

ARROWHEAD LIBRARY SYSTEM
Board Meeting
Orfordville Public Library
519 E. Beloit St.
Orfordville, WI
Wednesday September 11, 2018
6:00 pm

Please call the ALS office if you are unable to attend (868-2872)

1. Call to Order
2. Approval of Agenda
3. Approval of Minutes
4. Approval of Expenditures
5. Citizen Participation, Communication and Announcements
6. Unfinished Business
 - a. Shared System – SHARE Update
 - b. 2019/20 Budget
 - c. Public Library System Redesign Project
 - d. Librarians' Report – Sarah Strunz
7. New Business
 - a. Approval of the 2020 ALS System Plan
 - b. Libraries Activating Workforce Development Skills (LAWDS) Project
8. Communications
9. Adjourn

The undersigned, as the designee of the presiding officer of the above governmental body, certify that I emailed a copy of this document to the Rock County Courthouse, Administration office for posting on the Rock County website@ www.co.rock.wi.us on 9/5/2019.

Anita Schultz – Arrowhead Library System

ARROWHEAD LIBRARY SYSTEM BOARD MEETING
ALS/Milton Public Library
August 14th, 2019

ALS Board President Rich Bostwick called the meeting to order at 6:02 p.m. Present were Bill Wilson, Wes Davis, Maribeth Miller, Adam Dinnes, Eloise Eager, Kathrine Clark (for Nick Dimassis) and Steven Platteter.

The Agenda was moved approved by Bill Wilson. Eloise Eager seconded, and the motion carried unanimously.

The July 2019 minutes were moved approved by Wes Davis. Maribeth Miller seconded, and the motion carried unanimously.

Expenditures were approved on a motion by Wes Davis with Adam Dinnes seconding. The motion carried unanimously.

Citizen participation, communication or announcements:

Unfinished Business

a. Shared System –SHARE Update:

b. 2019/20 Budget: The 2020 Budget was discussed under New Business

c. Public Library System Redesign Project: The DPI Draft Implementation Schedule was discussed.

d. Librarians' Report:

New Business

a. 2020 ALS Budget request: Platteter discussed his 2020 Budget request including using the fund balance in regard to a RFID project and strategic planning.

b. Approval of the 2020 Resource Contract with Hedberg PL: Maribeth Miller moved to approve the 2020 Resource Contract. Bill Wilson seconded, and the motion carried unanimously.

c. Arrowhead Library System Promotion & Communication Plan: Wes Davis moved to approve the Promotion & Communication Plan. Maribeth Miller seconded, and the motion carried unanimously.

Communications:

Bill Wilson moved to adjourn. Adam Dinnes seconded, and the motion carried unanimously. The meeting ended at 6:27 p.m.

Respectfully submitted,
Steven Platteter, Acting Secretary

NOT OFFICIAL UNTIL APPROVED BY COMMITTEE

Account Number	Account Name	Inv Date	Vendor Name	Inv/Enc Amt		
51-5000-0000-62119	Other Services	06/01/2019	TECHMAX BUSINESS SOLUTIONS LLC	330.00		
		08/02/2019	KOENE COURIER SERVICE LLC	1,665.00		
		Budget 183,893.00	YTD Exp 142,849.57	YTD Enc 0.00	Pending 1,995.00	Closing Balance 39,048.43
51-5000-0000-63100	Office&Misc Exp	08/12/2019	DEMCO	20.22		
		Budget 1,500.00	YTD Exp 743.22	YTD Enc 0.00	Pending 20.22	Closing Balance 736.56
51-5000-0000-63101	Postage	08/07/2019	ARROWHEAD LIBRARY PETTY CASH	10.15		
		Budget 1,000.00	YTD Exp 120.00	YTD Enc 0.00	Pending 10.15	Closing Balance 869.85
51-5000-0000-63108	Public Inf	08/16/2019	ARROWHEAD LIBRARY PETTY CASH	54.95		
		08/12/2019	DEMCO	122.88		
		07/30/2019	COMMUNITY BABY SHOWER	25.00		
		Budget 5,000.00	YTD Exp 2,352.79	YTD Enc 0.00	Pending 202.83	Closing Balance 2,444.38
51-5000-0000-63300	Travel	08/21/2019	SCHOMBER,JENI	44.66		
		Budget 3,000.00	YTD Exp 654.92	YTD Enc 0.00	Pending 44.66	Closing Balance 2,300.42
51-5000-0000-64201	Convention Exp	08/05/2019	ANDERSON,TOVAH	231.00		
		Budget 4,000.00	YTD Exp 959.56	YTD Enc 0.00	Pending 231.00	Closing Balance 2,809.44
51-5000-0000-64904	Sundry Expense	08/20/2019	ARROWHEAD LIBRARY PETTY CASH	5.99		
		Budget 1,000.00	YTD Exp 108.95	YTD Enc 0.00	Pending 5.99	Closing Balance 885.06
51-5000-0000-65321	Building Lease	10/01/2019	CITY OF MILTON	1,166.67		
		Budget 14,000.00	YTD Exp 12,512.03	YTD Enc 0.00	Pending 1,166.67	Closing Balance 321.30
51-5000-0000-67199	Misc Equip	08/05/2019	CDW GOVERNMENT INC	94.30		

Account Number	Account Name	Inv Date	Vendor Name	Inv/Enc Amt	
	Budget	YTD Exp	YTD Enc	Pending	Closing Balance
	3,000.00	574.00	0.00	94.30	2,331.70
Arrowhead Library System PROG TOTAL				3,770.82	

I have examined the preceding bills and encumbrances in the total amount of **\$3,770.82**

Claims covering the items are proper and have been previously funded. These items are to be treated as follows:

A. Bills and encumbrances over \$10,000 referred to the Finance Committee and County Board.

B. Bills under \$10,000 to be paid.

C. Encumbrances under \$10,000 to be paid upon acceptance by the Department Head.

Date:

Dept Head

Committee Chair

Account Number	Account Name	Inv Date	Vendor Name	Inv/Enc Amt
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REPORT COMPLETE!

