

NOTICE

Milwaukee County
Federated Library System
Board of Trustees

Monday, July 19th, 2021

3:30 P.M.

This meeting will be conducted online
using Zoom meeting software

Meeting URL: [CLICK HERE](#)
Meeting ID: 899 4229 6843
Passcode: t1JQmNpH

Download Zoom: <https://zoom.us/download>

Instructions: <https://support.zoom.us/hc/en-us/articles/201362193-Joining-a-Meeting>

AGENDA

1. Call to order
2. Adoption of agenda
3. Approval of minutes: the MCFLS Board of Trustees meeting on June 21st, 2021
Action [Attachment A](#)
4. Public comment

Please note: Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through sign language interpreters or other auxiliary aides.

Board of Trustees—Administrative reports requiring action

- | | | |
|---|--------|------------------------------|
| 5. Financial Report—June 2021 | Action | Attachment B |
| 6. Approval for purchase of replacement WiscNet internet router | Action | Attachment C |
| 7. Letter of Appreciation to MPL Board of Trustees in Recognition of OverDrive Advantage Funding Allocation | Action | Attachment D |

Administrative Informational Items

- | | |
|--|------------------------------|
| 8. PLSR Recommendation Five: Delivery Implementation Findings and Recommendations Report | Attachment E |
| 9. MCFLS Request for Information from Integrated Library System (ILS) Vendors | Attachment F |
| 10. Update on MCFLS Public Information Coordinator recruitment | |
| 11. 2020-2024 MCFLS Strategic Plan Review | Attachment G |
| 12. Standing agenda item on MCFLS Board meetings | |
| 13. Director's Report | Attachment H |

Next meeting date: Scheduled tentatively for August 16th, 2021 at 3:30 pm at Oak Creek Public Library and via Zoom online meeting software.

Milwaukee County Federated Library System
Board of Trustees

Regular Monthly Meeting held Monday, June 21, 2021
Zoom Meeting

ROLL CALL

Present: Paul Ziehler, President
Steve Shea, Vice President
Nik Kovac, Treasurer
Guy Johnson, Trustee
Howard Snyder, Trustee
Elizabeth Suelzer, Trustee

Excused: Cory Clark, Trustee

Staff: Steve Hesel, Director
Judy Kaniasty, Business Manager
Jen Schmidt, Library Systems Administrator

Others: Joan Johnson, Milwaukee Public Library

CALL TO ORDER. President Ziehler called the regularly scheduled monthly meeting of the Milwaukee County Federated Library System Board of Trustees to order at 3:30 p.m.

ADOPTION OF AGENDA. President Ziehler referred to the agenda. Trustee Snyder moved and Trustee Johnson seconded a motion to approve the agenda as distributed. Unanimously approved.

APPROVAL OF MINUTES. President Ziehler referred to the minutes of the Monday, May 17, 2021 meeting which are shown as Attachment A of the agenda packet. Being no corrections noted, Vice President Shea moved and Trustee Johnson seconded a motion to approve the minutes as presented. Unanimously approved with Trustee Snyder abstaining.

PUBLIC COMMENT. None.

LIBRARY DIRECTORS ADVISORY COUNCIL. In LDAC Chair Jill Lininger's absence, Director Hesel reviewed the report of the June 3, 2021 LDAC meeting which is shown as Attachment B of the agenda packet, highlighting that the Overdrive magazine costs are going down because all Library Systems within the State will be participating instead of just a few Systems and an upgrade to the program will offer unlimited simultaneous uses for each title instead of one user per copy of a title. Vice President Shea moved and Trustee Snyder seconded a motion to Accept the Report and Place it on File. Unanimously approved.

BOARD OF TRUSTEES – ADMINISTRATIVE REPORTS REQUIRING ACTION.

Financial Report – May 2021. President Ziehler referred to the May 2021 financial report which is shown as Attachment C of the agenda packet. Director Hesper reported he did not see anything new to report and that he will be working on a mid-year budget revision for Board action either at the July or August Board Meeting after the audit is approved, which is slated for next month since the draft was received this morning for staff review. A carryover of \$59,806 is anticipated. Director Hesper is hoping to replace the internet firewall and a few routers with other available funds yet this year. President Ziehler requested that consideration be given to put some extra funds into the revised budget Contingency Line. Trustee Snyder moved and Vice President Shea seconded a motion to approve the May 2021 financial report as presented. Unanimously approved.

2022 County Budget Request and Racial Equity Budget Tool. Director Hesper reviewed his draft 2022 County Budget Request that is due by July 15, 2021 which is shown as Attachment D of the agenda packet. Director Hesper noted that he will include statistics of how their extra \$50,000 was utilized by residents of Milwaukee County. Vice President Shea moved and Trustee Snyder seconded a motion to forward the 2022 budget request to the County by the noted deadline. Unanimously approved.

ADMINISTRATIVE INFORMATIONAL ITEMS.

PLSR Recommendation Four: System Funding Formula Analysis Bid. Director Hesper reviewed Attachment E of the agenda packet and noted that currently MCFLS receives 17.8% of the total statewide allocation for Library System Aids. Equity has been cited as a reason for the proposed changes, but Director Hesper will work to include equity on many different fronts as a basis for a revised system funding formula. MCFLS has a large population and racial/economic disparities need to be factored. Director Hesper will keep engaged in this process especially since vendors for products like databases base their costs on population which makes products more expensive in Milwaukee County vs. other areas of the State. Director Hesper feels the soonest any State Aid formula change would take effect could be the 2023/25 biennium.

Proposed Increase in 2022-2023 State Aid to Systems. Director Hesper reviewed Attachment F of the agenda packet which represents the likely State Aid increases for 2022 and 2023 if no changes are made before the State budget is approved.

Survey Regarding 2022 Budget Process. There are some contracts which MCFLS does have in place that would increase since they are based on a percentage of State Aid—reciprocal borrowing, MCFLS cataloging contract and resource library agreement, but there will still be a good amount of money left to be allocated towards new initiatives specified in the Strategic Plan and current budget categories that could use increased funding. Director Hesper noted that he is planning on sending out a survey to the MCFLS Board, member libraries and MCFLS staff to get a feel what main priorities are.

Update on MCFLS Public Information Coordinator Recruitment. Director Hesper reported that incredible interest is being shown for this newly created part-time position and the deadline for applications will be this Friday. Many diverse high-quality candidates are applying and an interview team is being put together with the goal of interviews to be held the week of July 12. Trustee Suelzer asked whether this position would be able to work remotely and Director Hesper responded that after the training period, he would be comfortable with allowing this person the ability to work remotely; beginning in September he anticipates that all staff will work at least two days a week in the office and the rest of the week will be eligible for remote work, depending upon tasks to be completed.

