242	Incomplete
	2.7462E+13	Introduction to Algebra	Sep-18	9/2/18	Verified	11/19/18 17:04	517	Incomplete
	2.7462E+13	Medical Math	Sep-18	9/2/18	Verified	11/19/18 17:04	340	Incomplete
	2.7462E+13	Speed Spanish	Sep-18	9/2/18	Verified	11/19/18 17:04	326	Incomplete
	2.7462E+13	Creating Web Pages	Sep-18	9/13/18	Unverified	9/16/18 8:33	131	Incomplete
2	2.7462E+13	Genealogy Basics	Sep-18	7/19/18	Unverified	7/19/18 10:37	0	Incomplete
3	2.7462E+13	Speed Spanish	Sep-18	8/29/18	Verified	9/28/18 13:24	1866	Incomplete
4	2.7462E+13	Effective Selling	Sep-18	9/19/18	Unverified	9/27/18 12:37	279	Incomplete

September 2018 Gale Courses

5	2.7462E+13	Introduction to C++ Programming		Sep-18	9/11/18 Verified	11/19/18 12:30	1943	Completed

48 Patrons

	Student Comments
Handling Medical Emergencies	Very thankful for the opportunity to learn. Appreciate the time to prepare the class and the material. Excellent instructor ,very patient and really very kind!! God bless you and 100 % recommend
Romance Writing	This was a wonderful class. Packed with useful information. The teacher did a great job using examples to highlight points. It was very well done.
Certificate in Meditation	I wasn't able to print a certificate of completion. I really enjoyed this course and I learned different ways to meditate that can enrich my life.

Marketing & Outreach: Librar ✕ | 3 Free Visual Marketing Tool ✕ | Library Information Center ✕ +

C 🔒 https://education.gale.com/admin/Default.asp...

Apps ALS Arrowheadlib-all-... Time Card Calcula... Pandora Radio - Li... » Other Bookmarks

Arrowhead Library System
Information Center

🏠 Dashboard   🔍 Student Search   📈 Reports   ❓ Resources

September 2018

Lifetime	Month	Session	Date Range: MM/DD/YYYY to MM/DD/YYYY

78 total enrollments	**612** total course logins	**50,990** total minutes in class

Top 20 Courses

Course	Students
Speed Spanish	5
Accounting Fundamentals	3
Handling Medical Emergencies	3
Discover Sign Language	3
Certificate in Stress Management	3
Introduction to Microsoft Excel 2016	3
Medical Terminology: A Word Association Approach	2
Introduction to Natural Health and Healing	2
Genealogy Basics	2
Achieving Success with Difficult People	2
Photographing People With Your Digital Camera	2
Teaching Students With Learning Disabilities	2
Human Anatomy and Physiology II	2
How to Get Started in Game Development	2
Introduction to Windows 10	2
Creating Web Pages	1
Write Your Life Story	1
Writerrific: Creativity Training for Writers	1
GRE Preparation - Part 1 (Verbal and Analytical)	1
Discover Digital Photography	1

View Course Activity

New Courses

Course	Date Added
Intermediate QuickBooks 2018	05/15/2018
Introduction to QuickBooks 2018	04/04/2018
Certificate in Music Therapy and Sound Healing	12/05/2017
High Performance Organization	12/05/2017
Talent and Performance Management	12/01/2017
Certificate in Women's Health Issues	09/01/2017
Introduction to QuickBooks 2017	12/06/2016
Intermediate QuickBooks 2017	12/06/2016
Project Management Fundamentals II	10/25/2016
A to Z Grant Writing II - Beyond the Basics	03/27/2016

OCTOBER 2018 GALE COURSES

Patrons	Library Card	Course Title	Session	Enrollment D	Verification	Last Login	Time Spent(minutes)	Completion S
Beloit Public Library								**12 Courses**
1	2.1537E+13	Introduction to QuickBooks 2016	Oct-18	7/27/18	Unverified	9/30/18 7:09	0	Incomplete
2	2.1537E+13	Certificate in Gerontology	Oct-18	9/17/18	Unverified	10/17/18 12:19	0	Incomplete
	2.1537E+13	Accounting Fundamentals	Oct-18	9/17/18	Unverified	10/17/18 12:19	62	Incomplete
	2.1537E+13	Spanish for Medical Professionals	Oct-18	9/17/18	Unverified	10/17/18 12:19	0	Incomplete
3	2.1537E+13	Photoshop Elements for the Digital Photographer II	Oct-18	9/5/18	Verified	12/12/18 9:52	1667	Completed
	2.1537E+13	Introduction to Microsoft Excel 2016	Oct-18	10/3/18	Verified	12/12/18 9:52	608	Completed
	2.1537E+13	Intermediate Microsoft Excel 2013	Oct-18	10/3/18	Verified	12/12/18 9:52	605	Completed
4	2.1537E+13	Publish and Sell Your E-Books	Oct-18	10/18/18	Unverified	11/1/18 17:02	132	Incomplete
	2.1537E+13	Beginner's Guide to Getting Published	Oct-18	10/18/18	Unverified	11/1/18 17:02	0	Incomplete
5	2.1537E+13	Project Management Fundamentals	Oct-18	10/2/18	Verified	12/6/18 9:44	3309	Completed
6	2.1537E+13	Six Sigma: Total Quality Applications	Oct-18	10/12/18	Verified	11/13/18 19:47	880	Incomplete
	2.1537E+13	Speed Spanish	Oct-18	10/15/18	Unverified	11/13/18 19:47	17	Incomplete
Hedberg Public Library								**33 Courses**
1	2.1828E+13	Introduction to Microsoft Excel 2013	Oct-18	10/24/18	Unverified	12/6/18 8:28	96	Incomplete
2	2.1828E+13	Accounting Fundamentals	Oct-18	10/10/18	Verified	12/12/18 6:54	912	Completed
3	2.1828E+13	Advanced Microsoft Excel 2016	Oct-18	10/14/18	Verified	11/27/18 16:36	1637	Incomplete
	2.1828E+13	Introduction to Microsoft Access 2016	Oct-18	10/22/18	Unverified	11/27/18 16:36	683	Incomplete
4	2.1828E+13	Marketing Your Business on the Internet	Oct-18	9/3/18	Verified	12/11/18 11:58	2161	Completed
5	2.1828E+13	Medical Terminology II: A Focus on Human Disease	Oct-18	8/13/18	Unverified	8/22/18 13:23	0	Incomplete
	2.1828E+13	Discover Sign Language	Oct-18	8/13/18	Unverified	8/22/18 13:23	0	Incomplete
6	2.1828E+13	Lose Weight and Keep It Off	Oct-18	9/26/18	Unverified	10/18/18 23:52	142	Incomplete
7	2.1828E+13	Discover Sign Language	Oct-18	10/3/18	Verified	11/14/18 8:15	549	Incomplete
8	2.1828E+13	Spanish for Medical Professionals	Oct-18	10/14/18	Unverified	11/28/18 7:46	0	Incomplete
9	2.1828E+13	Listen to Your Heart, and Success Will Follow	Oct-18	10/15/18	Verified	11/22/18 16:49	865	Incomplete
	2.1828E+13	Travel Writing	Oct-18	10/15/18	Verified	11/22/18 16:49	148	Incomplete
	2.1828E+13	Start Your Own Small Business	Oct-18	10/15/18	Verified	11/22/18 16:49	494	Incomplete
10	2.1828E+13	Certificate in Meditation	Oct-18	9/26/18	Verified	11/20/18 21:24	1621	Completed
11	2.1828E+13	Keys to Successful Money Management	Oct-18	8/7/18	Unverified	9/16/18 17:35	0	Incomplete
	2.1828E+13	Start Your Own Small Business	Oct-18	9/16/18	Unverified	9/16/18 17:35	0	Incomplete
12	2.1828E+13	Achieving Success with Difficult People	Oct-18	10/8/18	Verified	12/1/18 17:28	1106	Completed
13	2.1828E+13	Certificate in Complementary and Integrative Health	Oct-18	10/3/18	Unverified	10/16/18 14:25	0	Incomplete
	2.1828E+13	Certificate in Global Healing Systems	Oct-18	10/3/18	Unverified	10/16/18 14:25	0	Incomplete
	2.1828E+13	Certificate in Holistic and Integrative Health: Foundations 1	Oct-18	10/3/18	Unverified	10/16/18 14:25	0	Incomplete
	2.1828E+13	Certificate in Holistic and Integrative Health	Oct-18	10/16/18	Unverified	10/16/18 14:25	0	Incomplete
	2.1828E+13	Introduction to Natural Health and Healing	Oct-18	10/16/18	Unverified	10/16/18 14:25	0	Incomplete
14	2.1828E+13	Discover Sign Language	Oct-18	9/29/18	Verified	10/23/18 14:22	221	Incomplete
15	2.1828E+13	Introduction to Microsoft Excel 2010	Oct-18	9/21/18	Unverified	9/21/18 6:08	0	Incomplete
16	2.1828E+13	Speed Spanish	Oct-18	10/8/18	Unverified	11/26/18 13:52	38	Incomplete
17	2.1828E+13	Discover Sign Language	Oct-18	10/22/18	Verified	11/28/18 5:47	708	Incomplete
18	2.1828E+13	Introduction to Microsoft Excel 2016	Oct-18	7/12/18	Unverified	7/26/18 9:40	0	Incomplete
19	2.1828E+13	Accounting Fundamentals	Oct-18	9/20/18	Unverified	11/1/18 6:22	0	Incomplete
	2.1828E+13	Where Does All My Money Go?	Oct-18	9/20/18	Unverified	11/1/18 6:22	0	Incomplete
20	2.1828E+13	Basic CompTIA A+ Certification Prep	Oct-18	10/18/18	Verified	11/29/18 20:05	2854	Completed
21	2.1828E+13	Grammar for ESL	Oct-18	9/10/18	Unverified	12/12/18 8:43	0	Incomplete
	2.1828E+13	Medical Terminology: A Word Association Approach	Oct-18	10/2/18	Verified	12/12/18 8:43	2632	Incomplete
22	2.1828E+13	Keyboarding	Oct-18	10/4/18	Verified	10/29/18 0:08	371	Incomplete
Edgerton Public Library								**14 Courses**
1	2.4511E+13	Speed Spanish	Oct-18	10/14/18	Unverified	10/17/18 11:39	129	Incomplete
2	2.4511E+13	Introduction to Interior Design	Oct-18	10/9/18	Unverified	10/17/18 8:54	128	Incomplete
	2.4511E+13	Lose Weight and Keep It Off	Oct-18	10/9/18	Unverified	10/17/18 8:54	0	Incomplete
	2.4511E+13	Keyboarding	Oct-18	10/9/18	Unverified	10/17/18 8:54	0	Incomplete
3	2.4511E+13	Introduction to Microsoft Excel 2016	Oct-18	9/26/18	Unverified	10/25/18 17:50	0	Incomplete
4	2.4511E+13	Explore a Career in Medical Coding	Oct-18	9/18/18	Verified	12/12/18 11:35	491	Incomplete
	2.4511E+13	Introduction to Microsoft Excel 2016	Oct-18	10/19/18	Verified	12/12/18 11:35	538	Completed
	2.4511E+13	Personal Finance	Oct-18	10/22/18	Verified	12/12/18 11:35	472	Completed
5	2.4511E+13	Math Refresher	Oct-18	10/30/18	Verified	12/11/18 8:23	694	Completed
	2.4511E+13	Start and Operate Your Own Home-Based Business	Oct-18	10/9/18	Verified	12/11/18 8:23	309	Incomplete
	2.4511E+13	Introduction to Photoshop CS6	Oct-18	10/9/18	Unverified	12/11/18 8:23	0	Incomplete
	2.4511E+13	Writing Essentials	Oct-18	10/9/18	Verified	12/11/18 8:23	932	Completed
	2.4511E+13	Computer Skills for the Workplace	Oct-18	10/9/18	Verified	12/11/18 8:23	528	Completed
	2.4511E+13	Introduction to Digital Scrapbooking	Oct-18	10/9/18	Unverified	12/11/18 8:23	0	Incomplete
Eager Free Public Library								**4 Courses**
1	2.5353E+13	Write Fiction Like a Pro	Oct-18	9/18/18	Verified	12/2/18 18:39	2079	Incomplete
	2.5353E+13	Writeriffic: Creativity Training for Writers	Oct-18	10/18/18	Verified	12/2/18 18:39	1469	Completed
2	2.5353E+13	Introduction to Nonprofit Management	Oct-18	9/17/18	Unverified	9/17/18 14:32	0	Incomplete
	2.5353E+13	Becoming a Grant Writing Consultant	Oct-18	9/17/18	Unverified	9/17/18 14:32	0	Incomplete
Milton Public Library								**7 Courses**
1	2.7462E+13	Certificate in End of Life Care	Oct-18	10/10/18	Verified	12/9/18 7:50	980	Completed
2	2.7462E+13	Discover Sign Language	Oct-18	10/17/18	Verified	10/27/18 7:13	363	Incomplete
	2.7462E+13	Writing Young Adult Fiction	Oct-18	10/17/18	Verified	10/27/18 7:13	598	Incomplete

OCTOBER 2018 GALE COURSES

	2.7462E+13	Certificate in Food, Nutrition, and Health	Oct-18	10/18/18	Unverified	10/27/18 7:13	120 Incomplete
	2.7462E+13	Certificate in Mindfulness	Oct-18	10/18/18	Unverified	10/27/18 7:13	2 Incomplete
1	2.7462E+13	Intermediate Microsoft Excel 2016	Oct-18	10/20/18	Verified	11/10/18 12:48	2258 Incomplete
	2.7462E+13	Resume Writing Workshop	Oct-18	10/20/18	Unverified	11/10/18 12:48	137 Incomplete

Orfordville Public Library						1 Course
1 2.9229E+13 Achieving Success with Difficult People	Oct-18	10/21/18	Verified	12/4/18 19:13		931 Completed

Student Comments	
Oct 17 2018 Certificate in Meditation	I wasn't able to print a certificate of completion. I really enjoyed this course and I learned different ways to meditate that can enrich my life.

