

Technology and Resource Sharing Plan: 2017 - 2020
Nicolet Federated Library System
Approved February 14, 2017

Introduction

Mission Statement

NFLS provides member libraries cost effective and efficient access to resources, support, and expertise, resulting in vibrant community resources that better serve their patrons.

Vision Statement

NFLS will be a visionary, adaptable, and member-focused organization that facilitates and encourages networking, partnerships and delivering state-of-the-art services to enhance the potential of member libraries.

Background

Section 43.24(2)(m) of the Wisconsin Statutes specifically requires systems to engage in "planning with the division and with participating public libraries and other types of libraries in the area in regard to library technology and the sharing of resources." State required system technology and resource sharing plans are to be submitted at least every five years.

Technology plans required by the federal E-rate program are to cover a three-year period. In order to comply with state library system requirements and federal E-rate requirements, this plan covers a four-year period from January 1, 2017 through December 31, 2020.

While individual libraries must have an approved technology plan to participate in the federal E-rate program and the state-funded TEACH program (which provides subsidized T-1 telephone lines), the state recognizes that approved library system technology plans may be used to fulfill the individual member library requirements. This is true as long as the system plan supports and validates the E-rate eligible services used by the member libraries, and as long as the plan is developed by the system, working in collaboration with the member libraries. The Nicolet Federated Library System Technology and Resource Sharing Plan complies with these specific

requirements, thereby assuring compliance for all member libraries with the federal E-rate program and the state TEACH program.

Demographics

According to the State of Wisconsin Department of Administration Demographic Services Center, which maintains and updates the 2010 Census information for the State of Wisconsin, the 2015 System area population estimates for the area served by the System is 434,503. The service area population details are as follows:

System Population by County

BROWN COUNTY	253,685
Brown County Library Branches: Ashwaubenon, Central (Green Bay) Denmark, Kress Family Library (DePere), East, Pulaski, Southwest, Weyers-Hilliard (Howard) and Wrightstown.	
Oneida Community Library. (This library is an independent legally established library operated by the Oneida Tribe of Wisconsin, Inc., with a branch in Green Earth.)	4,102
DOOR COUNTY	28,175
Door County Library, Sturgeon Bay. Branches: Bailey's Harbor, Egg Harbor, Ephraim, Fish Creek, Forestville, Sister Bay/Liberty Grove, Washington Island.	
FLORENCE COUNTY	4,474
Florence County Library, Florence	
KEWAUNEE COUNTY	20,703
Algoma Public Library Kewaunee Public Library	
MARINETTE COUNTY	41,535
Stephenson Public Library, Marinette Branches: Crivitz, Peshtigo, Wausaukee, Coleman-Pound, Niagara, Goodman-Dunbar.	

MENOMINEE COUNTY	4,244
Menominee Tribal/County Library (College of Menominee), Keshena.	
OCONTO COUNTY	38,147
Farnsworth Public Library, Oconto	
Gillett Public Library, Gillett	
Lakes Country Public Library, Lakewood	
Lena Community Library, Lena	
Oconto Falls Community Library, Oconto Falls	
Suring Area Public Library, Suring.	
SHAWANO COUNTY	41,841
Shawano City-County Library, Shawano	
Branches: Bonduel, Tigerton, Wittenberg,	
Birnamwood, Mattoon-Hutchins.	
TOTAL SYSTEM POPULATION	436,906

According to the breakdowns from the 2010 census (the latest figures available), 6,844 residents are African American, 15,217 are Native American or Alaska Native, 22,457 are Hispanic, and 8,277 are Asian/Pacific Islander, with "other" races totaling 3,413 residents. Of the eight counties that comprise the Nicolet System service area, only Brown County is considered an urban area, according to the Census Bureau. The System service area covers approximately 5,000 square miles. Brown County is the largest county in the system, with 255,376 residents. Menominee County and Florence County are the two smallest, with populations of 4,244 and 4,474 respectively.

There are approximately 206,748 registered library users in the System, which is just over 47% of the System population. In 2015, System member libraries circulated 3,235,974 items. This equals approximately 16 items per registered borrower, or just over 7 items per resident of the System area. NFLS member libraries added 91,914 volumes to their collections in 2015. Volumes owned, including books, audio, video and DVD titles were 1,050,500, or nearly 2.5 items per resident. All the NFLS member libraries have their usage statistics generated either from the Innovative Interfaces "InfoSoup" automation system of OWLSnet (the joint NFLS/OWLS automation system), or from Sirsi Dynix, the automation system utilized by the Brown County Library. NFLS and OWLS continue to work collaboratively on a variety of other projects benefiting their member libraries.

Two of Wisconsin's five tribal libraries are members of NFLS.

Development of Services

The following is a brief list of some of the technology services and resource sharing activities sponsored or supported by NFLS. More details on the activities and services will be found later in this plan.