For Job Numbers: 1939771

Rock County - Production

Budget to Actual Figures

Fiscal Year: 2019

As of: 08/28/2019

Budget: RV

Org Key Title
5150000000 Arrowhead Library System

Object	Description	Budget	Actual	Encumbrance	Balance
REVENUE					
42200	State Aid	467,820.00	467,820.00	0.00	0.00
44120	Miscellaneous Fees	6,103.00	6,103.25	0.00	0.25
45504	Intergov-Other Libraries	240,765.00	240,765.00	0.00	0.00
46000	Contributions	2,000.00	2,000.00	0.00	0.00
46400	Fund Balance	20,000.00	0.00	0.00	(20,000.00)
Total Revenue		736,688.00	716,688.25	0.00	(\$19,999.75)
EXPENSE					
61100	Regular Wages	184,972.00	102,300.20	0.00	82,671.80
61300	Per Diems	1,500.00	1,099.61	0.00	400.39
61400	FICA	14,149.00	7,888.22	0.00	6,260.78
61510	Retirement - Employer Share	12,116.00	6,023.43	0.00	6,092.57
61610	Health Insurance Premium	41,000.00	27,600.91	0.00	13,399.09
61620	Dental Insurance	1,513.00	1,037.48	0.00	475.52
61630	Life Insurance	180.00	74.02	0.00	105.98
62119	Other Contracted Services	183,893.00	142,849.57	0.00	41,043.43
62130	Audit Fees	1,200.00	1,500.00	0.00	(300.00)
62210	Telephone	2,000.00	793.98	0.00	1,206.02
62410	Repair & Maintenance-Vehicles	10,000.00	1,513.47	0.00	8,486.53
62420	Machinery/Equip R & M	100.00	0.00	0.00	100.00
63100	Office Supplies & Misc Expense	1,500.00	743.22	0.00	756.78
63101	Postage	1,000.00	120.00	0.00	880.00
63104	Printing & Duplicating	5,000.00	2,306.99	0.00	2,693.01
63108	Public Information	5,000.00	2,352.79	0.00	2,647.21
63200	Publications/Subscriptions/Due	1,500.00	696.99	0.00	803.01
63300	Travel	3,000.00	654.92	0.00	2,345.08
64200	Training Expense	4,000.00	1,702.00	0.00	2,298.00
64201	Convention Expense	4,000.00	959.56	0.00	3,040.44
64214	ILS Costs	193,265.00	193,006.74	0.00	258.26
64303	Extension Materials	4,000.00	0.00	0.00	4,000.00
64306	Resource Libraries	40,000.00	40,000.00	0.00	0.00
64307	Participating Libraries	1,025,967.00	1,025,967.20	0.00	(0.20)
64309	Intersystem Agreement	72,691.00	72,690.63	0.00	0.37
64904	Sundry Expense	1,000.00	108.95	0.00	891.05
64918	Marketing & Promotion	300.00	0.00	0.00	300.00
65101	Insurance on Buildings	5,000.00	3,328.00	0.00	1,672.00
65321	Building Lease	14,000.00	12,512.03	0.00	1,487.97
67199	Miscellaneous Equipment	3,000.00	574.00	0.00	2,426.00
Total Expense		1,836,846.00	1,650,404.91	0.00	186,441.09
County Share (Revenue - Expense)		(1,100,158.00)	(933,716.66)	0.00	(166,441.34)
Grand Total Revenue		736,688.00	716,688.25	0.00	(19,999.75)

**Rock County - Production
Budget to Actual Figures**

Fiscal Year: 2019

As of: 08/28/2019

Budget: RV

Org Key Title
5150000000 Arrowhead Library System

Object	Description	Budget	Actual	Encumbrance	Balance
	Grand Total Expense	1,836,846.00	1,650,404.91	0.00	186,441.09
	Grand Totals County Share	(1,100,158.00)	(933,716.66)	0.00	(166,441.34)



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

	GENERAL INFORMATION	
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Library System

Arrowhead Library System

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

Going into 2020, the greatest challenge facing the Arrowhead Library System (ALS) is staffing. Through office reorganization and relocation, ALS was able to reverse the funding shortfalls the system faced earlier in the decade. While in 2012 ALS was running in the red, by 2017 Arrowhead had been able to restore a fund balance. Much of this was accomplished by office reorganization, however, this has come at a cost. Currently staffing is down to 3.85 FTEs which includes three part time delivery drivers. At the current level of State funding ALS has had to rely on contract work to provide certain services. For 2020, ILS support in SHARE will be handled with a support agreement with Lakeshores Library System (LLS). Besides ILS administration, the Arrowhead member libraries have been moved on to the LLS Wide Area Network with network administration and IT support that is also provided through an agreement with Lakeshores. Since 2016, Arrowhead has also relied on a contract consultant for youth services consulting. Currently, ALS is contracting with the Beloit Public Library to provide youth services consulting to ALS member libraries.

Did the library system consult member libraries in the development of this plan?

☐ No, the library system did not include member libraries in the development of this plan.

☒ Yes, the library system included member libraries in the development of this plan.

If yes, describe the planning environment and process for this system plan. Include how member libraries are involved in plan development and review:

The monthly librarian meetings are the principal place that the seven libraries have input into the system plan and services. Regularly on the agenda are the shared system, technology, budgets, ALS Board report and reports of activities in the member libraries. The Arrowhead Library System Board also meets monthly and participates in planning and reviewing programs offered by the system. Ex-officio members of the Board include the director of the Hedberg Public Library; the director of the Beloit Public library; and the director of one of the other five public libraries, who is elected by the librarians. As ex-officio Board members they are directly involved with the approval of the system plan.

Does the library system have a formally appointed advisory committee under Wis. Stat. § 43.17(2m)?

☐ No, the library system does not have a formally appointed advisory committee.

☒ Yes, the library system has a formally appointed advisory committee.

If the system appoints an advisory committee under Wis. Stat. § 43.17(2m), describe how the system makes appointments, posts meetings, and how the advisory committee reports to the library system board. Include a list of any additional system planning documents with the period covered and attach any planning documents which have not previously been provided to the Division:

A committee of the ALS member library directors serves as the advisory committee for the Arrowhead Library System Board. Besides physical postings, meeting packets are also posted on the ALS website, <https://test.als.lib.wi.us/site/services-for-libraries-boards/library-directors-meeting/>. A member of the Librarians' Committee is elected to serve as an ex-officio member of the ALS Board and as part of the Board agenda reports to the Board monthly. Two other members of the Librarians' committee, the directors of the Hedberg Public Library and the Beloit Public Library also serve as ex-officio members of system Board. Beginning in January of 2020, ALS will resume the strategic planning process with WiLS facilitating.

ASSURANCES

The following plan and compliance document provides assurance that your public library system intends to comply with all statutory requirements for public library systems for calendar year **2020**. Indicate, with a check, your system's intent to comply with each system requirement and provide the requested information under each system requirement.

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

Membership Agreements

- ☒ Wis. Stat. § 43.24(2)(a) Written agreements that comply with Wis. Stat. § 43.15(4)(c)4 with all member libraries.
- ☒ The system will provide a sample copy of the agreement with a list of all members signing and the dates signed to the Division by January 15. (The system does not need to file multiple copies of the same agreement; only a sample copy of each type of agreement is necessary.)

If the system is providing the sample copy and list of members signing through a publicly available webpage, provide the URL here:

Resource Library Agreement

- ☒ Wis. Stat. § 43.24(2)(b) Backup reference, information and interlibrary loan services from the system resource library, including the development of and access to specialized collections, as evidenced by a written agreement with that library.
- ☒ The system will provide a signed copy of the resource library agreement to the Division by January 15.

If the system is providing the resource library agreement through a publicly available webpage, provide the URL here:

Reference Referral, Interlibrary Loan, and Technology

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

List ongoing activities related to this requirement:

The system maintains an Office & Interlibrary Loan Manager to assist member libraries with difficult interlibrary loan requests.