Standing Agenda Item on MCFLS Board Meetings. Director Heser reported that MCFLS staff have tested a hybrid meeting option consisting of six microphones and a webcam to project Zoom on a screen using a laptop and the August 5 LDAC meeting will be the first official meeting to use this new technology. It will be a traveling system so meetings can be held at member library locations.

Director's Report. Director Heser reviewed his report, which is shown as Attachment G of the agenda packet. Trustee Johnson inquired regarding the North Shore Library situation and Director Heser reported that he had just attended a meeting to respond to Glendale's questions regarding reciprocal borrowing and he was asked to gather some statistics and costs to build a separate municipal library along with other options available if Glendale were to follow-through with withdrawing from the North Shore joint library.

NEXT MEETING. Scheduled for Monday, July 19, 2012 beginning at 3:30 p.m. via Zoom online meeting software.

ADJOURNMENT. With no further business to be addressed, Trustee Snyder moved and Vice President Shea seconded a motion to adjourn the meeting at 4:22 p.m. Unanimously approved.

		<u>Annual Budget</u>	<u>Year to Date</u>	<u>%</u>	<u>Balance</u>	<u>%</u>
1						
2						
3	<u>General Revenues</u>					
4	State Aid Revenue	\$ 2,855,319	\$ 2,855,319	(100.00)	\$ -	0.00
5	Milwaukee County Allocation	\$ 66,650	\$ 66,500	(99.77)	\$ 150	(0.23)
6	West Milwaukee Contract -Other	\$ 60,152	\$ 60,152	(100.00)	\$ -	0.00
7	Interest on Invested Funds	\$ 10,000	\$ 329	(3.29)	\$ 9,671	(96.71)
8	Member Forms/Supplies Rev (62)	\$ 20,600	\$ 9,635	(46.77)	\$ 10,965	(53.23)
9	Member Postage Revenue (61)	\$ 23,800	\$ 5,284	(22.20)	\$ 18,516	(77.80)
10	Member OCLC Revenue (73)	\$ 125,035	\$ 125,036	(100.00)	\$ (1)	0.00
11	Member Telecomm. Revenue (71)	\$ 16,800	\$ 16,800	(100.00)	\$ -	0.00
12	Member III Softwre Maint-Basi	\$ 181,188	\$ 181,188	(100.00)	\$ -	0.00
13	Member III Softwre Maint-Other	\$ 47,561	\$ 48,910	(102.84)	\$ (1,349)	2.84
14	Member Tech. Assist.-Time Rev.	\$ 15,000	\$ 4,783	(31.89)	\$ 10,217	(68.11)
15	Member Special Projects Rev (77)	\$ 75,000	\$ 40,178	(53.57)	\$ 34,822	(46.43)
16	Member Catalog Contract Rev (85)	\$ 187,546	\$ 187,547	(100.00)	\$ (1)	0.00
17	Member Database Revenue (56)	\$ 81,035	\$ 81,040	(100.01)	\$ (5)	0.01
18	Member Catalog Enhance Rev (59)	\$ 29,648	\$ 29,648	(100.00)	\$ -	0.00
19	Member Ecom Transaction Fees (44)	\$ 8,600	\$ 3,146	(36.58)	\$ 5,454	(63.42)
20	TNS Calls/Notices Revenue (45)	\$ 1,224	\$ 656	(53.59)	\$ 568	(46.41)
21	Carryover Revenue	\$ 12,000	\$ -	0.00	\$ 12,000	(100.00)
22	Staff Benefits/Co-Pay Revenue	\$ 38,289	\$ 15,787	(41.23)	\$ 22,502	(58.77)
23	LSTA Technology Grant Rev (89)	\$ 10,000	\$ -	0.00	\$ 10,000	(100.00)
24	Member Digital Content Rev (90)	\$ 267,583	\$ 247,713	(92.57)	\$ 19,870	(7.43)
25	Member PC Mngmt License Rev (94)	\$ 2,545	\$ 1,287	(50.57)	\$ 1,258	(49.43)
26	Member MKE Mixers Rev (95)	\$ 1,400	\$ 1,350	(96.43)	\$ 50	(3.57)
27	Member Replacement Fines Rev (96)	\$ 12,000	\$ 2,905	(24.21)	\$ 9,095	(75.79)
28	Member Overdrive Advantage Rev (97)	\$ 15,000	\$ 155,001	(1,033.34)	\$ (140,001)	933.34
29	<u>Total General Revenues</u>	\$ 4,163,975	\$ 4,140,194	(99.43)	\$ 23,781	(0.57)
30						
31	<u>Special Revenues</u>					
32	W. Milw Borrowing Rev (101)	\$ 31,467	\$ 31,467	(100.00)	\$ -	0.00
33	Ecommerce Revenue (103)	\$ 175,000	\$ 74,524	(42.59)	\$ 100,476	(57.41)
34	<u>Total Special Revenues</u>	\$ 206,467	\$ 105,991	(51.34)	\$ 100,476	(48.66)
35						
36	<u>Total Revenues</u>	\$ 4,370,442	\$ 4,246,185	(97.16)	\$ 124,257	(2.84)
37						
38		<u>Annual Budget</u>	<u>Year to Date</u>	<u>%</u>	<u>Balance</u>	<u>%</u>
39						
40	<u>General Expenditures</u>					
41	Fringe Benefits Expense	\$ 195,231	\$ 88,651	45.41	\$ 106,580	54.59
42	Salaries Expense	\$ 389,272	\$ 165,708	42.57	\$ 223,564	57.43
43	Telephone Renewal Expense	\$ 608	\$ 289	47.53	\$ 319	52.47
44	Member Ecom Transaction Ex (19)	\$ 8,600	\$ 3,097	36.01	\$ 5,503	63.99
45	TNS Calls/Notices Expense (20)	\$ 1,224	\$ 578	47.22	\$ 646	52.78
46	Mileage/Auto Maint Expense	\$ 700	\$ -	0.00	\$ 700	100.00
47	Conference/Training Expense	\$ 5,000	\$ 533	10.66	\$ 4,467	89.34
48	Memberships Expense	\$ 5,000	\$ 3,825	76.50	\$ 1,175	23.50
49	Continuing Education Expense	\$ 9,000	\$ 6,383	70.92	\$ 2,617	29.08
50	Office Supplies Expense	\$ 1,500	\$ 720	48.00	\$ 780	52.00
51	Copy Machine Maint. Expense	\$ 2,500	\$ 198	7.92	\$ 2,302	92.08
52	MCFLS Printing Expense	\$ 500	\$ 262	52.40	\$ 238	47.60
53	MCFLS Printing for Mem Expense	\$ 5,000	\$ 195	3.90	\$ 4,805	96.10
54	MCFLS WI Pub Lib Consortium Ex	\$ 5,855	\$ 5,855	100.00	\$ -	0.00
55	MCFLS Buying Pool	\$ 140,000	\$ 140,190	100.14	\$ (190)	(0.14)
56	MCFLS Database Expense	\$ 21,953	\$ 21,883	99.68	\$ 70	0.32
57	Member Database Expense (17)	\$ 81,035	\$ 81,010	99.97	\$ 25	0.03
58	MCFLS Catalog Enhancement Expe	\$ 81,119	\$ 84,612	104.31	\$ (3,493)	(4.31)