- Collaboration with OWLS on the OWLSnet automation project.
- Support for additional online databases from a variety of vendors to support member library patron information needs.
- Support for Wisconsin Public Library Consortium activities (NetLibrary electronic books, OverDrive digital audio titles, and digital video titles).
- Consulting services by NFLS staff in various technology areas.
- Development of technical training for member librarians.
- Financial support for continuing education activities and attendance at national conferences.
- Payment of WisCat ILL fees so that all member libraries may participate.
- WisCat ILL training and database training offered to all member librarians.
- Contracting for web site service and support for member libraries through local providers.
- Contracting for web hosting services and website registration through national providers for all member library websites.
- Technology support, including hardware and software repairs and updates as well as on-call assistance by the NFLS staff Information Technology Coordinator.
- Coordination of hardware and software acquisitions/replacement for member libraries.
- ILL and second level reference services provided to member libraries.
- Delivery services to all member libraries and between OWLS and NFLS through a contract with a courier service.
- Contract with the South Central Library System for statewide delivery.

Nicolet has worked to facilitate resource sharing between its member libraries since its inception 40 years ago. In 1994 and 1995, Nicolet developed a plan to initiate an automation project called NICNET, which would have involved all its member libraries. However, when the Brown County Library withdrew from the project in order to pursue its own automation project, the Outagamie Waupaca Library System (OWLS) made a proposal to include the remaining Nicolet libraries in the OWLSnet automation project which OWLS had begun in 1989. NFLS signed an agreement with OWLS in 1995 to cooperate in the OWLSnet consortium in order to provide OWLSnet services to the NFLS member libraries other than the Brown County Library. In 2000, the last of the NFLS member libraries were connected to OWLSnet.

In 2004, work began on the process of migrating OWLSnet to a new integrated library system (ILS). In June 2005, a contract was signed with Innovative Interfaces, Inc. to migrate to a new ILS. Data was migrated to the new system, OWLS staff provided training to the staff at NFLS

OWLSnet member libraries, and a new online catalog, InfoSoup, was developed. NFLS OWLSnet member libraries went live on the new system on February 21, 2006, and public response to InfoSoup has been overwhelmingly positive. Since that time, InfoSoup has received many enhancements. Patron book ratings, reviews, and “My Lists” have been added. Several staff and patron review blogs have been developed, and more booklists have been created. In 2009, a version of InfoSoup for mobile devices, called “InfoSoup To Go” was launched, and a new Job and Career Resources page was developed. Additionally, the InfoSoup Memory Project went live in 2009. This enhancement uses CONTENTdm software to make OWLSnet member library digital collections available through InfoSoup.

Also in 1996, the Brown County Library had awarded a contract to Dynix for a multi-agency shared Integrated Library System (ILS). The system included database management with cataloging and authorities control, circulation and resource sharing and an online public access catalog and acquisitions. The system also incorporated serials control, external databases and community information.

By 2008, the Brown County Library (BCL’s) existing Dynix Integrated Library System (ILS) automation product, Horizon, was no longer being produced or supported, and needed to be replaced. Discussions between the Brown County Library, OWLS and NFLS about the possibility of the Brown County Library migrating to the OWLSnet ILS took place in 2009, but an agreement could not be reached and the Brown County Library SirsiDynix ILS was not migrated to the OWLSnet Innovative system.

The Brown County SirsiDynix system was migrated to the newest version, called Symphony, in 2010. The SirsiDynix system is Z39.50 compliant. Operations performed by the new ILS included updated check-out and check-in, reserves, renewals and overdue notices, fine calculation and payment, the online catalog, acquisitions, cataloging and library card registration. The Brown County Information Services Department provides maintenance and upgrade services for the library ILS. Additional modules including e-commerce have also been installed.

The Innovative Interfaces Millennium software for OWLSnet was replaced by Innovative’s new Sierra software in 2012. Sierra is used to provide circulation control, a central bibliographic database, a central patron database, management reports, an online public access catalog (InfoSoup), overdue and reserve notices, resource sharing, online patron registration, e-commerce, digital signature capture, SMS notification and acquisitions functions to OWLSnet member libraries. The network also provides OWLSnet member libraries with training, cataloging services, technical support, a network library card program, a new materials database, various electronic resources, email service, antivirus and security software, and Internet service.

In 2006, OWLSnet member libraries were migrated to the state’s newly developed BadgerNet Converged Network (BCN), and OWLS doubled its Internet capacity to 9 mbps. The OWLSnet network continues to connect forty-nine public library sites and both system offices. Forty-

eight of these sites are connected directly to the OWLSnet wide area network (WAN) through the BCN. Two sites access OWLSnet resources via the Internet, and Appleton Public Library has a local area network (LAN) connection. OWLSnet has continued to add bandwidth as feasible and affordable to meet the needs of member libraries. OWLSnet has also continued to upgrade routers and switches as necessary at the central site and at member library sites.

Currently, most member libraries connected to OWLSnet via the BCN are connected with 3.0 mbps or 5.0 mbps circuits. One library has been approved for a 10 mbps circuit, and it's likely that others will be approved for 10 mbps in the near future.

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

The Brown County Library and its branches are in a wide area network that is supported by the Brown County Information Services Department through a contract for county-wide service through AT&T. Fiber lines have been installed in many areas of the county to enhance the network, including to most of the libraries. In 2010, the Brown County library moved to a Voice Over I.P. (VOIP) system, replacing the countywide Centrex service.