October 2018

| Lifetime | Month | Session | Date Range: | MM/DD/YYYY | to | MM/DD/YYYY |

71
total enrollments

432
total course logins

37,700
total minutes in class

New Courses

Course	Date Added
Intermediate QuickBooks 2018	05/15/2018
Introduction to QuickBooks 2018	04/04/2018
Certificate in Music Therapy and Sound Healing	12/05/2017
High Performance Organization	12/05/2017
Talent and Performance Management	12/01/2017
Certificate in Women's Health Issues	09/01/2017
Introduction to QuickBooks 2017	12/06/2016
Intermediate QuickBooks 2017	12/06/2016
Project Management Fundamentals II	10/25/2016
A to Z Grant Writing II - Beyond the Basics	09/27/2016

Top 20 Courses

Course	Students
Discover Sign Language	5
Introduction to Microsoft Excel 2016	4
Speed Spanish	3
Accounting Fundamentals	3
Keyboarding	2
Achieving Success with Difficult People	2
Start Your Own Small Business	2
Lose Weight and Keep It Off	2
Spanish for Medical Professionals	2
Basic CompTIA A+ Certification Prep	1
Start and Operate Your Own Home-Based Business	1
Writerrific: Creativity Training for Writers	1
Travel Writing	1
Grammar for ESL	1
Medical Terminology: A Word Association Approach	1
Introduction to Natural Health and Healing	1
Computer Skills for the Workplace	1
Write Fiction Like a Pro	1
Certificate in Gerontology	1
Resume Writing Workshop	1

View Course Activity

New Courses

Course	Date Added
Prepare for GED Test Series	12/11/2018
Introduction to Microsoft Excel 2019/Office 365	12/04/2018
Intermediate Microsoft Excel 2019/Office 365	12/04/2018
Introduction to Microsoft Project 2019/Office 365	12/04/2018
Intermediate Microsoft Access 2019/Office 365	12/04/2018
Introduction to Microsoft Access 2019/Office 365	12/04/2018
Introduction to Microsoft Word 2019/Office 365	12/04/2018
Introduction to Microsoft PowerPoint 2019/Office 365	12/04/2018

Row Labels	Number of Users	Sum of Distinct courses viewed	Sum of Distinct videos viewed	Sum of Total views	Sum of Hours viewed	Sum of Logins
BELOIT	1	1	4	4	0.17	0
BURLINGTON	2	1	10	10	0.45	3
CL-S	5	20	50	51	2.49	2
CLINTON	2	0	0	0	0	2
DARIEN	1	0	0	0	0	2
DELAVAN	5	15	365	372	26.5	4
EDGERTON	1	1	1	1	0.05	0
ELKHORN	4	8	59	59	3.2	3
EVANSVILLE	3	5	22	22	0.93	0
GENOA_CITY	1	3	4	4	0.27	0
JANESVILLE	9	17	121	124	7.4	3
KPL-AD	1	2	6	6	0.18	0
KPL-BKM	1	18	94	109	5.71	4
KPL-NS	15	28	284	339	22.64	14
KPL-SI	3	7	25	25	1.17	2
KPL-SW	18	50	447	512	30.3	43
LAKEGENEVA	1	1	7	7	0.52	0
MILTON	3	8	170	176	10.18	5
RACINE_BKM	1	1	7	7	0.91	0
RACINEMAIN	17	20	69	71	3.75	16
UNIONGROVE	1	3	26	27	1.45	0
WALWORTH	1	1	4	4	0.34	1
WILLIAMBAY	2	3	14	14	1.03	5
(blank)	1	0	0	0	0	1
Grand Total	99	213	1789	1944	119.64	110
ALS Total	19	32	318	327	18.73	10

November ALS Lynda.com Stats

Row Labels	Number of Users	Sum of Distinct courses viewed	Sum of Distinct videos viewed	Sum of Total view	Sum of Hours viewed	Sum of Logins
BELOIT	4	3	65	92	6.71	14
BURLINGTON	2	2	13	13	0.68	10
CL-S	7	6	100	100	6.29	13
CL-TL	4	4	55	61	5.66	15
DARIEN	3	4	22	22	1.13	9
DELAVAN	6	13	137	161	7.68	19
EDGERTON	1	0	0	0	0	1
ELKHORN	1	1	2	2	0.03	1
EVANSVILLE	1	3	21	21	1.25	1
FONTANA	1	1	12	12	0.53	1
GENOA_CITY	1	1	3	4	0.35	3
JANESVILLE	17	19	216	237	15.54	64
KPL-AD	2	1	1	1	0.02	2
KPL-BKM	1	3	24	53	3.92	10
KPL-NS	11	17	173	207	16.77	49
KPL-SI	4	7	54	68	6.57	16
KPL-SW	19	41	405	471	28.03	97
LAKEGENEVA	6	4	28	29	1.33	8
LAKESHORES	1	1	30	33	1.86	2
MILTON	3	4	111	123	6.4	14
RACINE_BKM	1	0	0	0	0	1
RACINEMAIN	27	25	387	406	26.16	44
ROCHESTER	2	12	231	237	13.59	13
SHARON	3	0	0	0	0	3
UNIONGROVE	1	3	21	21	1.21	2
WALWORTH	3	4	32	32	1.8	4
WATERFORD	2	6	18	19	0.92	5
WILLIAMBAY	2	6	86	94	7.69	18
(blank)						
Grand Total	136	191	2247	2519	162.12	439
ALS Total	26	29	413	473	29.9	94

ALS DATA

	Number of Users	Sum of Distinct courses viewed	Sum of Distinct videos viewed	Sum of Total views	Sum of Hours viewed	Sum of Logins
2018 June	14	4	9	9	0.65	19
2018 July	32	21	106	110	7.08	50
2018 August	15	12	65	81	4.83	59
2018 September	16	33	407	671	43.59	17
2018 October	19	0	318	327	18.73	10
2018 November	26	29	413	473	29.9	94
2018 December						
2019 January						
2019 February						
2019 March						
2019 April						
2019 May						
2019 June						
2019 July						
2019 August						
2019 September						
2019 October						
2019 November						
2019 December						

Revenue		2016 Actual	2017 Request	2017	2017 Actual	2018 Request	2018 estimate	2019 Request
42200	State Aid	438,605	438,605	438,605	438,605	453,212	453,212	467,820
44120	Misc Fees	6,103	6,103	6,103	6,103	6,103	6,103	6,103
45504	Intergovt-Other libraries	216,460	230,649	230,649	223,360	212,764	213,564	240,765
46000	Contributions	2,000	2,000	2,000	2,000	2,000	2,000	2,000
46400	Funds Forwarded from prior Yr.				85,000		20,000	12,605	20,000
46900	Refund of prior years expense							
47000	Transfers in							
	Total Revenue*	663,168	677,357	762,357	670,068	694,079	687,484	736,688
	Total Fund Balance		204,313	119,313	238,887	218,887	227,782	
	Trust Accounts were terminated in 2015, associated funds were moved to the general fund balance.							
Expense								
61100	Regular Wages	176,178	227,668	197,668	176,603	174,669	180,321	184,972
61300	Per Diems	1,500	1,500	1,500	1,316	1,500	1,500	1,500
61400	FICA	13,326	17,417	17,417	13,580	13,363	13,795	14,149
61510	Retirement-Employers	11,294	15,482	15,482	10,613	11,703	12,082	12,116
61610	Heath Insurance	41,012	56,868	56,868	39,012	41,000	41,000	41,000
61620	Dental Insurance		2,160	2,160	1,556	1,513	1,513	1,513
61630	Life Insurance	140	135	135	126	180	130	180
62119	Other contracted services	52,159	54,035	99,035	85,180	150,158	145,000	183,893
62130	Audit Fees	1,100	1,200	1,200	1,200	1,200	1,200	1,200
62210	Telephone	1,370	2,000	2,000	1,334	2,000	1,300	2,000
62410	R&M-Vehicles	5,475	6,500	6,500	7,466	9,000	9,000	10,000
62420	R&M-Machinery&Equip.	0	100	100	0	100	0	100
63100	Office Supplies&Expenses	995	1,500	1,500	1,407	1,500	1,500	1,500
63101	Postage	318	1,000	1,000	402	1,000	450	1,000
63104	Printing & Duplication	3,166	5,000	5,000	3,859	5,000	4,000	5,000
63108	Public Information	3,647	4,000	4,000	2,466	5,000	5,000	5,000
63200	Publications/Subscriptions/Dues	1,220	1,500	1,500	1,341	1,500	1,400	1,500
63300	Travel	1,715	3,600	3,600	1,689	3,000	2,500	3,000
64200	Training Expense	1,941	4,000	4,000	1,864	4,000	2,500	4,000
64201	Convention Expense	1,709	4,000	4,000	2,116	4,000	3,000	4,000
64214	ILS Costs	129,510	133,892	218,892	173,845	194,393	194,393	193,265
64303	Extension Materials	3,000	3,000	3,000	2,925	3,000	4,000	4,000
64306	Resource Library	100,000	100,000	85,000	85,000	40,000	40,000	40,000
64307	Participating Libraries	920,775	953,539	953,539	953,539	1,001,938	1,001,938	1,025,967
64309	Intersystem Agreement	73,101	76,402	76,402	76,402	65,771	65,771	72,691
64904	Sundry Expense	487	1,000	1,000	852	1,000	900	1,000
64918	Advertising	0	300	300	0	300	0	300
65101	Insurance on Building	4,500	4,500	4,500	4,441	5,000	5,000	5,000
65321	Building/office Lease	14,000	14,000	14,000	14,000	14,000	14,000	14,000
67199	Misc. Equipment	19,000	12,500	12,500	2,803	6,500	2,000	3,000
	Total Expenses	1,582,638	1,708,798	1,793,798	1,666,937	1,763,288	1,755,193	1836846
	Expenses minus County funds	587,262	677,357	762,357	635,680	694,079	685,984	736,688
					34,388			