M.C.F.L.S.
Financial Report
For the Six Months Ending June 30, 2021

59	Member Catalog Enhance Exp (18)	\$ 29,648	\$ 9,648	32.54	\$ 20,000	67.46
60	MCFLS Postage Expense	\$ 600	\$ 216	36.00	\$ 384	64.00
61	Member Postage Expense (9)	\$ 20,600	\$ 3,850	18.69	\$ 16,750	81.31
62	Member Forms/Supplies Exp (8)	\$ 23,800	\$ 12,536	52.67	\$ 11,264	47.33
63	Telephone Expense	\$ 5,000	\$ 1,418	28.36	\$ 3,582	71.64
64	Meetings Expense	\$ 500	\$ -	0.00	\$ 500	100.00
65	Insurance Expense	\$ 11,700	\$ 9,781	83.60	\$ 1,919	16.40
66	Legal Expense	\$ 500	\$ -	0.00	\$ 500	100.00
67	Audit Expense	\$ 13,000	\$ 9,240	71.08	\$ 3,760	28.92
68	Payroll Service Expense	\$ 5,400	\$ 1,944	36.00	\$ 3,456	64.00
69	III Software Support Expense	\$ 228,749	\$ 226,835	99.16	\$ 1,914	0.84
70	III TNS Subscr Exp	\$ 12,224	\$ 12,224	100.00	\$ -	0.00
71	Member Telecomm. Expense (11)	\$ 16,800	\$ -	0.00	\$ 16,800	100.00
72	MCFLS Telecomm. Maint. Expense	\$ 5,000	\$ 4,022	80.44	\$ 978	19.56
73	OCLC Expense (10)	\$ 135,047	\$ 133,944	99.18	\$ 1,103	0.82
74	MCFLS Computer Room Equipment	\$ 5,000	\$ 1,214	24.28	\$ 3,786	75.72
75	MCFLS Software Expense	\$ 3,500	\$ 1,017	29.06	\$ 2,483	70.94
76	MCFLS Equipment Expense	\$ 16,000	\$ 1,910	11.94	\$ 14,090	88.06
77	Member Special Projects Exp (15)	\$ 75,000	\$ 38,869	51.83	\$ 36,131	48.17
78	Sorting and Delivery Expense	\$ 291,700	\$ 114,630	39.30	\$ 177,070	60.70
79	South Central Delivery Expense	\$ 21,856	\$ 10,928	50.00	\$ 10,928	50.00
80	Auto Payment/Maintenance Exp.	\$ 1,000	\$ -	0.00	\$ 1,000	100.00
81	MPL Resource Contract Expense	\$ 178,457	\$ 89,229	50.00	\$ 89,228	50.00
82	MPL Rent Lease Contract Exp.	\$ 129,815	\$ 64,908	50.00	\$ 64,907	50.00
83	ILS Expense	\$ 36,450	\$ 18,225	50.00	\$ 18,225	50.00
84	MCFLS Catalog Cont Exp to MPL	\$ 256,979	\$ 128,490	50.00	\$ 128,489	50.00
85	Member Catalog Contract Exp (16)	\$ 187,546	\$ 93,773	50.00	\$ 93,773	50.00
86	MCFLS Collection Dev Tool Exp	\$ 25,935	\$ -	0.00	\$ 25,935	100.00
87	Internet Expense	\$ 21,635	\$ 6,588	30.45	\$ 15,047	69.55
88	Contingency Expense	\$ 33,411	\$ 22,797	68.23	\$ 10,614	31.77
89	LSTA Technology Grant Exp (23)	\$ 10,000	\$ 4,728	47.28	\$ 5,272	52.72
90	Member Digital Content Exp (24)	\$ 267,583	\$ 121,609	45.45	\$ 145,974	54.55
91	Marketing	\$ 10,000	\$ 46	0.46	\$ 9,954	99.54
92	Marketing Consultant/Contract	\$ 40,500	\$ -	0.00	\$ 40,500	100.00
93	Cooperative Purchasing Sub Exp	\$ 2,200	\$ -	0.00	\$ 2,200	100.00
94	Member PC Mngmt License Ex (25)	\$ 1,875	\$ 1,876	100.05	\$ (1)	(0.05)
95	Member MKE Mixer Exp (26)	\$ 1,400	\$ 241	17.21	\$ 1,159	82.79
96	Member Replacement Fines Exp (27)	\$ 12,000	\$ 2,905	24.21	\$ 9,095	75.79
97	Member OverDrive Advantage Ex (28)	\$ 15,000	\$ 105,754	705.03	\$ (90,754)	(605.03)
98	Total General Expenditures	\$ 3,107,507	\$ 1,859,384	59.84	\$ 1,248,123	40.16
99						
100	Special Expenditures					
101	W. Milw Borrowing Exp (32)	\$ 31,467	\$ 31,467	100.00	\$ -	0.00
102	RB - MCFLS Payment Expense	\$ 1,056,468	\$ 1,056,467	100.00	\$ 1	0.00
103	Ecommerce Expense (33)	\$ 175,000	\$ 74,524	42.59	\$ 100,476	57.41
104	Total Special Expenditures	\$ 1,262,935	\$ 1,162,458	92.04	\$ 100,477	7.96
105						
106	Total Expenditures	\$ 4,370,442	\$ 3,021,842	69.14	\$ 1,348,600	30.86
107						
108	Revenue/Expenditures +/-		\$ 1,224,343			

Steve Hesar

From: Heidi Genthner <hgenthner@wiscnet.net>
Sent: Friday, April 16, 2021 11:18 AM
To: Steve Hesar
Subject: End of Life Hardware Updates for WiscNet: Cisco ME3400 Series Switches to Cisco ASR 920 Series Routers

Follow Up Flag: Follow up
Flag Status: Completed

Hi Steve,

At the end of last year we sent you a note notifying you that the Cisco ME3400 has reached end-of-life. The Cisco ME3400 has been WiscNet's go-to "up to 1 Gbps" endpoint for the WiscNet Network Access Service for the past 10 years. We plan on replacing the Cisco ME3400 series with the Cisco ASR 920 series routers. This generation of hardware scale "up to 10 Gbps" will keep us ahead of the curve into the future.