In response to member library requests, OWLSnet began installing wireless networks in OWLSnet member libraries in both systems in 2007. Currently, forty-two sites make wireless Internet service available to patrons. Also in response to member library demand, OWLSnet began offering SAM workstation management software in 2008. Currently, thirty-seven OWLSnet member libraries are using SAM to manage public Internet computers. Separately, NFLS worked with the Brown County Library to support wireless installation in Brown County Library branches, and contracted with the SAM vendor to install SAM workstation management software in 2009 in Brown County branch libraries.

OWLSnet provides NFLS members with automated library functions, Internet access, and web-based information resources. The Innovative Interfaces Millennium automation system is used to provide circulation control, a central bibliographic database, a central patron database, management reports, an online public access catalog (InfoSoup), overdue and reserve notices via e-mail, resource sharing between all libraries in the consortium, Z39.50 search and retrieval, and acquisitions functions to member libraries. Through the OWLSnet network, member libraries are provided with training, cataloging services, technical support, a network library card program, OCLC updating, a new materials database, supplemental online databases, e-mail service, and antivirus and security software. Web hosting services previously maintained by OWLS for OWLSnet members was discontinued for NFLS OWLSnet member libraries, and NFLS contracted for web hosting and web development assistance for all NFLS member libraries, including the Brown County Library.

Similarly, the Brown County Library provides its branch libraries with automated library functions, Internet access, and web-based information resources; including all of those available through the OWLSnet ILS (InfoSoup), using the SirsiDynix ILS. The Brown County Library SirsiDynix ILS provides circulation control, central bibliographic and patron databases, management reports, and an online public access catalog. A self-check system and telephone notification system are in use. Brown County branch libraries receive training, cataloging services, technical support, a countywide library card program, e-mail service, and antivirus and security software for staff and patron computers. The Brown County Library maintains a close relationship with the Brown County Information Services Department, which hosts the automation server, county web server, and maintains all staff and public PC's and printers.

Each of the Brown County branch libraries is connected to the Internet through the Brown County Information Services Department, which maintains fiber optic lines for most of the libraries. Internet access and e-mail are also handled on a countywide basis through Information Services. The Brown County Information Services Department maintains a contract with AT&T for the fiber optic service, and also contracts for filtering of all county-owned and supported computers. Filtering is maintained through a separate server managed by the Information Services Department.

The development of the OWLSnet consortium has led to an explosive increase in the volume of resource sharing between libraries in both systems. In 2012, 953,344 items were shared among OWLSnet members as a result of placing and filling holds using the ILS. The workload associated with handling this volume of materials has become a significant burden for OWLS, NFLS, and many member libraries. Because the growth of resource sharing had become unsustainable, OWLSnet member libraries voted in 2009 to reduce the maximum number of holds allowed to 15 per patron in order to reduce the dramatic growth in resource sharing among OWLSnet libraries. In 2012, for the first time in OWLSnet history, resource sharing among member libraries decreased, and has continued to decrease somewhat since then. It is likely that this decrease is due to fewer physical items being added to member library collections coupled with the increase in adding to the popular local and WPLC-provided digital collections.

In addition to participating in the OWLSnet shared automation network, NFLS does participate in and sponsor a number of other technology related activities and services. NFLS staff members provide hands on training to member librarians in a wide variety of technology related issues. Staff members also assist member libraries with general ILL and specific OCLC WorldCat, WisCat and BadgerCat training, technology support, and consulting assistance in many areas, as well as providing support for vendors to develop and maintain member library web sites. NFLS maintains a dedicated system web site with links to professional and library related web sites. An NFLS staff member also maintains a general blog for librarians called "NicBits" (<http://nicbits.blogspot.com/>), and one for children's librarians called "Little NicBits" (<http://littlenicbits.blogspot.com/>).

Priorities

With the exception of the Brown County Library, which has the stand-alone SirsiDynix integrated library system, the rest of the NFLS member libraries currently utilize the OWLSnet Innovative Interfaces Sierra Integrated Library System (ILS). OWLSnet's philosophy has been that when libraries become members of the consortium, they make a one-time investment in the infrastructure necessary to be linked to the network. Ongoing expenses to access the telecommunications and ILS services as well as upgrades to computers and printers are paid for by the OWLSnet member libraries. NFLS and OWLS also provide financial support for the OWLSnet consortium. The costs of moving to the OWLSnet integrated library system were an initial one-time responsibility for each NFLS member library that joined OWLSnet. Consequently, it has been viewed as the responsibility of OWLS and NFLS to pay for upgrades to the integrated library system, so that the cost of participating in the ILS is kept affordable for NFLS and OWLS member libraries.

It was also a priority to assist the Brown County Library as it migrated to the new SirsiDynix Symphony system. Although discussions regarding the feasibility of Brown County joining the OWLSnet consortium did not lead to migration to OWLSnet at this time, the issue will be revisited in the future the next time both automation systems need to be upgraded. Except for the possibility of adding the Brown County Library in the future, there are no current plans to expand the membership of OWLSnet.

NFLS will continue to work in tandem with OWLS, which will provide ongoing development and maintenance of the OWLSnet network infrastructure. This will assure that the OWLSnet consortium will continue to provide up-to-date technology-based services to NFLS and OWLS member libraries. In addition to deploying appropriate network servers and telecommunications equipment, OWLS will attempt to secure sufficient bandwidth to continue meeting the needs of OWLSnet member libraries. This will involve providing necessary information to enable the Department of Administration to plan for the overall needs of the BadgerNet converged network, continuing to monitor the bandwidth needs of OWLSnet member libraries, and securing adequate bandwidth to connect to an Internet Service Provider.