The Resource Library also provides staff to assist with reference questions and maintains records of these requests. Reports are made to the Arrowhead Library System on an annual basis by the resource library of these reference request statistics.

ALS, along with the Lakeshores and Kenosha County library systems, is a member of the SHARE consortium. SHARE provides a shared catalog and ILS to its members which facilitates the exchange of materials between the member libraries.

ALS also has both ILS support and Network/IT support agreements with the Lakeshores Library System (LLS) which facilitates ILS and technology support and enables IT cooperative purchasing. Currently both ALS and LLS member libraries are on the same Wide Area Network (WAN) which is administered by LLS.

Indicate new or priority activities relating to this requirement for the plan year (if none, indicate so):

In order to increase efficiency for resource sharing and delivery within SHARE, ALS is planning on initiating an RFID tagging project in 2020. The goal is to RFID tag as many member library collections as possible.

Inservice Training

- ☒ Wis. Stat. § 43.24(2)(e) Inservice training for participating public library personnel and trustees.

The Division interprets inservice training to incorporate a range of in-person and virtual continuing education opportunities.

List ongoing activities related to this requirement.

Arrowhead has set aside funding for inservice training. With only seven member libraries ALS has found collaborating with other systems to be a more efficient way to utilize budgeted funds. Currently ALS collaborates with the South Central Library System (SCLS) and is a member of the Southeastern Wisconsin Continuing Education (SEWICE) consortium. Arrowhead is also a cosponsor of the "Wild Wisconsin Winter Web Conference" and "Trustee Training Week." In 2016, Arrowhead started offering scholarships to help library staff attend distant CE training activities.

Indicate new or priority activities relating to this requirement for the plan year (if none, indicate so):

Homeless populations in the Library

Identify the names and email addresses of continuing education staff employed by the system for continuing education services:

Arrowhead Library System Director, Steven Platteter (platteter.steve@als.lib.wi.us) is the inservice training/CE coordinator for ALS. ALS Youth Services consultant Jeni Schomber (jschomber@beloitlibrary.org) coordinates youth services related

ASSURANCES (cont'd)

continuing education opportunities.

If the system contracts with another system or entity to plan and conduct continuing education services, list that system or entity and provide a link to, or copy of, the current agreement:

Arrowhead contracts with the South Central Library system in regard to CE activities which includes in library crisis prevention training. ALS is also a member of the Southeastern Wisconsin Continuing Education (SEWI CE) consortium and a cosponsor of the "Wild Wisconsin Winter Web Conference" and "Trustee Training Week." ALS has entered into a ILS support agreement with the Lakeshores Library System which facilitates SHARE related ILS training.

Delivery and Communication

- ☒ Wis. Stat. § 43.24 (2)(fm) Electronic delivery of information and physical delivery of library materials to participating libraries.

List ongoing activities related to this requirement. *For physical delivery reference resources, personnel, and vendors.*

ALS provides five day a week delivery to each of its member public libraries. For this service Arrowhead employs three part time drivers: Gordon Odegaard, Ron Oberle and Mike Willger. ALS pays for state-wide delivery service, through SCLS, 4 days per week. To facilitate resource sharing with other SHARE members, ALS provides a five day a week delivery run to the Lakeshores Library System delivery hub in Elkhorn through a contract with Koene Courier Service. In addition ALS provides delivery service to Beloit College, Blackhawk Technical College, Beloit Schools, Janesville Schools, Evansville Schools and Parkview Schools as well as the Wisconsin School for the Blind and Visually Impaired.

ALS also provides email services for five of its seven member libraries. ALS also provides five email lists for use by member library staff. The Hedberg (Janesville) and Beloit Public Libraries maintain their own mail servers. The ALS electronic Newsletter, the "Monthly Memo," is not only highly regarded locally but also statewide.

Indicate new or priority activities relating to this requirement for the plan year (if none, indicate so):

The SHARE sorting hub will most likely be moving from Elkhorn to Racine sometime in 2020 and Arrowhead will make arrangements in kind. ALS still intends to contract with Koene Courier Service for this delivery run.

Service Agreements

- ☒ Wis. Stat. § 43.24(2)(g) Service agreements with all adjacent library systems.
- ☒ The system will provide a copy of the agreements to the Division by January 15. The agreements with adjacent systems – including consulting agreements, consortium agreements, etc. – must include a list of all systems signing the agreement.

If the system is providing the service agreements through a publicly available webpage, provide the URL here:

If the system is providing the service agreements through a publicly available webpage, provide a brief description of the types and number of agreements here:

	ASSURANCES (cont'd)	
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Other Types of Libraries

- ☒ Wis. Stat. § 43.24(2)(L) Cooperation and continuous planning with other types of libraries in the system area, which results in agreements with those libraries for the appropriate sharing of library resources to benefit the clientele of all libraries in the system area.
- ☒ The system will have agreements with other types of libraries, or if the system participates in a cooperation agreement with a multitype organization to meet the purposes of this goal, there is established a clear link between the system and the individual members of the multitype organization. The system will provide a copy of the agreement with a list of all signing libraries to the Division by January 15.

If the system is providing the agreements with other types of libraries through a publicly available webpage, provide the URL here:

If the system is providing the agreements with other types of libraries through a publicly available webpage, provide a brief description of the types and number of agreements here:

Library Technology and Resource Sharing Plan

- ☒ Wis. Stat. § 43.24(2)(m) Planning with the division and with participating public libraries and other types of libraries in the area in regard to library technology and the sharing of resources. By January 1, 2000, and every fifth January 1 thereafter, the public library system shall submit to the division a written plan for library technology and the sharing of resources.
- ☒ The system will provide the current plan for library technology and resource sharing to the Division by January 1, 2020. See [the Library System Technology and Resource Sharing plan webpage](#) for more information.

If the system is providing the current technology and resource sharing plan through a publicly available webpage, provide the URL here:

Is the plan current and comprehensive for the technology and resource sharing services the system provides?

- ☒ Yes, the library system technology and resource sharing plan is current and comprehensive for the technology and resource sharing services the system provides.
- ☐ No, the library system technology and resource sharing plan is not current or comprehensive for the technology and resource sharing services the system provides or will provide.

If no, describe what the system has added, changed, or eliminated from the plan in effect (and describe how the changes were reviewed with member libraries and approved by the system board):

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

Arrowhead intends to continue and expand its technology collaborations with LLS in 2020.

Professional Consultation

- ☒ Wis. Stat. § 43.24(2)(h) Professional consultant services to participating public libraries.