2019 BUDGET
ARROWHEAD LIBRARY SYSTEM

EXPENDITURES BY PROGRAM

Continuing Education 1%

Admin 2%

Youth Services 1%

Public Information 5%

Inclusive Services & Library Development Consulting 2%

Collection Development 7%

Other 11%

Resource Sharing & Technology 21%

Non Resident Reimbursement 61%

REVENUES BY SOURCE

State 27%

Fees 13%

Tax Levy 60%
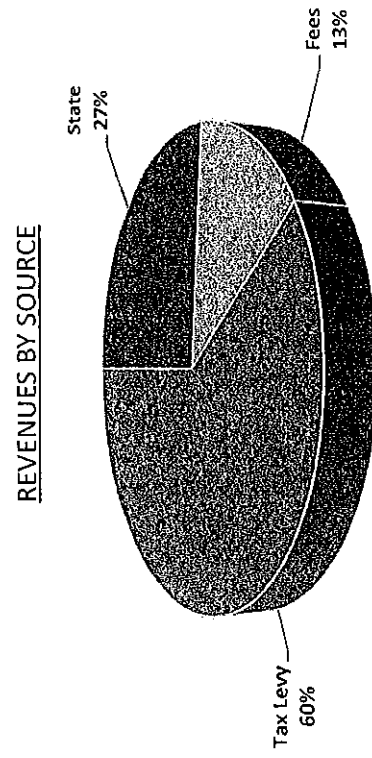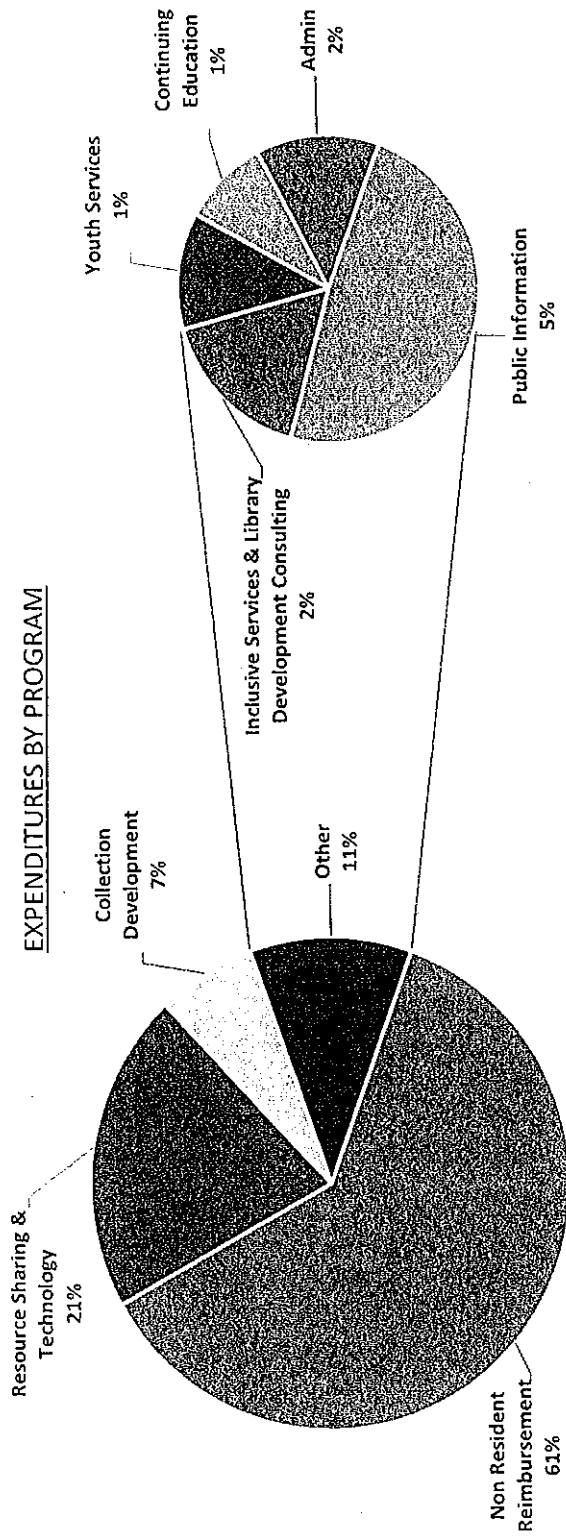
STEERING

COMMITTEE

RECOMMENDATION REPORT

DRAFT

November 27, 2018

Table of Contents

Executive Summary

Introduction

The Public Library System Redesign (PLSR) project is a community-based effort. The intention of this project is to enhance the ability of public libraries to access the services they need in order to provide world-class service to the citizens of Wisconsin. Our state already has a proud history: collaborations and partnerships between libraries and 16 public library systems have provided residents with high quality services for over 40 years. However, needs and expectations of libraries and communities have changed over time since the original development of this framework. As with any organization or structure, continuous assessment and evaluation are vital to ensure continued efficient and effective use of the resources available to support Wisconsin's public libraries. This project was informed by hundreds of individuals who served on work groups, provided feedback, completed questionnaires, answered surveys, made comments, asked questions, or participated at summit meetings. The PLSR Steering Committee owes profound thanks to all members of the Wisconsin Library Community, for this process would not have been possible without their dedication to public service.

General Overview of the Project

The PLSR Steering Committee was appointed by the State Superintendent to oversee implementation of a framework more commonly referred to as the Road Map. The Road Map was originally established and endorsed by the Council on Library and Network Development (COLAND). [1]

The project consisted of three major phases:

2016 Phase 1 - Building Capacity, Building Concepts:
- Project Manager proposal reviewed and awarded.
- Workgroups created by the Steering Committee, populated & coordinated by the Project Manager.
- Early workgroup concepts presented at 2016 Wisconsin Library Association (WLA) Conference.
- Updates to COLAND, State Superintendent, System Directors, and library community.
- Initial workgroup models take shape.

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[1] Created by the Wisconsin State Legislature in 1979, the Council on Library and Network Development (COLAND) advises the State Superintendent of Public Instruction (DPI) to ensure that all state citizens have access to library and information services. The 19-member council, appointed by the governor, functions as a forum through which librarians and members of the public identify, study, and collect public testimony on issues affecting Wisconsin libraries and other information services.

2017 Phase 2 - Intensive Research, Development of Service Models:
- Workgroup model development continues; feedback from community & Steering Committee subcommittees.
- Library System presentations to engage community and collect feedback.
- Updates to COLAND, State Superintendent, System Directors, and library community.

2018 Phase 3 - Consensus Building, Final Recommendations:
- Workgroup reports completed, available in April; Core Recommendation Collaborators participate.
- Recommendation Development Summit July 30-31.
- Updates to COLAND, State Superintendent, System Directors, and library community.

Recommendation Process Outcomes

The recommendations developed are:
1. Develop System Standards, Best Practices, and Accountability
2. Enhance Collaboration by Creating Incentives and Removing Barriers
3. Reduce the Number of Regional Library Systems
4. Analyze the Current Funding Formula
5. Initiate Delivery Service Pilot Projects
6. Create an Effective, Well-Managed, State-Scale Discovery Layer
7. Implement a Learning Management System for Professional Development

Additional directives gleaned from the library community include:
1. Service improvements must benefit library patrons.
2. Workgroup reports should be used as frameworks for specific service improvements.
3. Take action now on recommendations with robust support.
4. Service improvements must be soundly-implemented.
5. Potential Unintended Consequences Should Be Anticipated and Studied

Additional information and resources can be found at the PLSR Project Website.

Background

At their meeting in August 2012, System and Resource Library Administrators Association of Wisconsin (SRLAAW) conducted a summit and subsequent survey to examine how library systems could continue to most effectively deliver services to their member libraries. This action was largely in response to shrinking governmental budgets and consolidation of public library systems in other states throughout the nation. The subsequent report, *Creating Effective Systems*, recommended a need to conduct further studies on library system services, size, and strategies for implementing optimally configured systems and establishing service and administrative standards for public library systems.

During the development of the 2014-2015 biennial budget, the Joint Finance Committee recommended the Department of Administration analyze library systems in order to "conduct a study to identify potential savings in public library systems through consolidation, technology, efficiencies, LEAN practices and service sharing" in consultation with the Department of Public Instruction (DPI). The Governor deemed this recommendation unnecessary, vetoed it, and acknowledged DPI as the appropriate agency to conduct such a study without the need for legislative directive.

In response, DPI's Division for Libraries and Technology initiated a Lean System Study Work Group to examine demand for services by member libraries and the resources and capacity of public library systems to provide these services. This work group identified areas of service provided by library systems that could be made more efficient. The major recommendation was that study continue and experts from each topical area be tapped to develop further recommendations and implementation strategies.

While the Lean System Study Work Group finalized their report, the Council on Library and Network Development (COLAND) appointed a workgroup in July of 2014 to develop a strategic vision for library systems in the 21st century. This workgroup presented a series of recommendations to State Superintendent Tony Evers in January of 2015.

- Library Consulting - Leverage distributed expertise to provide specialized consulting, verified by DPI;

- Provide and Support Technology Access through aggregation of software and services including shared platforms and expertise;

- One State, One Collection - achieved through a statewide discovery layer and underlying library automation software;

- Resource libraries must redefine their value proposition for the twenty-first century;

- Delivery Service - Transition to multi-hub delivery network;

- Coordinate Electronic Resources - Maximize purchasing power;

- Continuing Education - Maximize impact of continuing education funding

- Eliminate statutory language requiring Department of Public Instruction (DPI) to request 13% for library system aid.

COLAND included a road map and timeline with their recommendations to further study how public library systems could most efficiently and effectively deliver services in the topic areas identified by the Lean System Study Work group. The intent was to lead change at the local and regional level to maximize organizational resources and state funding in order to deliver the highest quality library services to Wisconsin residents for the tax dollars provided.

Recommendation Development Process

In September 2015, the State Superintendent appointed an 11-member steering committee to oversee a multi-year project to re-envision how Wisconsin Public Library Systems serve Wisconsin's 381 public libraries. Membership was selected based upon library and system size as well as consideration for geographic distribution.

Members of the Steering Committee:

Name	Library	Type of Library	Role
Kent A. Barnard	Patterson Memorial Library, Wild Rose	Very Small Public	Member
Jon M. Bolthouse	Fond du Lac Public Library	Large Public, non-resource	Member
Beth A. Carpenter	Kimberly-Little Chute Public Library[2]	Mid-sized Public	Member
Bridget C. Christenson	Hatch Public Library, Mauston	Small Public	Member
John DeBacher	Department of Public Instruction	State Library Agency	DPI Liaison
Kristie L. Hauer	Shawano City-County Library	County Joint Public (& Rural)	Member
Paula Kiely	Milwaukee Public Library	Large Public & System Resource	Vice-Chair
Jessamyn C. Lee-Jones	Platteville Public Library	Small to Mid-Public (Small Resource)	Member

[2] After appointment, Carpenter accepted a position with the Appleton Public Library.

Bryan J. McCormick	Hedberg Public Library, Janesville	Public (& Resource; & COLAND)	COLAND Representative
Stephen R. Ohs	Lakeshores Library System	Small System	Member
John T. Thompson	IFLS Library System	Large System; LEAN team	Chair

The State Superintendent charged the Steering Committee with providing strategic vision, oversight, and general leadership in the development of recommendations to update and refine the roles and services of Public Library Systems and maximize public investment in library systems and public libraries.

The Steering Committee, as well as all workgroup members, were made up of volunteers who had other full time jobs. Recognizing this, the Steering Committee issued a nationwide Request for Proposal for a project manager to plan, organize, and implement a process focused on eliciting recommendations from the library community. The project manager was also charged with facilitating meetings and structuring the idea generation of the workgroups. Two responses were received. The Steering Committee selected WiLS as the project manager during a meeting held in October during the 2015 Wisconsin Library Association's Annual Conference. The following core principles were adopted by the Steering Committee in December 2015:

- Communication is critical for the success of the process;

- The process relies on openness and trust from all participants;

- Information and data should be the bedrock of the process;

- Outside expertise will add credibility and weight to the outcomes;

- The process will be used to grow skills needed to maintain flexible and community-driven service into the future.

The project manager led the Steering Committee through a process to form topical workgroups in March of 2016. Members of the workgroups were selected from a pool of voluntary applicants. These members were assigned to workgroups based on their subject matter expertise or their status as a user or customer of a service area. Each workgroup was meant to address statutory library system obligations as defined by statute. Ultimately, the following 7 workgroups were formed:

- Chapter 43

- Collections

- Continuing Education/Consulting

- Delivery

- ILL/ILS/Discovery

- Resource Libraries

- Technology

These workgroups were instructed to research their service area extensively and meet regularly to develop recommendations to the steering committee for inclusion in their final report. Workgroups were also instructed to identify, illustrate, and contextualize existing inequities in library service throughout the state and focus on maximizing equity of access for the citizens of Wisconsin, not the libraries or library systems. As workgroups developed recommendations, feedback was solicited from the library community in a number of ways, including: an external group of participants asked to review findings through surveys, presentations made at the 2016 and 2017 Wisconsin Library Association's annual conference, monthly calls scheduled with directors of public library systems, and virtual question and answer periods open to the public. The Steering Committee also identified communication liaisons in each system to help disseminate information to member libraries and library boards. Final reports from each workgroup were delivered to the Steering Committee on April 2, 2018.