The rapid growth in resource sharing within the OWLSnet consortium has resulted in inequities among the member libraries. There is a small imbalance between OWLS and NFLS, but there are also significant inequities that exist between individual libraries. Several libraries lend significantly more materials to other libraries than they borrow from them, and several libraries borrow significantly more materials from other libraries than they lend to them. It has been a priority for NFLS and OWLS to address the imbalances between the two systems and between specific member libraries.

Planning Environment

This plan was drafted by Mark Merrifield, the Director of the Nicolet System. Elements of the plan related to OWLSnet are also embodied in the recently completed OWLS Technology Plan. In addition, Merrifield met with the NFLS Librarian's Advisory Committee to discuss the draft of the plan. The final draft version of this plan was sent to the NFLS librarians for them to review and submit any additional comments.

NFLS professional staff meets once or twice a month throughout the year, and frequently discuss technology-related issues. NFLS staff members also meet individually with the staff of member libraries. The NFLS Director meets regularly with the Brown County Library Director. NFLS library directors meet six times per year, and technology and resource sharing topics are often discussed at these meetings. In the OWLSnet Consortium, OWLSnet Administrative Advisory Committee (AAC) meetings are also held an average of six times during the year. These provide a forum for the discussion of OWLSnet technology and resource sharing issues. All the aforementioned meetings provide significant input and direction into the development of this plan.

In addition, NFLS supports a multitype consortium, the North East Wisconsin Intertype Libraries (NEWIL), which is an organization of over 35 libraries of all types that exists to facilitate resource sharing in the eight county NFLS service area. Participation in NEWIL provides an opportunity for NFLS to interact with, share the resources of, and develop joint training opportunities for NEWIL member libraries.

This plan was submitted to the NFLS board and adopted on February 14, 2017.

Goals and Objectives

The following goals and objectives apply to all NFLS member libraries, unless otherwise specified. OWLSnet-related objectives are carried out in cooperation with OWLS and apply to all OWLSnet member libraries, i.e., libraries in both systems. NFLS objectives apply only to member libraries of the NFLS system.

- A. To provide services to NFLS and OWLSnet member libraries that help the libraries increase patron access to library and information resources and that help increase the efficiency and effectiveness of library operations.
- B. To further develop NFLS and OWLSnet services in order to improve and enhance the services and information available to NFLS OWLSnet member libraries, Brown County Library (BCL), and their patrons.

- C. To facilitate effective resource sharing among NFLS member libraries and between NFLS libraries and other libraries in and outside the state in order to provide patrons with convenient access to library and information resources.
- D. To provide training and assistance to member library staff in developing or using technology and electronic information resources effectively, and for OWLSnet member libraries, in using services provided by OWLSnet, in order to improve or enhance the services available to library patrons.
- E. To work with the OWLSnet Administrative Advisory Committee (AAC) composed of member libraries from both NFLS and OWLS, to optimize the ongoing governance and operation of OWLSnet.
- F. To engage in continuous study and planning in regard to library automation, resource sharing, and new technologies.

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

Objectives:

1. NFLS will work with OWLS to assure that OWLSnet will continue to provide and support the integrated library system (ILS) software from Innovative Interfaces that offers a variety of functions to members including circulation control, a central bibliographic database, a central patron database, management reports, an online public access catalog (InfoSoup), online patron registration, e-commerce, overdue and reserve notices, resource sharing, acquisitions SIP2 access to third party applications, accessibility and new technology. (2017-2020)
2. NFLS will work with OWLS to assure that OWLSnet will continue to provide statistics, notices and reports to help libraries track items, report circulation, and develop collections. (2017-2020)
3. NFLS will work with OWLS and OWLSnet to explore moving OWLSnet statistics to a dashboard format to increase access to statistics. (2017-2018)
4. NFLS will work with OWLS to assure that OWLSnet will continue to provide and support the network infrastructure necessary for OWLSnet services, including firewalls, servers, telecommunications equipment, data circuits, and software. (2017-2020)
5. NFLS will work with OWLS to assure that OWLSnet will continue to identify and support peripherals that work with the ILS software, including receipt printers, barcode scanners, label printers and signature capture devices, as well as implementing processes that take advantage of these devices. (2017-2020)
6. NFLS will work with OWLS to assure that OWLS will continue to provide Internet services (e.g., web access, and email accounts) to OWLSnet member libraries. NFLS staff will continue to provide training to NFLS member libraries in how to use these services effectively. (2017-2020)