Identify consultants, specific service areas, and related activities. If the consultant is employed by a member library, indicate the library and the consultant's title:

The Arrowhead Library System provides consulting in inclusive services, administration, public information and promotional materials, and certification. ALS Director, Steven Platteter, handles administration, inclusive services, continuing education, certification and some technology consulting. Public Information Coordinator, Tovah Anderson is responsible for public relations consulting, the ALS newsletter "the Monthly Memo", some outreach and the creation of promotional materials. Office & ILL Manager, Anita Schultz specializes in interlibrary loan, jail and nursing home outreach, and the ALS delivery network. Youth Services consulting is handled by contract with the Beloit P L, currently BPL Head of Library Services, Jeni Schomber serves as the ALS Youth Services Consultant. General technology consulting is currently handled under an agreement with Lakeshores Library System.

Indicate new or priority activities relating to this requirement for the plan year (if no change from current year, indicate None):

Youth Services consulting will continue through contract with Beloit Public Library.

ASSURANCES (cont'd)**Inclusive Services**

- ☒ Wis. Stat. § 43.24(2)(k) Promotion and facilitation of library service to users with special needs.

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

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

A major focus will be made at educating member libraries and their boards in regards to DPI's "The Inclusive Services Assessment and Guide For Wisconsin Public Libraries". In addition ALS intends to host a "Homeless Populations in the Library" workshop for member library staff.

Other Service Programs

Wis. Stat. § 43.24(2)(i) Any other service programs designed to meet the needs of participating public libraries and the residents of the system area, as determined by the public library system board after consultation with participating public libraries.

List each "other" service program individually with ongoing activities and new or priority activities for the plan year under each program. For instance, if the system provides a bookmobile service program, list ongoing activities and new or priority activities for the bookmobile program. (Do not lump miscellaneous activities under a single "other" program.)

Arrowhead maintains a public information coordinator to produce promotional information about library services, special programs, youth and adult ongoing programs, brochures, website design, SHARE, computer classes and other activities in the libraries. The promotions include a 5-day-a-week radio announcement about library programs and services, news releases to local media, bookmarks, posters, brochures, and a booth at the Rock County Fair. This position provides service to all seven ALS member libraries. Budget for this program is included in the Public Information line of the Annual Program Budget.

Administration

- ☒ The system will not expend more than 20 percent of state aid received in the plan year for administration.
- ☒ The system will submit the 2019 system audit to the Division no later than September 30, 2020.

Budget

- ☒ The system completed and included the budget by service program category and fund source for the plan year ([see guidelines](#)).

COLLABORATIVE ACTIVITIES

Summary of Activities Briefly describe collaborative activities with other libraries, public library systems, and other organizations. Exclude services and activities listed in the system's 2020 resource library contract.

2020 marks the the third year of the Arrowhead Library System's largest collaboration to date, becoming a member of the SHARE Consortium. SHARE is a partnership of the Arrowhead, Lakeshores and Kenosha County Library Systems providing a shared catalog and ILS to 24 public libraries and one school district library. The new combined SHARE catalog features approximately 2,150,000 items and provides improved functionality, for both patrons and library staff, over Arrowhead's previous ILS, RockCat.

Joining SHARE also opened up other collaborative possibilities, ILS support and Network/IT support agreements with the Lakeshores Library System which facilitates ILS and technology support and enables IT cooperative purchasing. Currently both ALS and LLS are on the same Wide Area Network (WAN) which is administered by LLS. In 2020 Arrowhead and Lakeshores plan on collaborating in a RFID project. There may also be collaboration between the two systems in regard to SHARE delivery.

The Arrowhead Library System is part of the WPLC E-Content buying pool collaboration. The amount each system funds as part of the WPLC buying pool collaboration shares the cost of a digital library platform, provides access to the entire multi-million dollar collection already in the digital library and will purchase more than \$1,207,500 worth of new content in 2020.

In regards to Continuing Education, Arrowhead LS intends three collaborations. First ALS intends to continue its contractual collaboration with the South Central Library System (SCLS). Second ALS intends to continue its membership in the SEWI CE consortium. Finally The Arrowhead LS will remain a cosponsor for the Wild Wisconsin Winter Conference and Trustee Training Week. These collaborations makes available to ALS member library directors and staff a wealth of CE opportunities. These opportunities include face to face programs, webinars and in the case with SCLS, customized crisis prevention programming.

As part of its early literacy/1000 Books before Kindergarten projects, Arrowhead continues two collaborations. The first collaboration, with Bridges Library System, developed out of the LSTA project "Accessible Early Literacy" in 2016. ALS was looking for a 1000 Books before Kindergarten App at the sametime as Bridges was looking to develop their 1000 Books App Version 2, which would incorporate many of the feature ALS was looking for. The collaboration was natural and the ALS project funded the incorporation of Spanish into the App. When Arrowhead began its 1000 Books before Kindergarten project in 2014, it found many potential community partners in western Walworth County. This led to discussions with the Lakeshores Library System. Lakeshores helped ALS automate its MailChimp based notification system which works with the 1000 Books patron database that ALS had developed.

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

Activity	Amount
1. Share Consortium with Lakeshores & Kenosha County library systems	\$50,000
2. ILS/network/IT support agreements with Lakeshores Library System	\$60,000
3. RFID project with Lakeshores Library System	\$20,000
4. WPLC/Econtent Buying Pool	\$1,178,278
5. Continuing Ed agreement with South Central Library System	\$1,000
6. SEWI CE Consortium	\$11,835
7. Wild Winter Web Conference/Trustee Week	\$4,500
8. 1000 Books before Kindergarten App with Bridges Library System	\$7,850

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

Activity	Amount
9. 1000 Books before Kindergarten MailChimp automation with Lakeshores Library System	\$2,500
10.	
Cost Benefit Total	\$1,335,963

CERTIFICATION

WE, THE UNDERSIGNED, CERTIFY that to the best of our knowledge, the information provided in this document and any attachments is true and correct, and that the system will be in full compliance with all applicable provisions of Chapter 43 of the Wisconsin Statutes for the year 2020.

Name of System Director	Signature of System Director ➤	Date Signed Mo./Day/Yr.
Name of System Board President	Signature of System Board President ➤	Date Signed Mo./Day/Yr.