After the completion of the workgroup phase, WiLS transitioned from an active project manager role to an administrative and logistics coordinator role. The Steering Committee awarded a bid from Russell Consulting to perform the role of facilitating meetings and the decision making process.

The Steering Committee reviewed workgroup recommendations independently, as well as more formally at two in-person retreats in February and April of 2018. During these retreats, two groups of collaborators outside of the committee were identified to help craft a final report.

Ten library professionals were selected from a pool of applicants to be Core Recommendation Collaborators (CRC). The Steering Committee selected the members of the CRC based on geographic area and type of library to attempt to instill diverse thought into the process. The CRC worked with the Steering Committee on developing and testing overarching models of governance that could accommodate the workgroup report recommendations. This work was facilitated by Russell Consulting and took place during two all day meetings.

The findings of this work was shared with the library community and officially made available for public comment from June 11 to July 20. All public comments were compiled by WiLS and made available to Steering Committee and CRC members.

A Model Recommendation Summit was held July 30-31 with a number of additional participants joining the Steering Committee and CRC members to further test and discuss the model of governance. At the conclusion of the Summit, several areas of consensus were identified.

The Steering Committee reconvened in person on August 16, to discuss the outcomes of the Summit and to begin to form concrete recommendations. Steering committee members were individually tasked with drafting concrete recommendations for review by the larger committee. A small writing subcommittee worked to refine initial drafts and share progress with the Steering Committee. The writing subcommittee held weekly phone calls to organize work and coordinate with Steering Leadership on the timing of upcoming Steering Committee meetings.

The Steering Committee met five times both virtually and in-person to discuss and develop their final recommendations. A draft version of the final report was prepared prior to and at the end of each meeting and shared with the library community for comment. All comments received were distributed to the whole of the Steering Committee for consideration.

Directives Gleaned from the Library Community through the Recommendation Development Process

Wisconsin public libraries and systems have a strong history of working together to provide excellent services. Accordingly, the process of developing the recommendations contained in this report was robust. A wide range of stakeholder groups were consulted for feedback. Library directors, library staff, system directors, system staff, library and system board trustees, county officials, as well as past and present DPI officials were all involved in the process. Large amounts of project documentation were made available to these stakeholder groups, and feedback was received from individuals and boards at the library, system and county levels. There were multiple open comment periods geared toward multiple audiences. The Recommendation Development Process culminated in a summit-style meeting, followed by a final public comment period on the content derived from that summit. The feedback received by the Steering Committee was extremely valuable. An effort was therefore made to distill key directives expressed by the community at-large.

Service improvements must benefit library patrons.

One of the [Principles of the Process](#) is to "ensure all Wisconsin public libraries have the capacity to provide equitable access to excellent library services regardless of the race, ethnicity, income, gender, or employment status of the people they serve, or their location within the state". Any service improvements moving forward must fulfill this principle and ultimately benefit the end-user, the library patron.

Workgroup reports should be used as frameworks for specific service improvements.

Service workgroups consisted of experts from across the state. The studies they completed of current service areas were thoughtful and in-depth. Inequities were examined, which led to recommendations for improving service. Upon review by the library community, several Workgroup recommendations garnered early support for service improvements in specific areas: delivery, discovery layer, technology, and the creation of a CE portal. The Workgroup reports provide a solid foundation for moving forward in these areas.

Take action now on recommendations with robust support.

The specific areas mentioned above represent areas of greatest need for libraries; areas that would provide immediate, positive service outcomes to Wisconsin residents. With the Workgroup reports serving as frameworks for improvements, action must be taken quickly and purposefully. Some of the Workgroup recommendations require more significant changes in order to affect service improvement. For example, state-scale implementation of a service such as technology would require changes to governance structures, funding, administration, and would require

widespread support from the library community. It became clear throughout the Recommendation Development Process that organic, non-mandated change should lead improvements forward.

Service improvements must be soundly-implemented.

Implementation of service improvements must be driven by effective research, planning, execution, and change-management. Implementation should also be supported by adequate resources. The library community expressed concerns about how administration, funding, and governance might change with proposed service improvements. Any service improvement moving forward must have a well-developed plan for how it will be managed, who will govern the service, how it will be implemented, how local relationships will be maintained or developed, as well as evidence of how efficiencies will be gained.

Potential Unintended Consequences Should Be Anticipated and Studied

Each of the recommendations contained in this report include suggestions for implementation. However, it was made extremely clear by the library community that any efforts to implement recommendations should be preceded by assessments to identify risk factors that could lead to unintended negative outcomes.

Recommendation 1: Develop System Standards, Best Practices, and Accountability

Recommendation

Develop and implement an appropriate set of standards, best practices, and accountability measures designed to support equity of access to high quality services by public libraries in all parts of Wisconsin. Identify standards requiring accountability measures. Structure any such measures in a manner that holds member libraries harmless.

Summary

Nationwide, there are very few examples of statewide library organization that compare to Wisconsin. Since their establishment in the 1970s, library systems and the services they provide have evolved independently of each other as a response to local need, availability of resources, and local board decisions. Therefore, services provided to member libraries vary greatly from system to system in availability, funding, and scope. Member libraries are sometimes unaware of the services required by statute and often systems use their best judgement in delivering services that may or may not be viewed as standard system services in other parts of the state. Regional customization of services is a benefit from Wisconsin's unique library structure. This recommendation is not intended to restrict such additional service provision. Rather, a baseline of essential services should be established upon which systems can build. In 2013, SRLAAW created a set of voluntary standards to help with this, but statewide agreement on essential services and the levels of which to provide them remains elusive.

Library systems are currently required to provide a range of services detailed in Wisconsin State Statute 43.24 to qualify and maintain eligibility to receive state aid[3]. These standards include agreements with member libraries, provision of backup reference services to member libraries, and the provision of training to member libraries, among other requirements. Wisconsin Statutes currently allow DPI to reduce aid to systems if they do not comply with existing standards.

Statutes are difficult to adjust. Technology, often a key driver of system services, changes rapidly. For these reasons it is suggested that the Administrative Code be explored as much as possible as a primary means of establishing any updated regulatory structures. Utilizing the Administrative Code will provide flexibility in the present, while allowing future flexibility as well.

The PLSR project has shown that there are a number of areas in which best practices relating to the operation of library systems exist. These should not be addressed through formal standards or regulation, but should be captured, refined, shared, and in some cases incentivized for

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[3] https://docs.legis.wisconsin.gov/statutes/statutes/43

widespread use. This is a clear example of an "untapped resource" which has been revealed by this project. Specific topical examples ripe for positive impact include common accounting procedures, collaborative tracking of consulting services, board trustee development, and bringing greater commonalities to the collection of data.

Creation of a formal mechanism to define best practices and standardization of data collection would provide immediate benefits to Wisconsin library systems and their members. It may also provide Wisconsin library systems with a more effective means to compare services, and to identify further opportunities to collaborate.

Should efforts be made to construct accountability measures, great care must be taken. As previously indicated, DPI may reduce state aid to library systems not meeting the current standards. While a reduction in aid would impact the library system, it would also certainly impact member libraries by diminishing the services they have access to through the system. Reduction in aid could place additional complications on a system to meet any standards, current or future. It is therefore recommended by the Steering Committee that any accountability measures be designed to minimize negative impacts on member libraries.

Goals of the Recommendation

- Construct and implement a process to analyze services currently offered by systems, gather feedback, and determine which services should be codified in standards. Standards could include a "tiered" structure, and/or be based upon recently developed standards for public libraries in some fashion.

- Create effective mechanisms to identify best practices, for the library community to refine them, and for library systems to begin using them.

- Create an effective partnership between library community stakeholder groups (DPI, System Directors, Library Development and Legislation Committee of WLA, COLAND) with the common goal of forging a legislative and/or procedural path toward achieving the recommendation.

- Inform initiatives related to other recommendations in this report concerning statewide policies that ensure equity in collection development.

- Accomplish a successful update of the Administrative Code in a manner that achieves the recommendation while minimizing risk.

Value Proposition

- Creation of standards would establish a baseline to ensure every library in the state has basic, consistent expectations of service from their system. Better standards will guarantee library systems have a clear understanding of not only the types of services they should provide using state funding, but also the level at which they provide those services.

- A substantial amount of time was spent during the PLSR process in gathering disparate data from systems to analyze system services and make recommendations for improvements. Sharing best practices and standard reporting practices between systems will better allow for measuring the success of PLSR recommendations as well as making further analysis and improvements possible. Best practices can reduce the time required for mandatory reporting for all systems, especially as it relates to financial data. Libraries will also be able to compare system services easily, allowing libraries to easily identify and correct inequities of service delivery that may arise in the future.

Suggested Implementation Process

- Obtain an in-depth review of current system standards and accountability measures, preferably by an outside entity. Additional initial comments may be sought from DPI and LD&L.

- Appoint a task force of System Directors, System Staff, and Public Library Directors (representing each certification "grade") charged with identifying, developing and recommending specific system standards.

- Undertake a process of engagement with DPI and other legislative knowledge leaders in order to create a firm understanding of the extent to which the Administrative Code may be used to achieve the goals contained in this recommendation.

- Present recommended standards to the library community for comment. Include an additional opportunity for feedback from LD&L in this process.

- Present recommended standards concurrently to DPI and LD&L for possible legislative or administrative action.

- Convene a gathering of system directors, DPI personnel, and others. Utilize this gathering to create a list of immediately-evident useful best-practices. Create a plan for capturing, refining, and publishing future best-practices.

- Create methods by which to learn and formalize future best practices through existing collaborations. For example: existing meetings between SOMBWA and CE Coordinators could be used to formalize accounting standards and consultant tracking.

Measuring Success

- Establishment of a process by which best-practices can be captured, refined promulgated will be an immediate improvement beyond what is currently available to systems. A formal process will allow best practices to be retained, curated, and made tangible.

- In implementing certain best-practices, it is possible that systems may realize financial value, which can then be quantified and analyzed.

- Standards are drafted and endorsed by stakeholder groups (SRLAAW, COLAND, member libraries, etc.) to be delivered to LD&L as a package to implement change.

- The degree to which libraries are able to assess how the services offered by their home system compare to the services offered by other systems may be compared at varying stages of any initiative geared toward improving library system standards.

Recommendation 2: Enhance Collaboration by Creating Incentives and Removing Barriers

Recommendation

Accelerate the shifting paradigm of service collaboration among Wisconsin's 16 public library systems by establishing incentives and removing barriers. Apply this approach to support voluntary consolidations of library systems. When prudent, seek discrete changes in state statutes or administrative code that would help systems achieve and sustain momentum in this area.

Summary

Through the PLSR project, the library community has achieved an unprecedented level of self-awareness about opportunities to collaborate. Specific examples of new collaboration between public library systems include service consolidations, sharing of staff positions, and group purchasing. These are positive outcomes that should be celebrated. This recommendation is an outgrowth of multiple PLSR work group reports, as well as other previous studies. Feedback gathered from the library community throughout the project includes strong support for collaboration that is based upon willing partnerships.

In addition to cooperative ventures centered around specific services, the topic of system consolidation was of significant discussion during each phase of the PLSR process. System consolidation typically refers to the act of two or more regional library systems uniting into a new entity on equal terms, however, statutory provisions also exist for a library or county to withdraw from one system in order to join another. In recent years, a number of counties or systems in Wisconsin have attempted to merge with or join another system. These collective experiences provide a unique opportunity to study the factors behind each different outcome -successful or otherwise- and apply the results.

There is a strong degree of consensus among the library community that mergers or consolidations of Library Systems have the best service outcomes when they are voluntary. By contrast, mandatory consolidations strongly increase the likelihood of dysfunctional outcomes that can take many years to overcome. There is strong logic behind the conjecture that incentives would be helpful, but detailed analysis is still needed in order to determine the specific form(s) incentives should take. Attempts at merging systems can be challenging due to many issues, including local control, trust, fiscal issues, and transition processes that are in any way unclear. The Department of Public Instruction is uniquely suited to play a leadership role in developing tools and new structures of support to increase chances of success. Organizations such as the System and Resource Library Administrator's Association (SRLAAW) and the Wisconsin Library Association (WLA) are also key allies.