7. NFLS will work with OWLS and Appleton Public Library (APL) technical services staff to monitor and make recommendations regarding OWLSnet technical services processes and support. OWLS and APL cataloging staff will continue to focus on helping OWLSnet member libraries quickly and accurately add new items to the ILS bibliographic database, including creating original records and modifying existing records as appropriate. (2017-2020)
8. NFLS will work with OWLS to assure that OWLSnet will continue to provide access to subscription-based electronic information resources (e.g., Ancestry, Overdrive, Tumblebooks, OneClickDigital) for all network libraries, and to the Brown County Library (2017-2020)
9. NFLS will work with OWLS to assure that OWLSnet will continue to work with member libraries to provide enhanced information resources to patrons via InfoSoup (e.g., digital platform for local history, staff reviews, recently added materials database, booklists, Zinio). (2017-2020)
10. NFLS will work with OWLS to assure that OWLSnet will secure sufficient bandwidth to meet the needs of OWLSnet members by monitoring the bandwidth needs of member libraries, upgrading bandwidth from the BadgerNet converged network, exploring alternative bandwidth sources, and by securing adequate bandwidth to connect to an Internet Service Provider. (2017-2020)
11. NFLS will work with OWLS to assure that OWLSnet applies for appropriate telecommunications discounts that may be available to member libraries through state or federal programs (e.g., E-rate, TEACH Wisconsin). (2017-2020)
12. NFLS will work with OWLS to assure that OWLSnet will continue to provide and support SAM PC management software, or an equivalent management software in OWLSnet member libraries, and with the Brown County Library to support their workstation management software. Alternatives to the SAM PC management software will also be explored. (2017-2020)
13. NFLS will work with OWLS to assure that OWLSnet will continue to provide and support wireless Internet access in OWLSnet member libraries, including providing support for wireless access points and hosting and maintenance for wireless management software. (2017-2020)
14. NFLS will work with OWLS to assure that OWLSnet will continue to provide and support a VPN service to allow OWLSnet member libraries to use the Sierra ILS in locations other than their library buildings. (2017-2020)
15. NFLS will work with OWLS to assure that OWLSnet will, whenever possible, continue to automate reports, notices, and processes to more quickly and efficiently provide services to OWLSnet member libraries. (2017-2020)
16. NFLS will work with OWLS to assure that OWLSnet will continue to cooperate with OWLSnet member libraries, BCL, Recollection Wisconsin, the Wisconsin Public Library Consortium (WPLC), and the Digital Public Library of America (DPLA) to increase access to local and worldwide digitized historical content. (2017-2020)
17. Representatives of NFLS, OWLS, and all OWLSnet member library participants in the shared automation network (i.e., the Administrative Advisory Committee (AAC)), will

meet periodically to discuss the technical and administrative operation of the network. (2017-2020)

18. NFLS will work with OWLS to encourage the Administrative Advisory Committee(AAC), of OWLSnet, to standardize policies, procedures, and practices among the OWLSnet member libraries.
19. NFLS and OWLS will continue to provide consultation and assistance to all OWLSnet member libraries in upgrading computers and other local library hardware. (2017-2020)
20. NFLS will continue to act as the purchasing coordinator for NFLS member libraries wishing to purchase computers, printers and other peripheral equipment, and software from approved vendors. (2017-2020)

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

Objectives:

- 1) NFLS and OWLS, in cooperation with OWLSnet member libraries, will continue to develop and enhance InfoSoup. (2017-2020)
- 2) NFLS will work with OWLS to assure that OWLSnet staff will continue to act as liaison with the ILS service provider, and keep up to date on enhancements, bug fixes and new products. (2017-2020)
- 3) NFLS will work with OWLS to assure that OWLSnet will provide training and support for member libraries to add unique local resources and share them online through 3recollection Wisconsin. (2017-2020)
- 4) NFLS will work with OWLS to assure that the OWLSnet Administrative Advisory Committee (AAC) will continue to assess the desirability and feasibility of implementing additional Sierra software modules or other new services. (2017-2020)
- 5) NFLS will work with OWLS and the Brown County Library to assure that OWLSnet will regularly evaluate current use of online electronic resource subscriptions and make any changes necessary to optimize the use and affordability of such resources. (2017-2020)
- 6) NFLS will work with OWLS to assure that OWLSnet will continue to work with member libraries to explore their participation in the acquisitions module of the Sierra ILS. (2017-2020)
- 7) NFLS will work with OWLS to assure that OWLSnet will regularly replace servers, computer room network equipment (i.e., firewalls, routers, and switches), uninterruptible power supplies, and backup units. (2017-2020)
- 8) NFLS will work with OWLS to assure that OWLSnet will work with the Brown County Library to explore methods for optimizing resource sharing between Brown County Library and OWLSnet member libraries, including future ILS merger plans. (2017-2020)
- 9) NFLS will work with OWLS and the OWLSnet member libraries to evaluate the current Encore Discovery layer and consider alternatives. (2017-2020)
- 10) NFLS will work with OWLS, BCL and OWLSnet member libraries to assure that OWLSnet

and BCL will explore their participation in the acquisition of a Discovery layer that could be used by all parties to provide better access to resources for libraries and patrons of both systems. (2017-2020)

- 11) NFLS will work with OWLS to assure that OWLSnet will investigate adding an authority control service to clean up and standardize existing bibliographic records, and improve authority control on an ongoing basis. (2017-2020)
- 12) NFLS will work with OWLS to assure that OWLSnet will investigate offering a printing solution for public access PC's and wireless devices in member libraries. (2017-2020)

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

Objectives:

- 1) NFLS will continue to encourage the sharing of all local materials in NFLS member libraries with OWLSnet network members, (pursuant to the OWLSnet resource sharing policy), as well as with the Brown County Library. (2017-2020)
- 2) NFLS and OWLS will work together to continue to provide member libraries and their patrons with access to WisCat, BCL and other library catalogs for interlibrary loan activity via InfoSoup and the BCL catalog. (2017-2020)
- 3) NFLS will work with OWLS to assure that OWLSnet will continue to allow patrons to request the interlibrary loan of items by placing holds or sending email messages via the online catalog. (2017-2020)
- 4) NFLS will work with OWLS to assure that OWLSnet will make its Sierra server available as a z39.50 target in order for other libraries to have access to information about member library materials. (2017-2020)
- 5) NFLS and OWLS will continue to monitor resource sharing among OWLSnet members and, if necessary, will implement methods for addressing resource sharing inequities that may exist between systems and libraries. (2017-2020)
- 6) NFLS will continue to subsidize delivery service to member libraries, between the NFLS and OWLS offices, and other libraries statewide for as many as five days a week, in order to expedite resource sharing as much as possible. (2017-2020)
- 7) NFLS and its member libraries will continue to participate in the North East Wisconsin Intertype Libraries consortium (NEWIL) in order to facilitate resource sharing with other types of libraries in the NEWIL/NFLS service area. (2017-2020)
- 8) NFLS will continue to participate in the Wisconsin Public Library Consortium, and will focus on promoting the use of digital audio and video titles, and any other products or services made available through the WPLC partnership. (2017-2020)

Goal D: To provide training and assistance to member library staff in developing or using technology and electronic information resources effectively, and for OWLSnet member libraries, in using services provided by OWLSnet, in order to improve or enhance the services available to library patrons.

Objectives:

- 1) NFLS will continue to offer training and consultation to staff of member libraries using in-person, distance learning, or web-based formats. Training may include, but is not limited to, the effective use of electronic resources, computers, software, and other technologies. (2017-2020)
- 2) NFLS will work with OWLS to assure that OWLSnet will continue to provide group and individual training to staff of member libraries in the effective use of Sierra software and related management reports. (2017-2020)
- 3) NFLS will work with OWLS to assure that OWLSnet will continue to provide assistance to staff of NFLS member libraries in troubleshooting problems with the use of OWLSnet services. (2017-2020)
- 4) NFLS will work with OWLS to assure that OWLSnet will continue to provide training to OWLSnet member libraries and to BCL in using CONTENTdm software to add digital collections to the Milwaukee Public Library's CONTENTdm server in partnership with Recollection Wisconsin. (2017-2020)
- 5) NFLS and OWLSnet will continue using Go To Meeting, Go To Webinar, and LogMeIn for providing online programs, training, collaboration, and support to member libraries. (2017-2020)
- 6) NFLS will, upon request, assist member libraries with local library technology plans, technology related projects, and board policies related to technology issues. (2017-2020)
- 7) NFLS will assist member libraries with the development, maintenance, and hosting of local library web sites. (2017-2020)
- 8) The NFLS Information Technology Coordinator will maintain technology-related web pages and a technology blog on the NFLS website. (2017-2020)
- 9) NFLS will continuously update its website and add additional System and library-related content. (2017-2020)
- 10) NFLS will continue to provide individual training or consultation to staff of member libraries in the effective use of electronic information resources, computers, software, and other new technologies. (2017-2020)

Goal E: To work with the OWLSnet Administrative Advisory Committee (AAC) composed of member libraries from both NFLS and OWLS, to optimize the ongoing governance and operation of OWLSnet.

Objectives:

- 1) Representatives of NFLS, OWLS, and all member libraries of the OWLSnet AAC will meet at least quarterly to discuss the technical and administrative operation of the network. (2017-2020)
- 2) NFLS will work with OWLS to assure that OWLSnet will continue to codify membership requirements, policies and procedures and will regularly communicate them to OWLSnet member libraries. (2017-2020)
- 3) NFLS will work with OWLS to assure that OWLSnet will monitor member library compliance with policies, procedures, and membership requirements and will notify any library that is not in compliance. (2017-2020)

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

Objectives:

- 1) NFLS will encourage and support participation by its staff and member librarians in activities to help them keep abreast of technological developments. (2017-2020)
- 2) NFLS will investigate future technology roles and services that could be used by NFLS and or its member libraries, such as social media, e-commerce, and e-book devices among others. (2017-2020)
- 3) This plan will be reviewed annually as part of the system's annual planning process. Any revision to this plan will include an examination of the relevance of current goals and objectives and consideration of emerging needs and new technologies. (2017-2020)
- 4) NFLS will continue to assess the technology-related training needs of member librarians, and will develop training activities for member librarians. (2017-2020)
- 5) NFLS will work with member libraries to identify accessibility issues, and will help identify equipment and software that can be installed in member libraries to assist special needs patrons. (2017-2020)
- 6) NFLS will work with OWLS to explore becoming Children's Internet Protection Act (CIPA) compliant in order to be eligible for additional e-rate discounts. (2017-2018)
- 7) NFLS will work with OWLS to continue to follow advancements in linked data/BibFrame. (2017-2020)
- 8) NFLS will work with BCL and OWLS to continue to explore mobile apps for access to shared resources. (2017-2020)
- 9) NFLS will work with OWLS to investigate methods to streamline support and supply requests from OWLSnet member libraries, including adding helpdesk software. (2017-2020)
- 10) NFLS will work with OWLS to assure that OWLSnet will investigate visiting each