FOR DPI USE LIBRARY SYSTEM PLAN APPROVAL

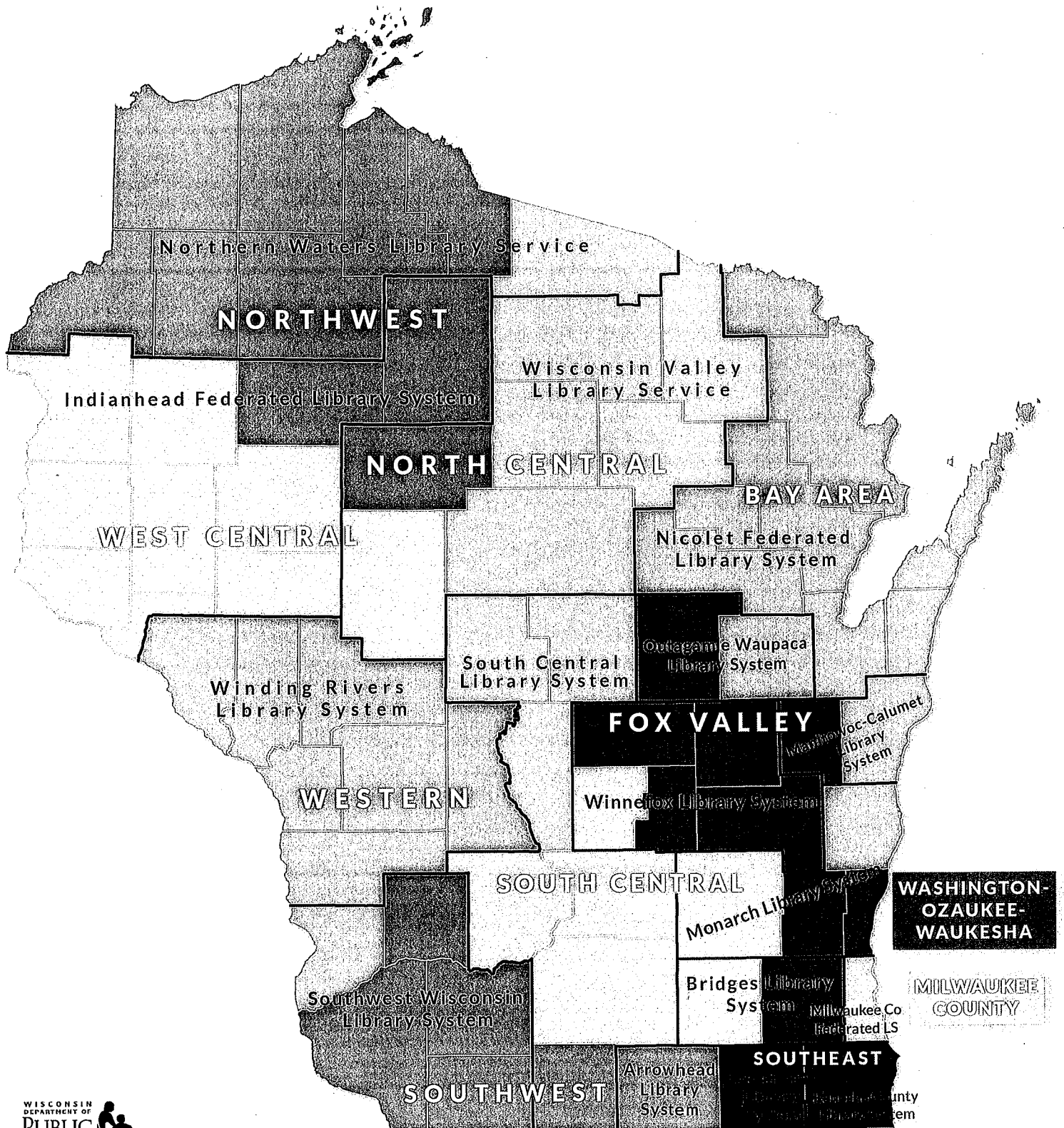
Pursuant to Wis. Statutes, the plan contained herein is: ☐ Approved ☐ Provisionally Approved See Comments. ☐ Not Approved See Comments.	DLT Assistant Superintendent Signature ➤	Date Signed Mo./Day/Yr.
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Comments

PUBLIC LIBRARY SYSTEM 2020 ANNUAL PROGRAM BUDGET					
Program	2020 Public Library System Aid	System Aid Carryover and Interest Earned	Other State and Federal Library Program Funds	All Other Income	Total
Technology, Reference, and Interlibrary Loan*					
1. ALS Technology	\$55,792	\$60,000			
2. SHARE ILS & Support				\$156,461	
3. Resource Contract (no OD)	\$35,000				
4.					
5. Electronic Resources	\$30,000			\$94,193	
Program Total	\$120,792	\$60,000	\$0	\$250,654	\$431,446
Continuing Education and Consulting Service*					
1. Continuing Education	\$18,875				
2. Consulting	\$14,876				
Program Total	\$33,751	\$0	\$0	\$0	\$33,751
Delivery Services	\$88,383	\$20,000		\$6,103	\$114,486
Library Services to Special Users	\$16,876			\$2,000	\$18,876
Library Collection Development	\$15,244				\$15,244
Direct Payment to Members for Nonresident Access	\$14,876			\$1,113,408	\$1,128,284
Direct Nonresident Access Payments Across System Borders	\$14,876			\$73,534	\$88,410
Library Services to Youth	\$24,876				\$24,876
Public Information	\$110,839				\$110,839
Administration	\$27,307	\$6,050		\$1,800	\$35,157
Subtotal	\$313,277	\$26,050	\$0	\$1,196,845	\$1,536,172
Other System Programs					
1.					\$0
2.					\$0
Program Total	\$0	\$0	\$0	\$0	\$0
Grand Totals	\$467,820	\$86,050	\$0	\$1,447,499	\$2,001,369

* These programs may be divided into subprograms at the discretion of the system. If choosing not to use subprograms, enter amounts on line 1.
Line 5 is reserved for the amounts budgeted for electronic resources (see program budget guidelines).

Wisconsin **Library Systems** & WORKFORCE DEVELOPMENT Regions



Full Proposal Outline

Statement of Broad Need The 21st Century Librarian is required to wear many hats, including acting as front-line support for the unemployed and underemployed as they seek to advance their personal goals. As community anchors, libraries are important partners, serving all population segments in familiar hometown locations. The training provided by this grant will empower librarians to supplement the services provided by job centers for residents not requiring in-depth counseling or coaching by professional workforce development staff.

The Director of the Institute of Museum and Library Services (IMLS) wrote in 2014 that "Ninety-six percent of libraries offer online job and employment resources and 78 percent offer programs to help people apply for jobs." This Community Anchors project will ensure that library services are aligned with the workforce system and quickly changing tools.

Improving collaboration and empowering librarians on how to deliberately create a mentor network that formally connects them with local workforce contacts will advance the library practice in Wisconsin. At the height of the recession, a report by the U.S. Impact Study showed that more than 30 million Americans reported using library computers for workforce related needs.

Wisconsin's well-positioned libraries are convenient access points for job seekers, particularly in rural communities. In Wisconsin, there are more than 380 public libraries and more than 80 additional branch locations. Public libraries are organized into 16 public library systems which deliver services and training to libraries. The largest public library in each system is currently designated as a Resource Library. The Directors of the Systems and Resource Libraries comprise the Systems and Resource Libraries Association of Wisconsin (SRLAAW). An approach coordinated through SRLAAW, the Department of Public Instruction (DPI), and the Wisconsin Department of Workforce Development (DWD) will allow local public libraries to supplement the access and expertise of fifty-four (54) Wisconsin Job Centers. Job centers can be large distances from more rural populations and may be difficult for people with transportation challenges to access, while 80% of Wisconsin libraries are in communities with less than 10,000 people. The process will train librarians on how to develop effective mentorship relationships with the 11 regional Workforce Development Boards (WDBs).