A bit about our current Cisco ME3400 routers and why this matters:

End of Sale: January 2019

End of Software Maintenance Release: July 2019

End of Vulnerability/Security Support: October 2021

WiscNet requires that member organizations currently using the Cisco ME3400 upgrade to the Cisco ASR 920 by October 2021. The cost of this device is \$4,500.

If you need a quote for your purchasing process, please contact us and we will be happy to provide one.

If you don't need a quote, contact us to start the scheduling process. Please note that scheduling replacements will occur on a first-come, first-served basis. Due to hardware shortages outside our control, current lead time for scheduling a replacement is approximately 3-4 months.

To recap:

- You have a Cisco ME3400 series device that connects you at "up to 1 Gbps" to WiscNet.
- Cisco will stop vulnerability support in October 2021.
- We're moving to the Cisco ASR 920 series and support 10 Gbps to WiscNet.
- This hardware will cost \$4,500.
- If you need a quote for your organization's purchasing process, contact us and we will send one.
- If you do not require a quote, contact us to start the scheduling process.
- Due to hardware shortages there is a 3-4 month lead time for replacements.

We know changes like this can be inconvenient – we are always here to help. Reply to this email to get in touch with me if you have any questions about this upgrade, or anything else I can assist you with (find my contact information below). If you are unable to reach me, you can always contact membersuccess@wiscnet.net.

Best,

Heidi

Heidi Genthner



**709 North Eighth Street
Milwaukee, WI 53233**

**PH: 414-286-8149
FAX: 414-286-3209**

July 19th, 2021

Dr. Michele Bria
President, Board of Trustees
Milwaukee Public Library

Dear Dr. Bria,

On behalf of our trustees and member libraries I would like to sincerely thank the Milwaukee Public Library Board of Trustees and City Librarian Joan Johnson once again for their generous contribution of \$300,000 to the MCFLS OverDrive Advantage account in 2021. Along with previous contributions, the Milwaukee Public Library has now added over \$500,000 to the Advantage account in the past year. The Advantage account benefits all residents of Milwaukee County. We thank you for continuing to recognize the importance of electronic resources as our communities recover from the pandemic.

The challenges brought about by the pandemic have highlighted the need for creative thinking to show how libraries can continue to meet the needs of our communities when access to the buildings themselves may not be possible. We feel that an emphasis on additional funding for electronic resources is something likely to continue beyond the pandemic, and we credit MPL for leading the way and taking that important step forward.

Thank you once again on behalf of our trustees and members. We look forward to continue working with you and the MPL staff to bring these much-needed resources to our communities.

Sincerely,

Paul Ziehler, President
Milwaukee County Federated Library System Board of Trustees

cc: Joan Johnson, City Librarian

Department of Public Instruction

Division for Libraries and Technology

PLSR Delivery Implementation Findings and Recommendations Report

June 29, 2021

Overview

The Library Services Team at the Division for Libraries and Technology within the Wisconsin Department of Public Instruction has been charged by the State Superintendent, Council on Libraries and Network Development (COLAND), and the library community with implementing Public Library System Redesign (PLSR) Recommendation #5 related to statewide library delivery. This report contains findings from our work on this recommendation and our recommendations for how a new statewide library delivery model, as developed by the PLSR Delivery Workgroup, can be implemented.

Since beginning our work on this PLSR recommendation, DPI staff has done further research of the current statewide delivery service and considered different options to implement the new statewide delivery service model with input and consultation from an advisory group of current statewide delivery participants, system directors, and system staff responsible for delivery. The recommendations that are being proposed are based on the PLSR Delivery Workgroup service model and PLSR Steering Committee recommendation.

We have concluded that the best way to implement this recommendation is to propose that the Wisconsin Public Library Consortium (WPLC) Board consider forming a WPLC Statewide Delivery Service as a collaborative effort of the sixteen Wisconsin Public Library Systems. Our reasoning is that the combination of the delivery services provided by the sixteen library systems forms the basis of the current statewide libraries' delivery network. Thus, we believe the oversight, decision making, and coordination of the statewide delivery service is a natural fit with WPLC's overarching purpose of being the hub for collaboration among the 16 library systems. The role of WPLC would be to provide higher level coordination and governance for statewide delivery.

Prior to WPLC considering this role with statewide delivery, we recommend a series of steps be taken through 2023 to allow various research, development, and service transitions to happen to provide the best possible outcomes for all stakeholders. We recognize that any decisions related to forming the proposed WPLC Statewide Library Service collaboration as a new effort by the consortium, including how it would be developed within WPLC and implemented is solely

at the discretion of the WPLC Board, which is made up of representatives from each of the 16 Wisconsin Public Library Systems.

Background

The DPI's interest in statewide library delivery services is to facilitate the continuous improvement of the delivery network to increase service equity, affordability, effectiveness, efficiency, stability, and sustainability for all participants to support resource sharing in Wisconsin.

The statewide delivery network is built upon the delivery services provided by the 16 public library systems to their members, as mandated to provide by statute. According to the 2017 delivery data gathered by the PLSR Delivery Workgroup, the public library systems shipped over 18 million items between their member libraries. In addition to delivery to their member libraries, the public library systems and their member libraries have delivery connections to many other library types and community partners.

- Via the statewide delivery service provided by the South Central Library System, all UW System campus libraries are connected to the statewide delivery network. As part of the service provided to the UW System, eleven of the Wisconsin Historical Society Area Research Centers are able to ship archive materials between each other.
- Approximately 120 school districts and schools across the state receive delivery from their regional public library system directly or through a connection to their local public library.
- Over 20 Wisconsin private colleges and universities are connected to the statewide delivery network through their regional library system or SCLS's statewide delivery service.
- Nearly 40 Wisconsin Technical College campus locations receive library delivery through their regional library system or SCLS's statewide delivery service.
- In addition, the public library systems and member libraries throughout the state deliver materials to a number of community partners, reaching our state's youngest at daycare centers to our elder community at senior centers and retirement homes.