- member library site on an annual basis in order to help all libraries keep up to date on OWLSnet services, procedures and plans. (2017-2018)
- 11) NFLS will work with OWLS to develop the OWLSnet related sections of their respective new Technology and Resource Sharing Plans. (2020)

Evaluation

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

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

Budget – NFLS

The 2017 NFLS budget is divided into major program areas in order to provide the Division for Libraries and Technology (DLT) of the Wisconsin Department of Public Instruction (DPI) with information that is required for the system annual report. Library Technology is one of the program areas that is identified for the report, and includes budget line items that directly support the activities and services that are outlined in this technology plan.

Library Technology Program Area – 2017 Budget

6000 Salaries	\$ 63,671.00
6010 Fringe Benefits	\$30,270.00
6110 Rent	\$7,856.00
6120 Telephone/Fax	\$500.00
6150 Supplies	\$600.00
6155 Information Technology	\$1,250.00
6170 Printing	\$50.00
6185 Equipment Repairs & Support	\$300.00
6187 Equipment Leases	\$1,500.00
6215 Staff Travel – Training & Tech Support	\$1,250.00
6220 OWLSnet User Group Travel - Members	\$3,500.00
6310 Cleaning & Maintenance	\$850.00
6348 Website Support	\$4,000.00
6350 OWLSnet Membership	\$23,720.00
6352 OWLSnet Membership – Member Libraries	\$292,016.00
6355 Shared Automation Project	\$159,200.00
6356 Telecommunications/Internet Access – OWLSnet Project	\$52,000.00
6370 Online Databases	\$33,000.00
6413 Res. Lib. PC Mgmt. Software Maint.	\$7,500.00
6415 Res. Lib. Technology Grant	\$25,000.00
6430 WPLC Membership	\$6,000.00
6440 Electronic Books	\$82,098.00
6511 Office Equipment	\$2,000.00
Program Area Subtotal	\$798,131.00

NFLS Budget Narrative

6000. Salaries. This account covers the expense of staff salaries.

6010. Fringe Benefits. This account funds our health, dental and life insurance programs, Wisconsin Retirement Fund, Income Continuation Insurance, as well as the employer's share of social security.

6110. Rent. This account pays for space including utilities to house the NFLS office.

6120. Telephone/Fax. This account pays for telephone service used by NFLS staff, as well as the fax line and cellular service.

6150. Supplies. This account pays for all the general office supplies used by System staff.

6155. Information Technology. This account is used to purchase new and/or upgrade computers and software, server expense and annual costs to support GoToWebinar access.

6170. Printing. This account pays for all printing of NFLS letterhead, envelopes, interloan and delivery forms and general printing of documents, continuing education and board materials, where photocopying is not cost efficient; printing of generic bookmarks available to all libraries.

6185. Equipment Repairs and Support. This account pays for the maintenance of the copy machine and for general accounting software support, as well as repairs and maintenance of computers and general office equipment. As we do not purchase maintenance contracts for anything except the copy machine, funds from this account will be expended as needed.

6187. Equipment Leases. This account pays for the lease of the copy machine and any general office equipment.

6215. Staff Travel-Training/Technology Support. This account pays for NFLS staff to travel to libraries in NFLS to do on-site training, as well as travel for technology related support.

6220. OWLSnet User Group-Members. This account pays for travel of NFLS librarians to Administrative Advisory Committee (AAC) and special user group meetings.

6310. Cleaning/Maintenance. This account pays for weekly cleaning of the System space, as well as general maintenance and annual carpet cleaning.

6348. Web & Technology Development. This account will provide web hosting, website service support and website development for member libraries.

6350. OWLSnet Membership. This account pays the annual membership fee for the Nicolet Federated Library System office, including Interlibrary Loan.

6352. OWLSnet Member Library Membership. This account is an “in and out” account. NFLS acts as the fiscal agent for the collection of OWLSnet membership fees from NFLS member libraries. NFLS pays one lump sum to the Outagamie Waupaca Library System (OWLS) for the OWLSnet membership.

6355. Shared Automation Project. This account will be used to maintain an equitable partnership with OWLS for automation.

6356. Telecommunications/Internet Access. This account provides for a portion of the telecommunications and Internet access costs for NFLS member libraries through OWLSnet.

6370. Online Databases. The funds in this account are used to purchase online resources on behalf of our libraries and the public they serve.

6413. Resource Library PC Mgmt. Software. This account pays for the costs associated with the Brown County Library ‘s expense for a PC management software package that works with their SirsiDynix automation system.

6415 Resource Library Technology Grant. This account is used to provide the Brown County Library with a grant that offsets NFLS payments to OWLS for OWLSnet-related technology support.

6430 WPLC Membership. This account pays for the NFLS share of the expense for participation in the Wisconsin Public Library Consortium (WPLC) project.

6440 Electronic Books. This account is the NFLS member library share in the WPLC electronic materials statewide buying pool.