The U.S. Employment and Training Administration cited the U.S. Impact Study's usage figure in a May 2016 memorandum that encouraged deeper collaboration between public libraries and the

workforce investment system. This grant project will institute a customized training program designed to improve local and regional economic vitality by increasing access to workforce resources through a collaborative library and workforce system model.

The project will educate librarians across the state through training delivered by local workforce professionals, connect librarians with workforce expertise through deeper partnerships, and implement a shared online portal to disseminate a common workforce services curriculum while tracking outcomes for the effort through a transparent metrics dashboard.

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The continuing education of public library staff in the broad field of workforce development requires the exploration and awareness of the new tools, information, and services that are available to our residents through the regional workforce boards, educational institutions and the DWD. This project will advance librarian's knowledge of basic workforce development services that align with career opportunities in Wisconsin companies and for entrepreneurs.

Our communities and educational institutions are challenged with limited budgets and staffing level limits. This project will develop curriculum that is designed to inform library staff of the tools available to the public to reduce barriers to career or job achievement goals of our residents. This educational opportunity is needed although Wisconsin is experiencing record low unemployment rates because issues remain with the alignment of the existing skills in the workforce and employment opportunities in specific regions that can produce high wage career opportunities, job security and higher individual and family self-sufficiency.

In addition, Wisconsin will be recruiting and training statewide to fill the labor needs of a new company that will be creating over 10,000 jobs in the next five years. Wisconsin residents from across Wisconsin will have the opportunity to participate in the employment demand of this economic development project and the multiple suppliers that will be needed as part of this development project.

The Workforce training modules will be available to all libraries. The Project Manager and the Project Advisory Council will collaborate to determine locations for in-person training and the roles of the Wisconsin Library Association (WLA) and SRLAAW in implementing the project. The expertise and experience of the contractor hired to educate librarians on the roles of WDBs, and the WDBs themselves, will be vital in prioritizing outreach to libraries located in underserved, low to moderate

income regions and rural markets to ensure that the library has full access to information and materials developed as part of this mentoring and continuing education program.

The project will benefit the 380 libraries, the 80 additional branches located in Wisconsin and the 16 public library systems that support the work of public libraries. While Wisconsin is beginning to invest in mobile job centers, these mobile job centers will be in high demand and rotating throughout the state and beyond our state's borders. These centers may work in concert with libraries to provide greater access to workforce services, but will not have the ability to be an ongoing community center.

Through the partnership with the workforce development system, the libraries will be a potential location for workforce development meetings and for dislocated workers to convene. The workforce system would bring in intensive services to support local librarians, which will then allow them to utilize the training from the project modules to support the increased number of library patrons during a very sensitive time in their lives. This collaborative approach will provide a locally-based support system which will be respectful of the sensitivities of residents who may have never needed services of the workforce development system and maybe unaware of the service options available to them.

PROJECT DESIGN

Goal s:

1. Improve Wisconsin's librarians' skills and access to workforce services and systems

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2. Through collaboration, ensure residents of Wisconsin have full access to basic workforce development services regardless of location. 3. Ensure that library systems are a full partner in the workforce development model being implemented in Wisconsin.

Objective 1: Offer continuing education programs in which librarians learn the basics of:

- Workforce development system and the roles of the various workforce partners

- Career exploration tools and systems for youth and adults.
- Unemployment Insurance in Wisconsin.
- Job Center of Wisconsin services and the data tools available to residents, businesses and entrepreneurs.

Objective 2: Create a mentor network to enable true collaboration between librarians and the workforce professionals to support and expand outreach of workforce services at their local library. Continued engagement of public libraries with DWD and regional One Stop Centers, and Workforce Development Boards to ensure that the full resources of all service providers are known and used and robust collaboration continues to achieve the project's objectives.

Outcomes: The success of the Library Workforce Development Training Modules will be determined by the following:

Outcome 1: Develop a strategy for forming partnerships between the library systems and the Workforce Development system to enhance services at local libraries.

Outcome 2: 100% of the Workforce Development Training Modules will be provided to the 16 library systems in Wisconsin that will document improved partnerships, collaboration with the workforce system.

Outcome 3: 80% of the training participants will indicate an increase in skills and confidence that they will apply the skills at their local libraries.

Outcome 4: Partners which may include the organization contracted to train librarians on effective interactions with the WDBs, DWD or other assigned workforce partners, will connect with 100% of the libraries in their region to monitor and measure the interaction with the library network at a minimum of two times annually upon the formation of the Library Mentor Network.

The project has built a partnership with vital partners of the workforce development system in Wisconsin. These partnerships will be expanded as the project curriculum is designed and the Project Advisory Team and project staff design content to fully consider the opportunities and level of services that libraries can effectively implement as a community anchor in the diverse regions of Wisconsin.

By working with the lead state agencies, the regional workforce boards and the library systems, the project risk is minimized. The grant investment will leverage previous investments of federal, state and private dollars to support the library role as community anchors. In fact, the Wisconsin Department of Workforce Development assisted rural libraries in receiving access to internet through

an agreement and infrastructure investment in 2015.

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The project will be designed to take into consideration the high degree of turnover and retirements that are being experienced within Wisconsin's Library System. The project will be sustainable due to the programming being connected to:

- Regional mentorships with the local workforce boards
- Expanded relationships with State Workforce Development professionals.

The library systems will be supported through local personnel changes, by retaining access to a web portal with the training modules available for training as required to support local library staff. Relationships with regional workforce boards and with DWD will ensure new librarians will also have access to job center materials that are designed to support targeted populations of the workforce system. This local connection is to provide immediate access to support services that may be required in between scheduled training opportunities of the workforce development modules. DPI's cloud-based content repository and learning system platform are available to all public library systems, and can be used in implementing the grant activities.

A Project Coordinator will be hired by DPI to be responsible for primary project implementation. The project coordinator will be the person responsible for implementation, but a Project Advisory Council will support the Project Coordinator and monitor the efforts to ensure successful delivery of the project in the timeframe outlined in the grant. The curriculum development will be coordinated with the Project Advisory Council and will combine the expertise of library, workforce development experts with a curriculum consultant to design an impactful series of workforce development training modules.

An organization will be hired by the DPI to educate librarians on understanding how to develop effective relationships with Wisconsin's 11 Workforce Development Boards.

The Project Advisory Council role will be to plan, monitor, and modify project implementation efforts, when barriers are met during the implementation of the project. The members of the Project Advisory Council will include representatives from: DPI, DWD, Wisconsin Workforce Development Association, Wisconsin Library Association, the System and Resource Library Administrator's Association of Wisconsin, University of Wisconsin System, Wisconsin Technical College System, and the Great Lakes Education and Training Association.

Each of the training modules developed through this grant will be designed to address common questions and services a potential library patron may have, based on data collected through the workforce development system. In addition, special examples or case studies will be incorporated for community populations, such as veterans, unemployed, English as a Second Language and individuals with disabilities to ensure that librarian staff feel confident with their ability to serve as a reference resource.