The statewide delivery network consists of both public and private providers. While SCLS provides direct delivery to many parts of the state to connect the other 15 public library systems and other libraries, including the UW system, it also contracts service with a private courier to most cost effectively reach parts of the state it isn't able to provide service on its routes. At the local level, seven of the public library systems provide delivery through their own in-house service and eight contract with a private courier.

The statewide delivery collaboration increases the cost effectiveness for all participating libraries to lend and borrow materials in support of their patron's resource and learning needs. However, over time the delivery needs and costs have changed. The PLSR Delivery Workgroup recommendations provide a framework for the statewide delivery network to transition into a

more modern delivery model to improve services, lower costs, and better facilitate the adaptability of the network to meet future needs and changes.

The recommendations for implementing transitions to the new model over the next four years will require transparency, collaboration, and flexibility among the statewide library delivery network participants. This includes the recommendation that SCLS continue to coordinate the statewide delivery service, including continuation of its service agreement with the UW System, and lead the work to identify the best options for transitioning the statewide service and connections into the new model framework developed by the PLSR Delivery workgroup. The primary recommendation for this work is that it is done in partnership with the other public library systems and other library partners with the recommended goal of having the statewide delivery network become a collaborative effort within and under the direction of WPLC.

Timeline of Recommended Implementation Steps

The following are recommendations for implementing the PLSR Delivery Workgroup model related to changes to the statewide delivery network. These do not include any recommendations for public library systems to implement changes to their member libraries. Any decisions to implement any changes in delivery service in any system to member public libraries is a local decision between a system and its members.

2021

- South Central Library System (SCLS) implements the following for 2022 and 2023 statewide delivery service:
 - Resume 5-day delivery service to the other 15 public library systems and UW system libraries
 - Maintain the 2021 statewide delivery cost for the 15 public library systems for both 2022 and 2023. DPI will continue to subsidize system statewide delivery costs with \$75,000 in LSTA funds both in 2022 and 2023
 - Reduce the UW System's annual service cost by 15% in 2022 and maintain that cost level in 2023
 - Maintain 2021 service levels and costs for the other libraries served on SCLS statewide routes
 - Implement the follow service changes for locations SCLS currently provides service to within Southwest Wisconsin Library System (SWLS) and Winding Rivers Library System (WRLS)
 - Establish a delivery service agreement with SWLS for SWLS to provide 5-day delivery per week to UW-Platteville and UW-Richland Center
 - Establish a delivery service agreement with WRLS for WRLS to provide 5-day delivery per week to UW-La Crosse
 - Partner with WRLS to communicate with Viterbo University a service change for WRLS to create a direct service agreement with Viterbo to

- connect Viterbo to the statewide delivery network via the WRLS delivery hub
 - Establish a service agreement with Waltco Inc. to provide delivery between the WRLS and SCLS delivery hubs, collaborating with WRLS to determine logistical details
- South Central Library System (SCLS) leads a New Statewide Delivery Model Implementation Workgroup that consists of the delivery managers/coordinators from each of the public library systems. This workgroup will collaborate with the UW System, private academic institutions, and technical colleges as needed for the collaborative development of statewide delivery for libraries in Wisconsin. DPI will provide SCLS with \$100,000 in LSTA planning grants in 2022 and 2023 to lead and deliver on the implementation activities of the workgroup. The goals for this workgroup in 2021 would be to:
 - By the end of 2021, establish best practice standards for collecting delivery data among the 16 systems, including:
 - Developing a template for transparent costing of the delivery services provided by the public library systems for both in-house and outsourced delivery
 - Developing standard methodologies to calculate delivery material volume being shipped and stops made annually to be used to assess service needs and per stop and per item shipped cost metrics
 - Develop a recommended delivery governance model for WPLC by the July of 2022 for WPLC to consider implementing in 2023
 - Form a subgroup of the systems using Waltco, led by the SCLS Delivery Service Coordinator, to explore, through the end of 2022, the development of a collaborative approach to contracting and managing the service relationship with Waltco

2022

- DPI provides \$50,000 in planning grants to be used to for the following regional delivery model development studies to be completed by mid-2022:
 - Region 6 (Manitowoc-Calumet, Monarch, and Winnefox Library Systems) to determine the feasibility, cost analysis, and potential implementation steps and timeline for these three systems to merge their system-run delivery services into a single, shared delivery service. This study would also include identifying options for how a single delivery hub in this region would connect to other regional delivery hubs in the state
 - Region 8 (Arrowhead, Bridges, Kenosha County, Lakeshores, and Milwaukee County Library Systems) to determine the following:
 - Best delivery model for statewide delivery service in this region
 - Exploring potential improvements and best practices to delivery services models among with systems within the region, including delivery among the systems within SHARE

- Utilize SHARE's implementation of RFID and Automated Materials Handling for delivery to identify best practices for cost, service effectiveness, and safety improvement analysis for consideration of this technology by other systems and regions in the state
- New Statewide Delivery Model Implementation Workgroup activities
 - Starting in the beginning of 2022, determine how SCLS can work with systems in which it currently provides statewide service to non-UW libraries and those libraries to provide those stops with service options that are more cost efficient for their service needs
 - During the 2nd half of 2022, submit governance proposal to WPLC to consider taking on statewide delivery coordination and governance as a collaborative effort of the 16 systems
 - By the end of 2022, based what is learned from the service transitions in SWLS and WRLS, the potential for a collaborative approach with Waltco in the north, and the studies performed in Regions 6 and 8, develop an implementation plan framework for 2024 and 2025 for fuller implementation of the new statewide delivery model

2023

- Ideally, through a newly implemented WPLC delivery governance model, finalize implementation plans during the first half of 2023 and perform needed activities in the second half of 2023 to implement statewide delivery model changes in 2024 and 2025.
-

Statewide Delivery Service Findings

The following contains cost information related to the statewide delivery service provided by SCLS. This information was provided by SCLS and developed in coordination with SCLS staff.

Baseline cost information for statewide cost analysis.

- Per the data gathered by the PLSR Delivery Workgroup, the average 2016 per stop cost for service to member libraries by systems averaged \$20-\$39
- Sample of 2021 per stop costs for systems to member libraries indicates averages fall in the range of \$22-\$41
- Per stop costs based on current SCLS statewide pricing
 - PL Systems = \$90 per stop
 - UW System = \$82 per stop

The following is based on current SCLS statewide delivery service cost calculations done in conjunction with the SCLS Delivery Services Coordinator. Please note that all service costs include the cost of the driver and sorter time along with related vehicle expenses.