Goals of the Recommendation

- Capture the knowledge of individuals experienced in system merger discussions or processes. Utilize this knowledge to create an analysis of significant factors that play a role in the system consolidation process: specifically, how they may be addressed effectively. Involve the previously identified individuals directly in the process of identifying and implementing specific incentives, disincentives or barriers in need of removal.

- Identify and prioritize specific incentives, disincentives, and barriers that could be implemented or removed in order to further stimulate collaboration between library systems.

- Publish a process document to assist library systems in effectively planning for any future consolidation. At minimum, the document must include a checklist of steps, a detailed example timeline, and must be current in regard to state statutes, the administrative code, and DPI interpretations. The document should include specific recommendations for organizing and completing a system merger.

- Identify and recommend specific legislative changes to DPI and/or WLA that would streamline the process of voluntary system mergers.

- Cultivate and connect the expertise, leadership, and capacities that currently exist in libraries throughout the state.

- Leverage the experience, knowledge, and talents of those that directly serve patrons in developing and providing innovative services to communities of all sizes.

Value Proposition

- Library systems provide a broad range of critical services to their member libraries. Many of these services are delivered at economies of scale that could never be achieved by individual libraries alone, and this model continues to evolve. A number of collaborative ventures -- not possible just a few short years ago -- have now been put into practice successfully among the regional systems. For example: systems are now beginning to share bookkeeping services, hosting server and network equipment on shared infrastructure, and collaborating to provide professional development opportunities to a much broader audience than ever before.

- Based upon the rapid pace of technology, it is a distinct possibility even greater economies of scale may be realized through collaboration by and between systems. In many cases, more favorable distributions of costs and administrative overhead mean that library systems and libraries can provide better services and/or more comprehensive collections to the people they serve.

- A focus on identifying, incentivizing and supporting opportunities for voluntary change will help ensure future success. Stakeholders are able to engage having a mutual interest in positive outcomes. This approach can help fuel any number of processes, from merging two systems, to trying out a new service collaboration, to taking part in a delivery pilot, or becoming a partner in some other project with positive impacts on services to the citizens of Wisconsin. Such changes, when appropriately supported, can be empowering to those directly involved, and inspiring to others.

- Additional value generated by this recommendation may include:

  - New trust relationships;

  - General momentum toward;

  - A blueprint for positive change;

  - Improved access equity through better economies of scale.

Suggested implementation process

- Appoint a project manager or implementation team tasked with accomplishing the goals set in this recommendation.

- Craft an appropriate timeline for completion of necessary research and other necessary work.

- Conduct a needs assessment in order to determine the resources necessary to complete the goals set in this recommendation.

- Identify key individuals with involvement in system mergers or other significant collaborations between library systems. Devise a process to interview them and build a knowledge base. Construct a "gold standard".

- Engage with library community experts, DPI and other relevant professionals to create an assessment of potential incentives, disincentives or barriers that might be enacted or removed.

- Advise DPI in utilizing research findings to create the process document outlined in the recommendation goals.

- Either advise DPI in drafting specific legislative changes that may be sought, or draft recommendations for legislative changes and refer to the Library Development and Legislation committee of the Wisconsin Library Association.

Measuring success

- One tangible measure by which the success of this recommendation may be assessed is the extent to which tools and mechanisms are created to aid systems:

  - A process document developed to guide the process of planning for and completing a system merger;

  - Non-financial incentives (change management consulting services, other forms of in-kind support made available through DPI or other agencies);

  - Financial incentives (including LSTA grant categories or other grant awards).

- Further quantitative and qualitative measures, including process surveys, satisfaction surveys, data analytics, interviews, etc., may also be used.

- An essential measure of success will be the degree to which any systems actually undertake the process and achieve success: meaning at least one successful merger or significant regionalization of a service.

Recommendation 3: Reduce the Number of Regional Systems

Recommendation

The PLSR Steering Committee recommends that the current number of regional public library systems be reduced.

Summary

Sixteen regional public library systems provide services to public libraries in Wisconsin. These services, delivered at-scale, are critical to member libraries. The original statutory framework allowing formation of library systems was set in place in 1971. Since that time, each system has evolved differently to meet local needs. Counties are the basic geographic building blocks for systems, thus systems range in size from ten counties, to single counties. Due to advancements in technology and the evolving needs of libraries, an element of the library community now hold the belief that a strategic reduction in the number of regional systems (through consolidation) would help address service capacity issues. Echoing this proposition are a number of key reports by stakeholder groups, which suggest potential service improvements may result from a fewer number of systems. These reports include:

- "Creating More Effective Public Library Systems" (2013/SRLAAW);

- "Lean System Study Work Group Recommendations" (2014/DPI);

- "Strategic Vision for Library Systems in the 21st Century" (2015/COLAND).

In addition to the above reports, the concept of a strategic reduction in the number of library systems was a key recommendation sent to the PLSR Steering Committee with support from the participants in the PLSR Model Development Summit.

Goals of the Recommendation

- Conduct and complete a process to identify where and which regional public library systems have the greatest possibilities of voluntarily consolidating;

- Utilize other content in this report to inform creation a system of incentives that would encourage or assist library systems down the path of consolidation;

- Remove barriers to consolidation (also see Recommendation 2);

- Utilize other content in this report to inform creation of a structure of support, including detailed resources for the libraries, systems and counties choosing to undertake any degree of service consolidation;

- Improve equity of access to high-quality services.

Value Proposition

- There is strong potential that, in some areas of the state, a strategic reduction in the number of systems will result in higher quality, more comprehensive services than most smaller library systems are typically able to provide on their own.

- Voluntary consolidation processes have the strongest potential to preserve the structures of trust and relationships that are prerequisite for the effective delivery of services to member libraries within the current ecosystem of library services in Wisconsin.

Suggested Implementation Process

- Identify a person, party, or constituency of the library community charged with working with library systems encountering a director vacancy. Create a process that can be deployed in order to bring the option of consolidation with a neighboring system to the fore. Consider establishing additional requirements systems must meet before a director vacancy may be filled.

- Adequate resources and full support provided by DPI for implementation of recommendation #2 "Enhance Collaboration by Creating Incentives and Removing Barriers".

- Support precursors to mergers, such as: partnerships related to library management software, shared positions, shared procurement, or other service consolidations.

Measuring Success

- Achievement of at least one effective system consolidation would be an essential indicator of success.

- By utilizing in-depth service inventories, member libraries, system boards and member counties may analyze the potential for service improvements before any actual system consolidation begins. Pairing and analyzing the results of a pre-consolidation inventory with those of a "post-consolidation" inventory will allow authoritative results;

- A similar method could be devised in order to compare service response times pre and post consolidation (examples: resolution of IT help desk tickets, library consulting call-back times);

- A comparison of the net funding available (in the form of system services) to member libraries pre and post consolidation may also be utilized in an analysis;

- Through a process of identifying areas of duplicated efforts, savings (or expansions in service) may be found (potential examples: converging network circuits, merging subscriptions to accounting or HR software, vendor contract scaling, leveraging certain county assets).

Recommendation 4: Analyze the Current Funding Formula

Recommendation

Conduct a thorough analysis of the current funding formula for library systems[4], including practices utilized to apportion state aid. Identify and propose alternative funding formulas, methods of apportionment, or other solutions with potential to improve equity of access to high-quality library services.

Summary

Each biennium, the Wisconsin legislature approves an amount of state aid intended to fund the operation of library systems. This appropriation is further apportioned to the library systems by the Department of Public Instruction. In general, this process is conducted according to a combination of statutory imperatives and administrative procedures. This formula as originally written combines aspects of population, geographic area, and municipal, and county expenditures to determine the amount each regional system receives on an annual basis. In the late nineties, legislative events occurred which in effect "froze" the data sets used to calculate funding levels of that time. Therefore, for at least twenty years, apportionment of state aid to library systems has not been based upon up-to-date population demographics or municipal expenditures. This is at odds with the intent of the original formula design as well as the 1999 attempt to replace local expenditures with shared revenue.

Throughout the PLSR process, discourse regarding the funding mechanism for library systems has persisted throughout the library community. At least one alternative funding formula has been proposed, as well as a number of discrete factors that should be explored (such as poverty, unemployment, and infant mortality rates). It is the belief of the Steering Committee that a sufficiently vigorous investigation of possible alternatives to current practice should occur.

Goals of the Recommendation

- Leverage the collective knowledge of the library community.

- Identify discrete changes to statutes or administrative procedures that would, at minimal risk, enhance or improve the funding model underpinning library system services.

- Coordinate the efforts of stakeholder groups in order to create and implement an action plan for any necessary administrative or legislative action.

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[4] The Department of Public Instruction provides a clear explanation of the formula and changes since its inception at https://wilibrariesforeveryone.blogspot.com/2015/05/calculating-state-aid-to-systems.htm

- Achieve meaningful changes that improve equity of access to high-quality library services across Wisconsin, while ensuring that no system experiences a decrease in base funding. (Chapter 43 Workgroup Report)

Value Proposition

- System funding has a direct impact on local libraries' ability to provide quality services to patrons. To ensure every Wisconsin resident benefits from library services, funding should adequately support the system services that libraries need.

- By conducting a thorough and objective analysis of the current State funding formula, alternative formula options, and any potentially unintended consequences, a solid foundation will be achieved for further decision-making and consensus building.

Suggested Implementation Process

- It is recommended that the Department of Public Instruction appoint an implementation team[5], project manager, or other leadership structure tasked with organizing the work necessary to complete the recommendation.

- Conduct an in-depth analysis of the current funding formula, practices utilized to apportion state aids for regional library systems as described in the recommendation.

- Seek vigorous input on the results of the analysis from key constituent entities, including system directors, DPI leadership, WLA Board, the Library Development and Legislation (LD&L) committee, etc.

- Identify from the analysis any specific improvements that could be made, and construct a series of administrative or legislative objectives for action.

- Implement governmental/administrative procedures or effective legislative outreach to achieve desired changes.

Measuring Success

- The extent to which DPI and library community stakeholder groups can effectively partner will be a core factor affecting success of implementation.

- The level to which service equity may be improved while also holding all systems financially harmless will also be a critical success factor.

- General rigor of any devised process, including how feedback is used to improve it, will also be a key factor by which to judge success

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[5] The Steering Committee recommends a small number (3-7) of topical experts. Makeup of the implementation team should minimize potential for conflicts of interest. https://www.google.com/url?q=http://knowledge.wharton.upenn.edu/article/is-your-team-too-big-too-small-whats-the-right-number-2/&sa=D&ust=1541014342685000&usg=AFQjCNEFA2abTUlOjDIMiMopoNQLiAIPSw

Recommendation 5: Initiate Delivery Service Pilot Projects

Recommendation

Stimulate development within the resource-sharing environment by initiating one or more pilot projects relating to library delivery services.

Summary

Physical resource-sharing generates tremendous value for libraries and, therefore, taxpayers. Sixteen independent regional delivery networks currently provide physical delivery of library materials between Wisconsin libraries. These regional networks are each operated and administered by regional public library systems. Each regional network's hub is, in turn, linked to the delivery service of the South Central Library System (headquartered in the metropolitan area of Madison, WI). The end result is a resource-sharing architecture whereby a library patron in Superior can request a library item from a library branch in Kenosha, and receive it in a number of days.

In their report, the PLSR Delivery Work Group produced a number of recommendations geared toward providing more equitable delivery services to all areas of the State. The end-model originally described by the Work Group features eight larger delivery regions - each with a single "hub" location - that are all interlinked. This delivery network was envisioned by the Work Group to be funded and coordinated in a manner akin to a single statewide delivery service. It is important to note that, although the funding and coordination components of the model would differ from current practice, the intention of the Work Group in creating their delivery model was that libraries would not experience any significant change in the *quality of service*. Rather, the model proposed in the Delivery Work Group Report is intended to *increase the frequency* of service for any libraries who desire it.
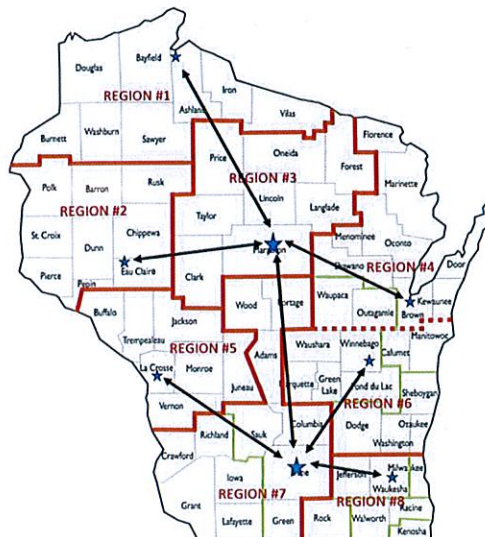
Goals of the Recommendation

- Utilize the Delivery Workgroup Report as a flexible foundation from which to:

  - Incentivize collaborative consolidation of regional delivery services in certain regions of the state.