- **Training Module One – Workforce Development Boards Roles and Responsibilities** This program will be delivered by an organization contracted to educate librarians on the roles, responsibilities and resources available through the regional WDBs to ensure the formation of mentor relationships between the libraries and the WDBs located in the same region of the state.

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This module will be designed to allow for distribution of the curriculum to other library systems, regions and states. This curriculum will incorporate handouts and tools to help the library staff deal with special populations and common workforce development requests.

- **Training Module Two - Career Planning and Resume Development** and will be provided by the Department of Workforce Development (DWD). The resume development component will ensure library staff understand and can navigate the resume builder features within the Job Center of Wisconsin (JCW) web site. This module will be focused on exploring and explaining the different tools from the educational institutions that are related in the Inspire, Career Cruising, Internship and other tools available to libraries for skill advancement and career planning. This module will have two on demand video instruction versions, one developed for librarians to send patrons and one specifically for library staff.
- **Training Module Three - The Basics of Wisconsin's Unemployment Insurance System** The Wisconsin DWD will serve as the trainer of this curriculum. The DWD has existing on- demand video explaining the unemployment insurance process for their workforce partners. The curriculum will be modified for library staff to provide more general guidance to existing and new unemployment insurance participants. This training module will be customized to the State of Wisconsin and the content is unlikely to have transferability to other states. However, the system delivery will be a model that can be replicated. The module will be developed for on- demand delivery to provide access and refresher information to library staff. Based on feedback during the

pilot of this session, a webinar format maybe developed to address specific questions.

• **Training Module Four – Job Center of Wisconsin and Labor Market Research Tools** This training module will assist library staff in navigating the various tools available to job seekers, entrepreneurs and business owners in locating data to help make informed decisions. The session will focus on mastering the basic features of the JCW portal, while also expanding the depth of research in data collection and the appropriate tools for gathering specific information. This session will develop a “How-To” reference guide to assist in the locating common data sought by potential library patrons. This session will be a webinar format with a portion of the content being developed into common data search videos to show new patrons the functions and features of JCW tools. This module will empower library staff to conduct regional and locally-focused research that will aid community members seeking job opportunities and entrepreneurs and business owners seeking data to explore business opportunities.

Prior to the implementation of each training module, an assessment method will be developed to document staff proficiencies in the training. The goal of these assessments will be to ensure that the librarian staff are meeting the Performance Measures from the IMLS:

1. My understanding has increased as a result of this training/program
2. My interest in this subject has increased as a result of the training
3. I am confident I can apply what I learned in this program/training.

The training modules will be piloted in year two of the grant for refinement. Based on the results of the proficiency tests, the training modules will be modified prior to launching the curriculum to all of libraries in Wisconsin. Upon completion of this stage of the project, the digital learning objects developed will be shared with IMLS and COSLA sponsored Continuing Education Connectors network.

The Workforce Development project will be implemented over a three-year period to ensure that the design and alignment of the curriculum is connected to goals of SRLAAW and the changing workforce development tools in Wisconsin. The project budget is \$245,000 to incorporate all aspects of program development and the implementation of training and the development of a mentoring

network between the regional workforce development organizations and libraries.

In Year One, DPI, the grant recipient, will convene the Project Advisory Council. This Project Advisory Team will be involved in the recruitment and selection of the Project Coordinator and the organization to be contracted to educate libraries on effective interactions with the WDBs. The Project Advisory Council will formalize an outline of the course content, so that during the selection of the Project Coordinator, the background needed for a successful project is more clearly defined.

In Year Two, the grant will focus on training librarians on strategies for developing effective relationships with the WDBs and participating in creation of the Workforce Development/Librarian Mentor Network in concert with the development of the curriculum for the four modules. These two tasks will be developed simultaneously to ensure that the library and workforce development staff will have interactions aligned to ensure the Mentor Network will be a valuable tool on the specific topics being of a librarian patron are beyond the scope of the community anchor training modules. Mentor relationships will be managed by the regional workforce organization or the Job Center staff based on capacity of the organizations in each region.

During the curriculum development process, the Project Coordinator will collaborate with the Project Advisory Council to implement a "Train the Trainer" strategy for Modules One, Two and Four. These sessions are developed to support the Library System efforts in advancing consistent training and local support of their staff. Since the sixteen library systems and the eleven workforce areas do not have common borders, it is important that the curriculum provides flexibility in development, due to different service providers and workforce structures existing in each workforce region.

The Project Advisory Council will develop a dashboard tied to the goals, objectives and outcomes of the grant. This dashboard will also include project timelines and key performance measurements. Upon implementation of the training, the proficiency tests will be reviewed by the Project Advisory Council to ensure that the outcomes are consistent with the intent of the project. If the training modules are not meeting expected outcomes, the training modules will be modified.

The Project Advisory Council includes the Great Lakes Education and Training Association, which will be the organization to share results with Midwest organizations. In addition, the Wisconsin Library Association and DPI will share the results of the training and the web site portal with their partners across the nation.

The ability to have field-wide reach and impact will be possible by documenting the skills and the reference information that are being incorporated into the Training Modules. Training Modules will require customization by each state, due to the differences in workforce development systems and services.

The Project Advisory Council formation of partners will be formed to build consensus on the content and the appropriate level. The project coordinator will incorporate topic experts and local librarians in curriculum design and to ensure it is effective for patrons of the library. The topic experts in concert with the project coordinator will develop needed support materials to ensure the local librarians will have reference tools necessary for high library patron satisfaction.

Library staff are often looked to as part of the community's leadership structure. Their experience with elected leaders, community businesses and organizations, educational institutions and a wide familiarity with community members will bring critical connections to the workforce system. Library staff will be able to promote the collaborations to answer unfilled service needs within their community.

Access to Workforce Development Information and Materials will be made available through the training modules. The public libraries will be able to provide information resources equitably to all library users regardless of format, technology or delivery methods. This access insures that community members, no matter their financial means, share access to the wealth of resources available to and through the workforce system. While all services won't be available through the library, the patron with special requirements will be served through the mentor relationship and referrals to appropriate workforce partners.

Libraries work with educators, government officials, organizations, businesses and agencies in partnerships to ensure that all library users have the information needed to make informed decisions. By connecting community members with the right resources and reliable information, made possible through this project's curriculum, libraries will expand their strong web of services for underserved populations.

Diversity and Inclusion Plan: Wisconsin public libraries are community anchors that serve the role of making their residents full participants in the local, regional and national economy. The project will consciously take on efforts that enhance opportunities of underserved urban and rural populations. It is the role of the workforce development system to advance efforts in aligning workforce training efforts with the needs of the future needs of the economy.

The Wisconsin Workforce Development system tracks interactions with the residents that need assistance with various workforce resources. This effort shows the demand by area residents that can access the Job Centers of Wisconsin. Through the curriculum of this collaborative project, several target populations will be more effectively served by the libraries across Wisconsin. These are not the only populations that will benefit but have been summarized due to the potential traffic to the library and making it the destination for life-long learners.