6511. Office Equipment. The funds in this account will pay for equipment such as PC’s and other office equipment. NFLS continues the ongoing process of upgrading staff computers on a regular basis.

Budget – OWLSnet

The majority of activities contained in this plan that are related to the OWLSnet Consortium, are financed from the OWLS Technology-Reference-Interloan program budget. This program is divided into two subprograms. The OWLSnet subprogram includes activities involved in operating the OWLSnet shared automation consortium.

Technology-Reference-Interloan: OWLSnet

Salaries	\$346,397
Payroll Taxes	\$26,499
Fringe Benefits	\$116,890
Facilities	\$15,000
Telephone	\$2,500
Supplies	\$10,000
Telecommunications	\$59,400
Borrowers' Card Supplies	\$4,000
Printing & Promotion	\$1,500
PC Equipment	\$4,250
PC Repair	\$500
Meeting and Travel	\$5,000
Training/Consulting	\$1,000
Software	\$13,000
Insurance *NEW*	\$3,250
Resource Library	\$21,000
Online Databases	\$21,000
Internet Access	\$25,000
SkyRiver	\$42,500

Digitization	\$1,500
Enhanced Content	\$50,000
System Hardware	\$10,000
Network Hardware & Maint	\$85,000
Subtotal	\$1,001,186

Facilities: 50% of OWLS rent and utilities is allocated to the OWLSnet program.

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

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

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

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

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

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

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

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

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

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

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

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

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

SkyRiver: This budget is for various SkyRiver costs related to cataloging.

Enhanced Content: This budget is for enhanced content for InfoSoup (e.g., cover art, reviews, booklists, etc.) and digital materials.

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

Network Hardware & Maintenance: This budget is used to buy equipment for the network infrastructure (e.g., routers, switches, firewalls) that may be placed in the central computer room or at libraries. The remainder of the funds are used to pay for maintenance on servers, software, switches, routers, wireless access controllers, wireless access points and other miscellaneous equipment.

System Maintenance: The biggest chunk of this budget is to pay Innovative Interfaces for software maintenance on Encore and Sierra. It also includes support for ShoutBomb text messaging.

Evaluation

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

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

Appendix A – NFLS Member Libraries

- **Algoma Public Library**
406 Fremont Street
Algoma, WI 54201-1399

- **Brown County Library**
Central Library
515 Pine Street
Green Bay, WI 54301-5194

Ashwaubenon Branch
1060 Orland Drive
Green Bay, WI 54304-4323

Denmark Branch
450 North Wall Street
Denmark, WI 54208

Kress Family Branch
333 North Broadway
De Pere, WI 54115-2203

East Branch
2255 Main Street
Green Bay, WI 54302-3743

Pulaski Branch
P.O. Box 407
Pulaski, WI 54162

Southwest Branch
974 Ninth Street
Green Bay, WI 54304-3498

Weyers-Hilliard Branch
2680 Riverview Drive
Green Bay, WI 54313

Wrightstown Branch
529 Main Street, P.O. Box 96
Wrightstown, WI 54180-0096

- **Door County Library**
107 South Fourth Avenue
Sturgeon Bay, WI 54235-2296

Egg Harbor Library
Hwy. 42 – Community Center,
P. O. Box 307
Egg Harbor, WI 54209-0307

Ephraim Library
Hwy. 42 – P.O. Box 150
Ephraim, WI 54211-0150

Fish Creek Library
4097 Main Street, P.O. Box 7
Fish Creek, WI 54212

Forestville Library
123 Hwy. 42 South – P.O. Box 308
Forestville, WI 54213-0308

McCardle Branch Library
2392 Highway F., P.O. Box 307
Bailey's Harbor, WI 54202

Sister Bay/Liberty Grove Library
301 Mill Road
Sister Bay, WI 54234

Washington Island Library
Main at Lakeview Rd., Rt. 1, Box 3
Washington, Island, WI 54246-9703

- **Farnsworth Public Library**
715 Main Street
Oconto, WI 54153

- **Florence County Library**
400 Olive Avenue, P.O. Box 440
Florence, WI 54121-0440

- **Gillett Public Library**

200 East Main Street, P.O. Box 109
Gillett, WI 54124-0109

- **Kewaunee Public Library**

822 Juneau Street
Kewaunee, WI 54216-1220

- **Lakes Country Public Library**

15235 Hwy. 32, P.O. Box 220
Lakewood, WI 54138-0220

- **Lena Public Library**

200 East Main Street, P.O. Box 179
Lena, WI 54139-0179

- **Marinette County Consolidated Public Library Service**

Stephenson Public Library
1700 Hall Avenue
Marinette, WI 54143-1798

Coleman-Pound Branch Library
132 West Main Street. P.O. Box 262
Coleman, WI 54112-0262

Crivitz Area Branch Library
606 Louisa Street, P.O. Box 100
Crivitz, WI 54114-0100

Goodman-Dunbar Branch Library
No. 1 Falcon Crest, P.O. Box 160
Goodman, WI 54125-0160

Niagara Branch Public Library
1029 Roosevelt Road, P.O. Box 108
Niagara, WI 54151-1417

Peshtigo Branch Library
331 French Street, P.O. Box 155