2021 Totals	
SCLS Provided Service Outside of SCLS	\$402,821
SCLS Contracted Service Outside of SCLS	\$56,314
SCLS Service Within SCLS	\$119,145
Delivery Service Operational Support Costs	\$189,550
Delivery Service Administrative Support Costs	\$119,000
TOTAL New Pricing Model	\$886,830
TOTAL Statewide Delivery Service Revenue	\$1,298,978
Revenue and Service Cost Difference	\$412,148

SCLS Provided Service Outside of SCLS

This service consists of dedicated routes to statewide delivery participants that are outside of the borders of SCLS.

Route	Per Stop Cost Average
NE	\$32.53
SE	\$33.04
SW	\$71.32
Western	\$87.68

SCLS Contracted Service Outside of SCLS

This is service SCLS contracts with Waltco Inc. to provide to statewide delivery participants outside of the borders of SCLS

Contracted Service with Waltco Inc.		
Location	Annual Stops	Rate
NWLS	208	\$40.12
UW Superior	208	\$36.79
UW Barron Co.	208	\$35.39
WVLS	208	\$40.12
UW Marathon Co.	208	\$44.50
UW Marinette	208	\$33.52
UW Washington Co.	208	\$16.20
Minitex	260	\$19.28

SCLS Service Within SCLS

This is for service SCLS provides to statewide participants within its borders. This includes dedicated service to libraries on the UW-Madison campus calculated to be \$89,895. The remaining amount is for service SCLS provides to statewide participants on SCLS routes to its member library services. The cost calculation for this service is based on a per stop average cost of \$37.50.

Delivery Service Operational Support Costs

These costs include the following operational support needed for the statewide service.

- Delivery management to support route service and staff which equates to 30% of the 6 SCLS delivery management staff.
- Supply costs which equate to 10% of SCLS's overall delivery supply costs.
- A 25% share of the SCLS delivery facility costs.

Delivery Service Administrative Support Costs

This cost supports the associated administrative and fiscal manage costs to support the statewide delivery service provided by SCLS.

Non-public/UW libraries currently served on SCLS statewide routes

Use and cost information related to service to statewide stops by SCLS to private academic, state agency, and technical college libraries indicates other options could be explored for how these libraries are connected to the statewide delivery network to better meet their in-state ILL shipping needs. Based on past statewide and national research, as a general rule of thumb, a per item shipped cost \$4.00 or above indicates a library is spending more to be connected to the statewide network than if it would instead ship their ILL materials via package delivery, such as USPS. The following data, provided by SCLS, is from 2019, the last full year of delivery data collected before the pandemic.

Private Colleges & Universities	2019 Cost	2019 Annual # of Stops	Cost per stop	2019 Annual Items Shipped	Cost per item shipped
Carroll University	\$6,182	208	\$29.72	650	\$9.51
Carthage College	\$6,182	208	\$29.72	1,250	\$4.95
Lawrence University	\$6,182	208	\$29.72	1,750	\$3.53
Marian University	\$3,091	104	\$29.72	250	\$12.36
Marquette University	\$6,182	208	\$29.72	2,300	\$2.69
Medical College of Wisconsin	\$3,091	104	\$29.72	100	\$30.91
MSOE	\$4,636	156	\$29.72	125	\$37.09
Ripon College	\$4,636	156	\$29.72	825	\$5.62
St. Norbert College	\$6,182	208	\$29.72	900	\$6.87
SWITCH Consortium	\$6,182	208	\$29.72	2,700	\$2.29
Viterbo University	\$4,636	156	\$29.72	550	\$8.43
Totals/Averages	\$57,182	1,924	\$29.72	11,400	\$5.02
Technical Colleges					
Chippewa Valley Technical College	\$2,041	156	\$13.08	100	\$20.41
Fox Valley Technical College	\$2,041	156	\$13.08	250	\$8.16

Milwaukee Technical College	\$2,720	208	\$13.08	650	\$4.18
Moraine Park Technical College	\$1,361	104	\$13.09	250	\$5.44
Northeast Wisconsin Technical College	\$2,041	156	\$13.08	225	\$9.07
Totals/Averages	\$10,204	780	\$13.08	1,475	6.92
State Agencies					
Oshkosh Correctional	\$2,937	156	\$18.83	650	\$4.52
Resources for Libraries & Lifelong Learning	\$9,595	104	\$92.26	500	\$19.19
Winnebago Mental Health Institute	\$1,958	104	\$18.83	100	\$19.58
Wisconsin Resource Center	\$1,958	104	\$18.83	1,250	\$1.57
Wisconsin State Law Library	\$1,958	104	\$18.83	125	\$15.66
Totals/Averages	\$18,406	572	\$32.18	2,625	\$7.01

Conclusion

The recommendations and information contained in this report provide an implementation model for how the public library systems can collaboratively move forward, in partnership with other statewide library delivery participants, to implement the statewide delivery service model as recommended by PLSR Delivery Workgroup. DPI's continuing role in the implementation of the PLSR Steering Committee delivery recommendation will be to support and advise the New Statewide Delivery Model Implementation Workgroup in its efforts.

Request for Information

Integrated Library System

JULY 2021

Milwaukee County Federated Library System (MCFLS)
709 North Eighth Street. Milwaukee WI 53233

Statement of Intent

MCFLS is evaluating integrated library system software to fulfill a goal from its current long-term strategic plan. This is a necessary task that should be undertaken periodically. The purpose is to ensure our organization is providing and will continue to provide the best library automation software that supports the needs of our consortium of public libraries and their patrons. There are many requirements to consider when assessing both our current ILS as well as any potential new one. This document is intended to help collect useful information for these different areas. We appreciate it if you would supply up-to-date and complete information about your product following our timeline below. This will allow MCFLS and its stakeholders to identify the best product for our current and future needs. MCFLS asks for the right to circulate your company's response internally among our member library staff, and among our partner libraries. The responses will not be a matter of public record. Submission of a response by your company signifies acceptance of this condition.

About MCFLS

MCFLS is primarily funded by the State of Wisconsin, overseen by the Department of Public Instruction, and administered by a seven-member Board of Trustees. It functions as a membership organization - with its membership made up of the 15 administratively autonomous and fiscally independent public libraries in Milwaukee County. These public libraries join the MCFLS organization voluntarily by signing a membership agreement. [Appendix A](#) includes a list of member libraries along with their service population and a summary of their annual circulations for 2019.