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Youth The regional Workforce Development Boards/Job Centers and public libraries provide valuable services to their local regions and communities. When it comes to serving middle school and high school youth, however, their services are not readily seen. In fact, they are more necessary now than ever before, due to the high demand on career counselors within the school districts.

In Wisconsin, Academic and Career Planning (ACP), known nationally as Individual Learning Plans, are now required of all students in grades 6-12. Specifically, the ACP mandate requires that students have access to school programming and activities, as well as, an electronic platform, to do career exploration and planning for personal postsecondary goals. The funding was made available for students to access and use a software system and provide a platform for tracking life-long learning. With an average school counselor to student ratio of 1 to 425 in Wisconsin, schools need support from their local communities (libraries) to help realize the promise and intent of well-developed and delivered career development to in-school youth.

The connection of the school to local public libraries, often the centers of many small, rural communities, in partnership with the expertise provided by workforce staff, can be leveraged to support not only overburdened public schools, but also adults for more integrated and seamless career development support. These linkages aligned with Workforce Investment Opportunity Act (WIOA) Career Pathways State Plan and the state's K12 ACP requirements can provide the additional expertise required to continue to build programming for life-long planning and learning for both students and adults.

Wisconsin is also implementing specific web sites tied to internships that are connected to a variety of educational institutions. It is critical that the youth are fully aware of the opportunities that match their interests regardless of location. This effort will be addressed in Training Module Two focused on Career Exploration and Resume Development. Unemployed and the Underserved in Rural and Urban

Communities The Job Center of Wisconsin web site (JCW) is the lifeblood of the providing access to assistance for the unemployed across Wisconsin. This demand is seen across Wisconsin with unemployment insurance assistance sought by over 41,000 residents in 2017. In the most rural portions of Wisconsin, where the access to job centers are more remote, the number of requests were 7,873. The individuals are seeking assistance in the filing of their claims or documenting their weekly job searches.

The Job Center Network and the Workforce Boards provide more comprehensive services but building awareness of the services is often a challenge. In 2017, the total number of users at job centers seeking access to the Job Center Resource Room activities was 243,217. The services offered by the room are diverse, but can include the following activities that libraries and librarians can support in their role as a community anchor: access to internet for job searching and employment applications, photo copier, printing of job search materials; cover letters, resumes, applications, assistance with JCW registration, assistance with basic unemployment questions and work searches, referrals to community partners for specific assistance individuals may need – travel assistance, food banks, and emergency housing.

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Wisconsin Department of Public Instruction

Due to the rural nature of Wisconsin, the local library with its internet connection and computers are serving as local job centers.

English as Second Language The Wisconsin population is becoming more diverse and the number of non-English speaking residents living and working in rural and underserved regions of urban communities is in-demand. The rural community's need for migrant workers to serve the agriculture related industries, from the vegetable fields of central Wisconsin to the statewide dairy industry, has been documented through the current national immigration policy discussion. In 2017, the Job Centers of Wisconsin provided bilingual services to 4,868 individuals. As a community anchor, the libraries will not be expected to provide these services but will be a location for distribution of materials to assist this population in finding the services that are required. This effort will help leverage the equal opportunity requirements that each of the regional workforce boards manage as part of being recipients of federal funds.

Veterans Wisconsin is dedicated to advancing veterans employment options and have specific programs to assist in the training of these individuals. Building awareness of these programs and

options is critical to ensuring that services are quickly aligned with the needs of the veteran.

Since the Job Centers will remain the primary location of customer service, the needs of the customer populations will be monitored through the various agencies dedicated to serving these populations. The Project Coordinator will work closely with agency and workforce staff to ensure that customer feedback from the job center locations are incorporated into the librarian training modules. If a clear consensus is not gained from the customer feedback, the Project Coordinator will enlist the help of the workforce boards to conduct focus groups of select populations to understand any regional differences to the services or information sought by the patrons of the statewide workforce system.

After the development and implementation of the Workforce Development Training Modules, the library systems, in their role as community anchors, will help ensure that individuals are not left out of economic opportunities that maybe viable based on their skills and their ability to relocate. The library staff are already a critical community partner by providing access to statewide job opportunities promoted through the Job Center of Wisconsin web site and the potential training resources of the regional educational institutions and their local workforce boards. This training will ensure that the library patron will be effectively served and referred to appropriate services that are being developed to address barriers that impact the limited economic opportunities of Wisconsin residents.

Broad Impact Through the partnerships formed in the project, the local librarians will have a greater awareness and become a greater resource to the patrons of the library system and the workforce system. Their expertise will assist library patron's ability to navigate the sometime confusing services available to them and their community. The changing services are also difficult for community members to monitor and track. With the implementation of the career counseling platform by Wisconsin, it is critical that the local librarian be fully informed and engaged in the efforts for effective career planning.

The skills of the library staff will be able to assist in referrals to workforce agencies by:

- Mentors with the Workforce Boards will ensure that the librarians will have a point of contact for their questions.
- Awareness of and access to new tools and data that can assist residents, businesses and elected officials in planning. The library will also have access to a mentor, a point of contact,

when an in- depth question is asked by the patron.

The librarians will now have access to better reference materials to help library patrons navigate the workforce tools. If a patron seeks specific services, the Mentor Network will allow the librarian to refer the patron to an experienced workforce professional to help address the specific needs of the individual in the community. This level of partnership and collaboration will help expand the confidence of the library staff. The curriculum will be designed to have librarians serve as a workforce resource, with access to a mentor for difficult questions or for patron referrals

The skills of the librarian will expand to better support and provide leadership to support the needs of the unemployed and other populations. The curriculum modules can be distributed regionally and nationally to share as a foundation for customization by each state to their specific system. The baseline information in modules will be consistent, but the tools will need to be customized by each state. The local library system will be able to share the best practices with each of their partners.

The development of the curriculum for each training module will involve entities that are part of federal and or state programs and understand the common program regulations. This will be a vital part of ensuring that the programming design will allow customization of the common federal and state rules. During the development of the curriculum, the project coordinator will contact key partners with progress updates and for feedback on adaptability of content to other regions, populations and audiences.

There will be notations in the curriculum of sections that will require customization by other entities. For example, the common features of the American Job Center will be incorporated, while the unique tools of the internship portal in which Wisconsin is an early entrant will be outlined for the benefit of future adaptability by other institutions. An instructor's guide will be developed for the "Train the Trainers" which will allow other entities to customize the curriculum for their purposes.

Assessments of each training module will be conducted using either a simple survey or a more detailed test developed with input from the Project Advisory Council. Performance measurements will be tied to each of the modules and the common questions of the library patron. The project curriculum will be retained by DPI on their web site portal with the curriculum.

The members of the Project Advisory Council will bring resources to sustain the collaboration beyond the scope of the grant. These results will be sorted by Library system to monitor if the priorities for geographic (rural) and special populations are being advanced.