  - Work towards the reduction in the number separate delivery regions in the state from 16 to 8, as recommended by the workgroup. Utilize existing delivery assets, locations, and/or shared contracting.

  - Prove, through the pilot approach, the improved effectiveness and efficiencies the Delivery Work Group identified as outcomes of a restructured regional delivery hub connection network.

- Determine, through the pilot approach, whether the model described in the Delivery Work Group report is good for Wisconsin.

- Increase equity of access to rapid, efficient delivery services in areas of the state under stress related to funding levels.

- Decrease wait times for library patrons by lowering the percentage of requested items that must travel long distances and/or through a centralized sorting house.

- Improve overall redundancy of the statewide delivery system, thus increasing resiliency in the face of inclement weather or staffing issues.

- Reduce duplicated efforts in some areas of the state through converged delivery service infrastructure and administration.

Value Proposition

- Through the pilot project approach, many of the concepts addressed in the Delivery Work Group report may be tested in an incremental fashion without putting the entire statewide infrastructure under stress.

- Should the pilot project approach be successful, a blueprint will thus exist for future projects.

- Should any regional consolidations occur, potential efficiencies may result:

  - Transit times - resulting in patrons getting materials faster.

  - Miles travelled - resulting in fuel cost efficiencies.

  - Reduction of duplicated administrative overhead - resulting in economies of scale.

Suggested implementation process

- Hire a project manager and/or create a small task-force charged with performing necessary research, coordinating stakeholder groups, and managing implementation issues relating to this recommendation.

- Identify specific areas of the state where opportunities exist for delivery-related pilot projects.

- Work with systems in these areas to identify opportunities to coordinate delivery services, up to and including establishment of multi-system hubs. Include creation of a link to South Central Library System in this process.

- Utilize feedback from the coordination process in order to construct useful incentives (example: LSTA grants to help with start-up costs).

- Create a source of ongoing implementation support to the systems participating in the pilot project.

- Create a guaranteed source of contingency support to systems participating in a pilot project.

- Conduct additional planning for any future transition to regional hub links, as described in the delivery workgroup report.

- Create a process to achieve further coordination between regional library systems, with the goal of utilizing the Delivery Work Group recommendations as a guide. One intermediary step of this process may be a "North/South" hub arrangement, as detailed in the Delivery Work Group report.

Measuring Success

- One major goal of this recommendation is to determine whether the model described in the Delivery Work Group report (or something resembling that model) is good for Wisconsin. Therefore, a key measure of success will be the extent to which such a determination can be made. In order to avoid subjectivity, appropriate data points should be identified and compared prior to, during, and after implementation of a pilot project in this service area. A detailed service inventory could be developed, including average transit times, cost-per-stop, comparisons to other areas in the state, and other key metrics. This service inventory could be completed prior to, during, and after a pilot project in order to assess effectiveness.

- As any pilot projects unfold, an ongoing analysis should be conducted to prove or disprove the calculations by the Delivery Work Group. Specifically, that their recommendation to transition to a model that connects regional delivery hubs more directly to each other would gain the efficiencies and potential cost savings as reported by the workgroup. The following data benchmarks gathered by the workgroup and Funding Subcommittee could form a basis for this analysis:

- In 2017, approximately 18.7 million items were shipped from one library to another within the 16 library system's regional delivery services for a total cost of nearly $3,000,000.

- In the same year, a little more than 600,000 items were shipped from one system to another or between non-public library participants through the current statewide delivery service for a cost of nearly $1,300,000.

- The result equates to 70% of total funding for library delivery in Wisconsin supporting the delivery of 97% of the total materials shipped, with the remaining 30% of the funding supporting just 3% of library materials shipped.

Recommendation 6: Create an Effective, Well-Managed, State-Scale Discovery Layer

Recommendation

Engage with topical experts, regional public library systems, and the library community at-large to create an effective, well-managed, state-scale library discovery layer.

Summary

A "discovery layer" refers to the visual interface used by library patrons to find, identify, select, and obtain the various types of resources offered by the 21st century public library. These resources include physical books and audiovisual materials, as well as an ever-broadening variety of downloadable and streamable digital resources such as audiobooks, feature films, news and/or scholarly articles, and other digital content.

The PLSR process has resulted in an unprecedented degree of understanding in regard to the commonalities and differences between library management software products. Likewise, it has also produced greater awareness of how library patrons seek resources, how discovery services are provided by the current regional library systems, and how those services are funded and managed.

Throughout the PLSR process, the concept of a state-scale discovery layer option has maintained a robust degree of support from project participants, the library community, and other stakeholder groups. Additionally, the Department of Public Instruction already maintains a resource sharing platform called WISCAT. There is, therefore, a strong foundation for achievement of this recommendation.

Goals of the Recommendation

- Achieve interoperability between the various library management software platforms used in Wisconsin. (COLAND Strategic Direction #2)

- Provide a best-in-class search interface option that allows patrons seamless access to library collections (both physical and digital) across the state regardless of where they live. (COLAND Strategic Direction #3)

- Reduce procurement, budgeting, training and technical administration efforts that are duplicated by the current sixteen regional systems in maintaining fourteen discrete online discovery platforms.

- Embrace the critical need of libraries (and regional systems) to make decisions and tailor services in response to the needs of library patrons where they are.

- Open an additional collaboration space related to procurement and access of electronic materials. A number of discovery layer software platforms can now flexibly display content licensed at state-scale (BadgerLink resources) alongside content licensed by smaller

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groups of libraries. If implemented throughout Wisconsin, this would provide great opportunity for libraries, library systems, and other groups (for example: the Wisconsin Public Library Consortium) to collaborate in unprecedented ways. (COLAND Strategic Direction #4)

Value Proposition

Wisconsin libraries already share resources[6]. However, the set of technologies relied upon to accomplish this are aging[7]. Successful creation of an effective, well-managed discovery layer at state-scale has the potential to improve services to patrons in the following ways:

- Library patrons may search the collections of any public library in the state, obtaining rich, detailed, vibrant results that are optimized for the shortest delivery time based on geographic location.

- Library systems and/or individual libraries that do not have the resources to purchase or operate top-tier library management software would nonetheless benefit, improving the baseline patron experience.

- Discovery-based interoperability between existing library management software would open up a significant collaboration space - removing a barrier to new partnerships and allowing freer communication between libraries.

Suggested Implementation Process

- Hire or appoint a project manager and/or small implementation team vested with the ability to drive the project;

- Conduct a general risk/benefit assessment in order to identify unanticipated consequences[8];

- Conduct a governance assessment in order to determine how decisions impacting the look, feel and function of the state-scale discovery layer will be made.

- Conduct a needs assessment to identify minimum technical requirements necessary to achieve interoperability between different library management software platforms.

- Identify a communication protocol that meets the above determined requirements for interoperability.

- Working with DPI, create technical standards for use in negotiating vendor agreements.

- If necessary, create an application capable of translating action messages between the library management systems in use in Wisconsin.

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[6] The State of Wisconsin ranks #1 nationwide in library resource-sharing on a consistent basis.
[7] For example: the z39.50 protocol originates in the 1970s.
[8] This step is recommended to occur in some fashion for each additional recommendation in this report.

- Explore the current capabilities of library software vendor discovery products, including open-source platforms.

- Conduct a fiscal assessment to determine costs when scaled to the entire state.

- Organize a process to evaluate and select a product that will serve as the state-scale discovery layer.

- Create a structure for ongoing evaluation and improvement.

- Strongly consider establishing a group charged with taking a leadership role in fostering collaborations in the area of library management software.

Measuring success

- It is recommended that a statewide "importance/effectiveness" survey be developed, to be deployed both before and after implementation. This survey should include an in-depth list of currently available and desired features of library discovery software. By deploying the survey before and after, a number of assessments may be made. For example: if a significantly greater number of libraries report a significantly greater degree of access to features they deem as important after implementation of the project, the conclusion may be drawn that the project resulted in better service to a greater number of libraries.

- Patron outcomes and the user experience should be assessed before and after implementation. Available mechanisms for such an assessment include surveys, focus groups, and interviews.

Recommendation 7: Implement a Learning Management System for Professional Development

Recommendation

Oversee the design, deployment and operation of a learning management system capable of meeting the current and future needs of librarians in Wisconsin.

Summary

Wisconsin is made stronger by its library professionals. Like many other professions, ongoing development opportunities are needed to maintain a sharp edge. Wisconsin requires that library directors and regional system directors maintain certification through the Department of Public Instruction. Regional systems are statutorily obligated to provide professional development opportunities for these individuals, as well as library staff and board trustees. This ensures that libraries are managed efficiently and effectively.

Historically, each regional library system has provided local professional development opportunities to its member libraries, and managed the process of certifying local staff. As the availability of new learning technologies has accelerated, many library systems have begun to collaborate, share content, and work together. This area is ripe for further positive change. However, the certification process is still entirely paper-based and requires many "touches" by local, regional, and state individuals.

The learning management system should meet the professional development needs of library professionals and library board trustees throughout Wisconsin now. It should also be flexible enough to evolve as future needs change. This system should serve as a repository of online professional development content (streaming courses, webinars, etc.) while also providing library staff and trustees with the ability to locate nearby in-person professional development activities through incorporation of an interactive event calendar. It is further envisioned that this portal will include the capability for library professionals to manage their own certification status online, while providing DPI the capability to exercise their statutory oversight obligation in a manner that is both efficient and effective.

Goals of the Recommendation

- Furnish library professionals with a more effective means of discovering and obtaining content and instruction that is directly applicable to their professional development.

- Eliminate the currently paper-based process of certification, in favor of a user-friendly online system to streamline the process of applying for certification, submitting and tracking contact hours, validating contact hours, and granting of certification (or recertification) status.

- Foster collaboration between agencies that offer professional development opportunities through implementation of a curated calendar of events and opportunities across the entire state.

Value Proposition

- Public librarian certification requirements in Wisconsin date back to as early as 1921. Modernizing this process would benefit our state through continued presence of highly qualified leaders in the profession, while leveraging technology to reduce general administrative overhead (COLAND Strategic Direction #5).

- A well-curated learning management platform would significantly reduce the valuable time required to locate professional development opportunities. This, in turn, would result in more time spent providing direct service to the public (COLAND Strategic Direction #2).

- Current practice is for each regional library system to provide opportunities for professional development to member libraries. Therefore, quality and frequency vary greatly. Creation of a single online tool geared toward professional development for librarians and library trustees would reduce duplication of effort and spur collaboration while simultaneously improving equity of access to many high-quality professional development opportunities on a statewide basis (COLAND Strategic Direction #5).

Suggested Implementation process

- Appoint a small implementation team of well-qualified individuals.

- Consider hiring a project manager to drive the project, manage the implementation team, and serve as a bridge between stakeholder groups.

- Review any specifications for the platform that have been created to date, and create an authoritative list.

- Compare specifications with existing learning management system vendor capabilities.

- Explore potential cost, quality and feasibility of a tool or software developed or licensed "in house" by DPI or other partner.

- Utilize platform specifications document to craft a Request for Information (RFI). Distribute the request to qualified learning management system vendors and/or software development agencies.

- Create a process to evaluate software options, including:

  o Ability to meet content requirements and goals of this PLSR recommendation

  o User Experience

  o Administration requirements (back-end management)

  o Cost

Measuring Success

- It is recommended that a formal analysis of the certification workflow take place before implementation of any changes, and that an identical analysis occur after implementation of any changes.

- Completion of a general survey is also recommended. An effective survey will assess levels of satisfaction among library professionals with respect to access to (and quality of) professional development resources. This survey could also be done "before" and "after" for purposes of comparison.

- Analysis by an external party should be incorporated into any assessment activities related to this recommendation. In particular, levels of collaboration between regional library systems should be compared.