The MCFLS central office is based within the same building as the Milwaukee Public Library's Central Library located in downtown Milwaukee, Wisconsin. Office staff consist of 4.5 full time employees. In close proximity to the MCFLS office is a delivery sorting room. MCFLS contracts out and facilitates system-wide daily physical delivery service to every library building in the system, Monday through Friday.

As well as delivery service mentioned above, MCFLS administers a wide area network and offers PC, self-checkout and help desk support.

MCFLS manages the shared library automation system, CountyCat using Sierra from Innovative as well as Innovative's Encore, which is one of their public catalog products. Along with the materials of member libraries found in CountyCat, MCFLS brokers purchases of a few shared electronic subscriptions such as Hoopla and Gale Courses and represents its members in the Wisconsin Public Library Consortium (WPLC) which coordinates OverDrive access. OverDrive bibliographic records appear in CountyCat.

MCFLS also provides all members with the following:

- Remote authentication services for reference databases that member libraries offer to the public;

- Online forms for public requests for new materials;
- Online library card registration;
- System-wide email through Outlook 365 and website hosting;
- Coordination of the use of third-party products working with the ILS, including computer management software, RFID software, and enhanced content for the online catalog; and
- Lists of popular materials that display in the library catalog

A major service program MCFLS supports is reciprocal borrowing across municipal borders within Milwaukee County. This ongoing activity supports net lender member libraries through the distribution of 37% of state aid and supports those libraries in their ability to offer quality service and collections for all users.

Overview to the Current ILS

The Milwaukee County Federated Library System had been on the Innopac software system from Innovative since 1994 and moved to Innovative's Sierra system in 2014. In 2019, MCFLS significantly upgraded on-site hardware and replaced three servers related to delivery of the ILS software: Sierra Database server (32 Cores, 256GB, 1200GB), Sierra Application server (32 Cores, 256GB, 600GB) and Encore Production server (16 Cores, 96GB, 600GB). In addition, the system added a Unitrends backup appliance that backs up all onsite hardware.

Within the CountyCat database, bibliographic records are shared among members with local holdings represented via attached records. There is centralized cataloging performed by contracted member staff on behalf of all libraries with full MARC records being transferred into Sierra ILS from OCLC daily. Original cataloging also is performed. Quality control is monitored for the bibliographic records which allows outside libraries to make use of CountyCat records via the z39.50 protocol. Maintaining the integrity of this database structure including how the results display to the public is of utmost importance to MCFLS.

Throughout our library system, our buildings have a total of 72 Bibliotheca self-check units and four self-check units from MK Sorting. We have twelve buildings set up with automatic materials handling (AMH) sorters.

It is important to MCFLS not to lose any existing functionality. Currently the libraries in MCFLS make use of the following functional areas or products:

- Acquisitions including electronic ordering; multiple funds management and invoicing;
- Authority control and duplicate record control;
- Cataloging management of bibliographic and item records;
- Circulation and patron record management;
- Circulation notifications offered through email, phone (via integration with iTiva), text (via integration with Shoutbomb) and paper formats;
- E-Commerce for online fine payment;
- Holds management functionality for both staff and patrons that includes the ability to set local hold priority;

- Mobile catalog app (integration with a third-party vendor);
- Offline circulation;
- Online catalog or discovery catalog;
- Online library card registration;
- Serials management including claiming

Instructions for Responding

Sections

This Request for Information consists of **six sections** (see below). Respondents are asked to complete all sections. With regards to [Section II. ILS Functionality Assessment](#), some areas feature questions requiring brief responses as well as a checklist. Others only feature the checklist. For [Section VI. Costs](#), respondents are asked to provide a breakdown of anticipated costs. This information will factor into our group's final decision.

- I. [General Information](#)
- II. [ILS Functionality Assessment](#)
- III. [Online Public Catalog](#)
- IV. [Integration with Other Companies](#)
- V. [Implementation Timeline and Known Constraints](#)
- VI. [Costs](#)

RFI Timeline

By August 12, 2021	Respondents are asked to submit their responses electronically in PDF format and sent to jennifer.schmidt@mcfls.org
By September 1, 2021	<p>Respondents will schedule a vendor demonstration which consists of a full day broken down by MCFLS-designated functional groups.</p> <p>Demonstrations for MCFLS libraries will be scheduled to take place no later than October 8, 2021.</p>

I. General Information

1. Please provide a brief history of the library system including information about the following:
 - a. The majority and minority owners of your company
 - b. How many years the library system has been in the market
 - c. If there are any plans for a merger or acquisition
 - d. Any future plans for the library system coming up over the next one-to-five years.
 - e. The commitment of the majority owners towards on-going support for this library system over the next five-to-ten years.
 - f. The number of public library consortia added between 2015 and 2020 broken down by year
 - g. How your library system stands apart from other products with regards to supporting consortia.
2. Please describe your library system including information about the following:
 - a. The client hardware and workstation requirements for optimal performance by the ILS
 - b. Your model for Software as a Service / cloud hosting.
 - c. The underlying database structure or architecture.
 - d. The database language and whether ILS administrators have direct database access
 - e. The number of client workstations running and database size, at your largest site.
 - f. The options available for database backup.
 - g. The types of APIs available to third-party applications.
3. Please summarize information about your library system with regards to the following:
 - a. The schedule for new releases and bug-fix releases of your library system in a year's time.
 - b. The software development cycle, including the process used to collect, evaluate and implement customer-suggested enhancements.
 - c. The process for delivering and applying patches between major software releases.
 - d. The methods for communication available for customers to work with the company during business hours and off-hours.
4. Please describe the process for on-boarding new customers and the types of training provided.
 - a. Describe the extent and currency of online training materials the company offers on the library system.
 - b. Describe the type of staff training provided with implementation.
 - c. Describe the type and extent of on-going training offered by your company. (e.g., number of hours, in-person or virtual, live or recorded)

II. ILS Functionality Assessment

I. Acquisitions, Serials and E-Resource Management

1. Please complete the below checklist:

	Yes – Part of the Current Base Software	No – Not Part of the Current Base Software	In Development	Available via a Custom Development	Add-On Product
Acquisitions					
Ability to create & manage multiple funds and budget tracking, including funds management to support a library consortium with different accounting methods and agencies					
Ability to create funds earmarked as different funding types within system					
Ability to generate fund management reports and statistics for each member library					
Ability to perform fiscal close (end of year rollover) & fiscal open					
Ability to auto-generate and/or schedule reports & statistics on funds management & fiscal data					
Ability to create a funds organizational structure, including funds hierarchies, for ease of use & statistical reporting					
Ability for order records to include all necessary fixed and variable fields for accurate order submission & processing					
Ability to generate, load and submit order records manually and integrated with external vendors, including EDIFACT Ordering					
Ability to automatically queue purchase orders via vendor order loads					
Ability for on orders & in process titles to show on public display					
Ability to generate reports & statistics for each member library's orders					
Ability to search orders using multiple points of access					
Ability to create order records for standing orders					
Ability to auto-generate and/or schedule reports & statistics on order records					
Ability to move, manipulate and cancel orders					
Ability to generate multiple order records & rough bibliographic records using imported data					