Appendix A: Library Systems in Wisconsin: A Brief History

Wisconsin's library system law, providing funding for coordinated regional library services, officially went into effect in 1971 when Senate Bill 47 was signed into law. The creation of public library systems fostered the establishment of a strong network of resource sharing and mutually beneficial interdependence. At their inception, library systems were intended to bring library services to unserved rural residents, improve library services to those who found local library resources to be insufficient, and provide structure for interlibrary cooperation while maintaining local control.[9]

The creation and development of public library systems in Wisconsin was a voluntary and gradual process. No county or public library is required to be a member of a library system; yet, all of Wisconsin's 72 counties and over 380 public libraries are library system members. Wisconsin's public library systems developed in distinct ways in response to the needs of their member libraries and area residents. The systems have continued to evolve as changes in society, resources, and technologies create new demands and opportunities.

The seeds for regional library services had been planted years earlier and several regional services had coordinated cooperative services. In 1956, the American Library Association published *Public Library Service: a Guide to Evaluation with Minimum Standards,* which introduced the library system concept. That same year the United States Congress enacted the Library Services Act (LSA) to provide federal funding for extending and improving public library service to rural communities. Wisconsin's Free Library Commission worked with the Wisconsin Library Association (WLA) to submit a plan for Wisconsin's LSA funds. Also in 1956, twenty-five public libraries joined together to form the Southwest Association of Public Libraries. In 1959 they obtained LSA funding to establish an ordering and processing center serving five counties, the predecessor to the Southwest Wisconsin Library System. A precursor of the Northern Waters Library System was established in northwest Wisconsin serving five counties in the same year.

In 1963, the Free Library Commission, WLA and the Wisconsin Library Trustees Association adopted *A Design for Public Library Development in Wisconsin: Standards for Measuring Progress.* The following statement summarizes the vision:

"Simply stated, the library system concept means that only by working together, sharing services and materials, can libraries meet the full needs of their users. Each public library, whatever its size, is an important link in a system of libraries joined together either formally or informally."

That document described a shared vision of public library systems that ultimately led to the development and adoption of 1971 Senate Bill 47 through a series of events:

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[9] WLA Public Library Systems brochure

- In 1965 the Wisconsin Library Commission was folded into DPI and became the Division for Library Services.

- In 1966 WLA approved a legislative study program calling for legislation to "implement the library system concept and interlibrary cooperation in Wisconsin.

- In 1968 the Library Development and Legislative Committee (LD&L) of WLA developed a report for the legislature.

- In 1969 that report was introduced as Senate Bill 363.

- The Senate Education Committee recommended the bill be revised, and

- In 1971 Senate Bill 47 was introduced and, after extensive legislative efforts by WLA, was passed by both houses. The bill included the following declaration:

"Recognizing the importance of making quality library resources and services readily available to all of the citizens of Wisconsin, the legislature, through this act, seeks to modernize library laws for public and school libraries, to promote development and improvement of public libraries through library systems and to provide maximum opportunities for cooperation among all types of libraries in order to encourage the most effective use of the library resources in this state."

This was the first major change in Wisconsin library statute since the establishment of the Wisconsin Free Library Commission in 1895.[10]

On March 1, 1972, the Division for Library Services granted provisional certification to the first four Wisconsin Library Systems: the Milwaukee County Federated Library System, the Wisconsin Valley Library System, the LaCrosse Area Library System, and a Multi-County Library System centered in Ashland that would later become the Northern Waters Library Service.[11] By January of 1979, 15 public library systems had been established in 64 Wisconsin counties.[12] That number increased to 17 in 1981 with the addition of the Kenosha County Library System and the Waukesha County Library System.[13]

An analysis in 1982 found that there were 354 public libraries in the state with only 25 not participating in a public library system. Prior to the establishment of library systems, an estimated 325,000 residents were unable to access library services, the establishment of the 17 federated library systems had reduced that number to 42,651.[14] The issue of unserved residents was completely eliminated in 1990 when Florence County became the last county in the state to become part of a public library system.[15]

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[10] Wisconsin Library Bulletin, March-April 1971
[11] Wisconsin Library Bulletin, May-June, 1972
[12] The System and what it can do for you pamphlet
[13] http://heritage.wisconsinlibraries.org/history/timeline (Accessed 11/19/2018)
[14] Wisconsin Library Bulletin, Spring 1983
[15] Citation needed

In the mid-1990s, disharmony among libraries and needs in member counties led to withdrawal of counties from one system to join another. Wood County, Portage County, and Adams County withdrew from the Wisconsin Valley Library Service to join South Central Library System in 1996, making that system the state's largest, in terms of number libraries and outlets.[16] Then, Fond du Lac County withdrew from the Mid-Wisconsin Federated Library System (MWFLS) to become a fifth county in the Winnefox Library System.

Around 2012, new dissatisfaction emerged within the MWFLS that ultimately led to its demise. Local library funding shortfalls began to affect library service, and the system was unable to provide adequate services to make up for these shortfalls, partially due to the reduction of state library aid that same year.[17] In 2016, Jefferson County withdrew from the MWFLS to join Waukesha County and form the new two-county Bridges Library System. The remaining two counties of the MWFLS (Dodge and Washington Counties) recognized the inadequacy of their size and merged with the two-county Eastern Shores Library System to form the four-county Monarch Library System in 2017, reducing the total number of public library systems to sixteen.

The following map represents these sixteen regional library systems in Wisconsin:

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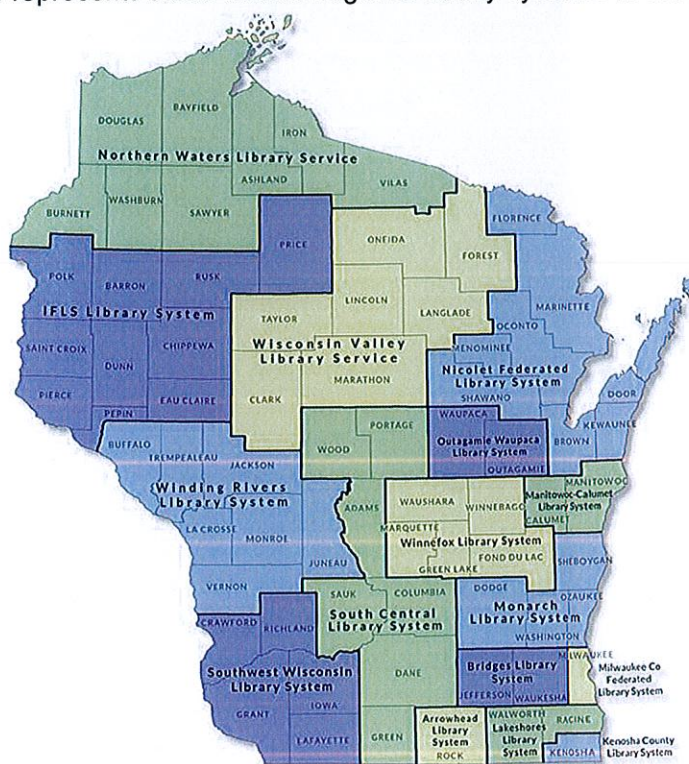
[16] https://www.scls.info/about/scls_history.htm (Accessed 11/26/2018)
[17] 2013 MWFLS System Plan (https://dpi.wi.gov/pld/data-reports/system-plans)

Appendix B: Funding Strategies and Sources

The PLSR project has not only produced the recommendations in this report, but a series of deep dives (in the form of work group reports) into each individual service provided regional library systems. Taken as a whole, it is abundantly clear there are a variety of opportunities to improve access to services. Perhaps, to improve the effectiveness of the services themselves. In order to move forward without significant disruption to libraries and patrons, new service infrastructure must be put in place in parallel with the old. Realistically, this will require additional sources of funding beyond what is currently available in the form of state aid to regional systems.

Local library contributions - libraries paying into services

Through the process of recommendation development, a number of common themes have emerged in regard to potential sources of additional funding to support implementation:

- <u>In-Kind resources contributed by state agencies.</u> The Department of Public Instruction, Department of Administration and others have significant staff assets, though it is understood that resources are finite and priorities are many. These agencies could incorporate implementation of PLSR recommendations into their planning processes, so as to allow. Examples of in-kind resources might include:

  - User experience (UX) or design consulting expertise in regard to a library staff continuing education portal and validation tracker;

  - Direct development of software or web applications related to a library staff continuing education portal and validation tracker or ILS discovery layer;

  - Web hosting for a library staff continuing education portal and validation tracker;

  - Administrative coordination of ongoing initiatives related to moving the PLSR recommendations forward.

- <u>Library Services and Technology Act funding derived from the "Grants to States" program.</u> Through this program, Wisconsin is allocated roughly 2.8 million dollars. Expenditures of these dollars are prioritized by the Department of Public Instruction. Future planning by the division could incorporate funding to support implementation of PLSR recommendations. Specific examples may include:

  - A grant category to support a regional delivery pilot build-out;

  - A grant category to support development of a state-scale discovery layer;

  - A grant category to incentivize development and implementation of system best-practices.

- <u>Library Services and Technology Act funding derived from other specific grant programs.</u> A number of non-block grant programs exist, including the "Laura Bush 21st Century Librarian" and "National Leadership Grant for Libraries" programs. Other programs may be established in the future. These programs may provide an opportunity to acquire

funding for components of the recommendations that require more in-depth work. Examples may include:

- o Grant applications designed to fund additional project management capacity.

- Funding related to the Wisconsin Information System for Education (WISE) program. The WISE program is focused on creating - and coordinating - the services and infrastructure required to improve how we use data to learn and educate. This program has recently been broadened to include libraries. It is possible that WISE-related funding (or other assets) may be allocated to implementing certain recommendations. Examples may include:

  - o Funding the development of a uniform set of ILS communication messages;

  - o Using the list of ILS communication messages to build a universal ILS communicator tool to aid regional delivery pilots;

  - o Working with ILS vendors who do business in Wisconsin to ensure compliance with uniform communication specifications;

  - o Funding and coordinating a process of product evaluation.

- Increase in state aids to the regional library systems. Annual state aid funding is allocated according to state statutes and the administrative code. However, the library community could establish future legislative priorities which include requesting a modest increase in state aid which the existing systems would use to collectively fund specific implementation components of PLSR recommendations. Examples may include:

  - o Funding for the development of a universal ILS communicator tool to aid in regional delivery pilots;

  - o Funding designed to ease transition to any changes to a modified funding allocation formula;

  - o Any components of the recommendations or opportunities identified through the PLSR process with strong collaborative potential.

This document should be read as an initial consideration of potential funding sources. It is possible other sources may exist.

Appendix C: Additional Considerations

In developing this report, it became clear to the Steering Committee that there are a number of important issues or concerns that are applicable on a broader scale. Therefore, this appendix was developed as a repository.

Budgeting for Effective Outcomes

Implementation of any of the recommendations contained in this report must be adequately supported. Therefore, at minimum, budgeting must be developed and funding allocated for meetings, mileage, and necessary administrative overhead. Sufficient funding must also be allocated should professional project management be required. Other funding may be required for additional studies relating to funding, risk/benefit or legislative analysis beyond that which has already occurred.

Implementation

One of the most common themes expressed by the library community through feedback during the PLSR process is that change should be rooted in sound empirical research, well-planned, incremental, and voluntary. The Steering Committee understands that, in order to satisfy these imperatives, the ways and means used to implement these recommendations may differ from those described in this report. The Steering Committee encourages all stakeholder groups to consider the best interests of library patrons at every level moving forward.

Implementation Teams

In writing this report, the Steering Committee considered the concept of "implementation teams". Small teams of individuals appointed by the State Superintendent is one possible method of bringing formal organization to the transition from recommendation to action. Members of implementation teams would be expected to have a high degree of relevant professional experience to the given topic. In some cases, these teams may be paired with a project manager. As an alternative to DPI-appointed implementation teams, stakeholder groups within the library community could collaborate to create some of the management structures necessary to make headway on recommendations, including implementation teams.

Incremental Approach

Using an incremental implementation process, measure feasibility in an ongoing fashion through data gathering, cost analysis and evaluation of standards.

Leadership

Effective leadership will be required in order to implement any of these recommendations. Based upon the body of work completed by the Steering Committee, Project Managers, Consultants, and Service Work Groups, leadership in implementing any of these recommendations can come in many different forms. While DPI occupies a unique position in the architecture of library service in Wisconsin, it is not possible for them to take-up and implement all of these recommendations on their own. Nor is it possible for the library systems themselves to implement these recommendations on their own. The Steering Committee encourages DPI, the regional systems and greater library community to become active partners in transforming these recommendations into smart, meaningful, effective changes that will benefit library patrons.

Procurement

Any procurement process should emphasize results over cost. For example: selection of a platform simply because it complies with DPI procurement guidelines and is low-cost would not be appropriate and should be avoided through process design.

Project Management

Many of these recommendations are such that a great deal of management will be required in order to ensure positive outcomes. Some of the hypothetical duties of a project management entity might include:

- Facilitating the work of implementation teams.
- Serving as a communication bridge between stakeholder groups.
- Working with the regional systems to achieve necessary levels of collaboration and crowd-funding.
- Providing vision and direction when such is not readily available from the implementation team or greater library community.

To this end, the Steering Committee recommends that the Department of Public Instruction consider the following scenarios:

1. Retain a full-time project manager dedicated solely to managing all service improvements contained in this report from "recommendation" to "completion". In this scenario, recommendation implementation would more than likely need to be handled one by one. This method may be preferable.
2. Take a contract-based approach to project management. Retain project management services to handle individual recommendation implementations as-needed.

South Central Library System

It is of unique importance to note the role of the South Central Library System in statewide resource sharing. Statewide delivery exists in Wisconsin in significant part due to the South Central Library System's work in the early 1990's to establish it. As the service took on a life of its own, it required that SCLS relocate to a larger facility, and develop internal management and logistics structures to support both the statewide service and SCLS's delivery service to its member libraries.

Vendor Abandonment

Any competitive bid processes will not make final decisions of service providers based on cost alone. Service stability is of paramount importance. The average per stop costs that currently exist in the state is essentially equal between the systems utilizing a contracted delivery service and those operating an in-house service. A balanced approach to maintain service stability can be done in a way that is also most cost effective.

Vendor Services vs. In-House Development

According to the Delivery Workgroup Report, a hybrid approach of contracted vendors and in-house delivery operations is needed for a stable delivery service. Bringing this same approach to any necessary procurement process associated with other recommendations may also be valuable.

Wild Wisconsin
· WINTER WEB CONFERENCE · JANUARY 23-24, 2019 ·

Wednesday, January 23

9 am
Pull Your Shelf Together: Community Organizing in Libraries (Opening Session)
Lauren Comito, Neighborhood Library Supervisor
Brooklyn Public Library
Brooklyn, NY

As librarians we know we get more done when we pool resources and work together, and we are really good at it. With so many needs in our communities, we need to work with our neighbors to help address them. Learn the basics of getting people together and moving in one direction to make a change in your community. We will talk about framing the problem, creating a message, setting up structures so people know what they can do, and inspiring people to get moving.

10:30 am:
A Step-by-Step Guide to Library Hiring (Library Leadership)
Brian L. Mortimore, Director of Human Resources and Organizational Development
Kent District Library
East Grand Rapids, MI

Brian will share best practices to adopt in your hiring procedure. Many topics will be addressed from selecting interview questions, setting the stage for a successful interview, addressing internal politics of candidates, to making an offer and sealing the deal.

10:30 am:
60 Teen Programs in 60 Minutes (Youth Services)
Linda Jerome, Teen Librarian
La Crosse Public Library
La Crosse, WI

Are you always on the lookout for teen program ideas for your library? We will explore 60 successful teen programs that range from passive to massive, crafty to techy and silly to serious.

1 pm:
Great Expectations: Customer Service and the Future of Libraries (Library Leadership)
Alicia Snarr, Branch Operations Administrator and Paula Wilson, Staff Development Manager
Maricopa County Library District
Phoenix, AZ

With information and entertainment so widely available, Maricopa County Library District created a new way to reconnect with customers. Using research, staff input, and a little bit of pixie dust, Great Expectations was born. This new customer service philosophy empowers staff and is thrilling customers! We will reveal our universally applicable secrets. You will walk away with new strategies and the tools you need to create or update your own staff-driven model! At the end of this session, participants will uncover a new appreciation and excitement for customer service, identify strategies for consistent delivery of excellent customer service, and know how to apply a personalized customer service philosophy to their own library system.

1 pm:
What Makes a Great Children's Librarian? (Youth Services)
Marge Loch-Wouters, Founder
Loch-Works Consulting
La Crescent, MN

Libraries are full of quieter people who have the potential to be excellent leaders in their organizations. This webinar will provide an overview of successful leaders, past and present, who were introverts but also had the wild idea that they could succeed in their chosen professions. Learn how the introvert's ability to stay calm, organized, determined and focused can lead both them and their teams to success and transformation - and to the top of the organization chart.

2:30 pm:
Silos No More: Harness Library Wide Teams for Success
Judy Pinger, Assistant Director of I.T. Technical Service and Collections
Milwaukee Public Library
Milwaukee, WI

Library work has been traditionally organized into silos. At many institutions, public services, technical services and administration departments may often be working independently of one another to achieve similar goals. Shifting trends have demonstrated that organizations need to adapt to the current needs and patterns of patrons in order to successfully be nimble in today's fast-paced information environment. Given this new reality, the traditional library setup can sometimes create unneeded barriers to interdepartmental collaboration. This webinar will discuss the benefits to reducing library silos by bringing together collaborative work teams to foster innovation.

2:30 pm:
Let's Talk About Race
Jessica Anne Bratt, Youth Services Manager
Grand Rapids Public Library
Grand Rapids, MI

This webinar will engage participants in thinking about their power and privilege in representing diverse viewpoints as a storytime instructor. A self-reflection of the societal implications of ignoring race and race talks and how it shapes bias for the next generation. Participants begin by exploring their own storytimes and how they become more informed in encouraging caretakers to talk about race and model inclusion. Attendees will learn about microaggressions and solidarity work in how our storytime power can be used to inhibit or advance equity and social justice in their library.

9 am:
What They Didn't Teach in Library School: The Cycle of True Marketing (Marketing)
Kathy Dempsey, Founder
Libraries Are Essential
Medford, NJ

Have you been tasked with marketing library events or services without ever having a course that taught you how? If so, you're an "accidental marketer," and you're not alone! This webinar will give you a solid foundation in the tenets of library marketing, covering definitions, strategies, reasoning, and the steps in the Cycle of True Marketing.
With a dash of humor, Kathy will answer these burning questions:

- What's the difference between marketing, public relations, promotion, and advocacy?
- Why didn't anyone come to the event that I worked so hard on?
- How can I get my message through when people are inundated with information and advertising?
- Why is library lingo evil?
- What mistakes am I making without realizing it?
- How can I make my marketing more effective?

9 am:
WHY-brarian (Small and Mighty)
Jeremy Bolom, Assistant Director
Lincoln Parish Library
Ruston, LA

At some point in our careers, we have all experienced burn-out, a lack of inspiration and motivation, or even a loss of connection between our work and the organizations we represent. Do you know why? The solution is simple, but it's not always the easiest one to acknowledge, especially when the everyday often gets in the way. With inspiration from the WHY (Golden Circle) principle developed by Simon Sinek, reconnect with your inner WHY-brarian and the spark he/she can ignite for you.
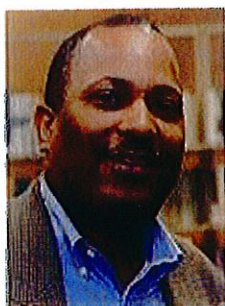
10:30 am:
How to Better Leverage Library Resources for Marketing Success (Marketing)
Trenton Smiley, Director of Marketing & Communications
Capital Area District Libraries
Lansing, Michigan

Does your library lack the budget, staff and time to effectively build a strong brand and/or market your services? This eye-opening presentation from an award-winning library marketer will inform and inspire you to make better use of your organization's strengths and resources to achieve your marketing objectives without using a lot of time and money. Attendees will be shown an unique approach on how to leverage their library's reputation, staff expertise, partnerships, collections and more.

12 pm:
Size Doesn't Matter: Transforming Big Ideas Into Small Library Environments (Small & Mighty)
Maryann Mori, Central District Consultant
State Library of Iowa
Des Moines, Iowa

Learn how the size of your library doesn't matter when it comes to providing services and programs. In this session, we'll celebrate all things small and share "big" ideas that work well in small libraries--in spite of small spaces, small budgets and small staff rosters. Gain practical ways of implementing big ideas into your library, regardless of size!

2 pm:
Self Care: Preventing Burn Out
Sarah Houghton, Director of Discovery and Delivery
California Digital Library
Oakland, CA

Do you find yourself always being busy at work? Working past your regular hours? Thinking about work night and day? Not taking your vacation time? Starting to dread going to work, getting sick a lot, or feeling overworked and exhausted? You are not alone. Library work, in any role and any type of library, can take a heavy toll on people. This session will address best practices for self-care from three perspectives: what you can do for yourself, what you can do as a coworker for others, and what you (or others) can do in management roles. Participants will come away with practical tips and action items to implement right away to better take care of yourself, others, and to foster a physically and mentally healthy work environment.

Join Your Library Colleagues for...

Library Legislative Day
Madison Concourse Hotel
One West Dayton Street
Madison, WI 53703

Tuesday, February 12, 2019

Name_____

Library/Orgranization_____ Email_____

Voting address_____ City_____ State_____ Zip_____

To which library organization(s) do you belong: ☐ WLA   ☐ WEMTA   ☐ Other_____

Check if you are a Trustee ☐   Check if you are a Student (no registration fee for students) ☐

Which Legislators will you visit? (If not known, go to http://maps.legis.wisconsin.gov website and enter your address.)

    Senator(s)_____

    Representative(s)_____

If you need accommodations to fully participate, please check here and specify your needs below ☐

_____

Registration Fee: $25. Use a separate form for each participant. Students are FREE.
Please note: No refunds will be made for cancellations received after February 1, 2019.

Make checks payable to WLA or pay by Mastercard or Visa; send with registration form(s) to WLA, 4610 S Biltmore Lane, Suite 100, Madison, WI 53718-2153 or fax to 608.245.3646.

Card #_____ Exp. Date _____ Security Code_____

Name of Cardholder as it appears on the card:_____

Card Billing Address (if different from above:_____

Signature_____

Appointments will be made for you and others from your legislative district.

Registration Deadline: January 28, 2019

Limited rooms are being held at the Madison Concourse Hotel. Rate is $165 plus tax of 15.5%.

Reservations can be made by calling the hotel directly at 800.356.8293. Please identify yourself as part of the WLA 2019 Library Legislative Day room block when making your reservation. **Cut-off date is midnight, January 13, 2019.**

ALS Librarians Meetings 2019
9:30 a.m.

Meeting Date	Location	Chair
Wednesday, Jan 16	ALS	Mary Bieber
Wednesday, Feb 20	ALS	Sarah Strunz
Wednesday, March 20	EPL	Kirsten Almo
Wednesday, April 17	MPL	Ashlee Kunkel
Wednesday, May 15	HPL	Bryan McCormick
Wednesday, June 19	BPL	Nick Dimassis
Wednesday, July 17	EFPL	Megan Kloeckner
Wednesday, Aug 21	CPL	Mary Bieber
Wednesday, Sept 18	OPL	Sarah Strunz
Wednesday, Oct 16	ALS	Ashlee Kunkel
Wednesday, Nov 20	ALS	Bryan McCormick
Wednesday, Dec 18	ALS	Nick Dimassis

ARROWHEAD LIBRARY SYSTEM
2019 Board Meeting Dates &
Dates Vouchers are due at Courthouse

Board Meeting Date	Location	Vouchers Due @ Courthouse by Noon
Wednesday, January 9	ALS	Friday, December 21
Wednesday, February 13	ALS	Tuesday, January 29
Wednesday, March 13	ALS	Tuesday, February 26
Wednesday, April 10	BPL	Tuesday, March 26
Wednesday, May 8	EPL	Tuesday, April 23
Wednesday, June 12	EFPL	Tuesday, May 28
Wednesday, July 10	MPL	Tuesday, June 25
Wednesday, August 14	ALS	Tuesday, July 30
Wednesday, September 11	OPL	Tuesday, August 27
Wednesday, October 9	CPL	Tuesday, September 24
Monday, November 13	ALS	Tuesday, October 29
Wednesday, December 11	ALS	Tuesday, November 26