Ability to see order record history, including users & dates for creations and changes					
Ability to manually add or remove an order from FTP data load					
Ability to import invoices with outside vendors (EDIFACT invoicing)					
Ability to pay invoices via ILS system					
Ability to search for invoices through multiple data points					
Ability to create vendor profiles, including unique profiles for each account within a vendor using fixed and variable length fields.					
Ability to search for vendors through multiple data points					
Ability to integrate with a third-party financial management software or system					
Ability to retrieve a record of adjustments to fund records					
Ability to allow multi-fund orders fund fixed field to be broken out by percentage or dollar amount					
Ability to allow multiple payments against a single order record in the same session for all order types					
Ability to export more than one order file per FTP session to the same vendor					
Ability to view fund balances while ordering without needing to post first					
Ability to import more than one invoice file per FTP session from the same vendor					
Electronic Resource Management (ERM)					
Ability to manage e-resources either included with ILS or as a separate product					
Ability to manage e-resource licenses					
Ability to load e-resources order & vendor records similar to traditional resources					
Ability to verify URL for e-resources					
Ability to interface with and support authentication for digital materials					
Serials					
Ability for system to have distinct serials specific serial records and item records, including bibliographic records, order records, check-in records, holding records					
Ability for efficient functionality of check in record, including check in of a title with volume and issue number.					
Ability to check in and track serials issues/subscriptions for multiple libraries with a library consortium					
Ability to support MARC or non-MARC serial holdings					
Ability to cleanly export serial holdings out of the system					
Ability to use and execute a claims function for serials, including ability to use in submission to external serials vendors					

Ability for granularity with serial permissions to accommodate consortium, including ability for each branch/library to limit visibility to own serials data.					
Ability to make batch check-in record or serial item record changes					
Ability to have 'public notes' on titles that are visible in public catalog					
Ability to set up automatic numbering of volumes and issues by title (based on publication pattern)					
Ability to efficiently identify and report late issues					
Ability for software to handle periodical 'supplements'					
Ability to create serials-specific statistics and reports					
Ability to identify status of a volume/issue number as not received, missing, unavailable, etc.					
Ability to link users to previous or future title changes in the public catalog (CONTINUES, CONTINUED BY links)					
Ability to link users to digital/electronic versions of same title available in the public catalog					
Ability for order records & associated check-in records to be directly linked					
Availability of a check-in or serial record that includes all necessary fixed & variable fields for accurate processing & reporting					
Availability of a check-in record card that is associated with each check-in record					
Ability to assign holdings or a holdings record to each check-in record					
Availability of limited retention holding statements					
Availability of a routing record for each check-in record					
Availability of bindery functions to develop pull lists, schedules, bindery specifications, and generate bindery reports					
Ability to automatically sort new item records created at serials check-in					
Ability to view order record and check-in card of the same bib record simultaneously					
Ability to preview spine labels during check-in process					
Ability to automatically merge holdings when a missing issue is checked in					
Ability to generate reports and lists based on check-in box status, including ability to export reports					

II. Cataloging, Authority Control and Records Management

1. Please complete the below checklist:

	Yes – Part of the Current Base Software	No – Not Part of the Current Base Software	In Development	Available via a Custom Development	Add-On Product
General record management for all types of records					
Ability to edit all types of records in groups					
Capability to export/print groups of records or single records					
Ability to toggle back and forth between the backend and public interfaces					
Ability to add text macros as shortcuts					
Availability of duplicate record checking by specified field(s)					
Are navigation options clear and clearly labeled?					
Availability of complete record modification and record deletion history tracking for all record types					
Ability to administratively control ownership and management of all types of records					
Ability to duplicate, print and delete all record types					
Bibliographic record management					
Integration with Bibliographic Formats and Standards					
Ability to handle current RDA fields and future RDA fields					
Ability to bring in records either singly or in batches from a variety of third-party providers					
Ability to easily create, overlay and modify bib records for all material formats					
Ability to easily select, insert and correctly display diacritical marks					
Ability to limit by other index fields when searching in one index					
Immediate indexing of completed records, even when multiple accounts are active concurrently					
Ability to customize indexing					
Ability to quickly check for duplicate ISBNs in the database.					
Is there a way to report bibliographic errors to a central mailbox from within the system?					
Ability to suggest titles when searching if the original search returns no results					
Supports searching despite non-English articles that start titles (non-English skip digits)					

Supports searching for titles in a series					
Ability to see and manage/transfer holds while cataloging					
Ability to limit by format, language, date, publisher, audience and owning library					
Authority control management					
Ability to maintain multiple authority thesauri without conflict					
Ability to batch update controlled terms/fields					
Ability to identify and print off duplicate, first time use, and/or invalid headings					
Ability to easily identify blind authority records					
Item record management					
Can the system restrict permissions on certain fields in an item record?					
Can on-the-fly items have different permissions and be easily distinguished in the database?					
Does the system use a volume field for items?					
Ability to transfer items between records					
Ability to quickly identify bad codes (mistakes, typos)					
Ability to export/print the lists of codes applying to each controlled field					
Ability to manage codes based on permissions					
Ability to print item spine and book labels from within the ILS					
Ability to customize spine and book labels to meet individual owning library's needs					
Ability to print item labels in batches					
Ability to display call number scroll of a specific member library while creating Cutter numbers					
Ability to manipulate the order in which items display to staff and the public					
Collection management					
Can the ILS assist selectors with determining nonfiction areas of high and low interest at each physical location?					
Can the ILS help set data benchmarks for when material becomes unusable due to condition without requiring physical examination of every piece first?					
Can it create weeding & missing lists?					
Can it determine the most popular fiction authors for each audience level at each physical location?					
Does the system support floating collections and can it analyze floating success?					

III. Circulation and Self-Checkout

1. Please complete the below checklist:

	Yes – Part of the Current Base Software	No – Not Part of the Current Base Software	In Development	Available via a Custom Development	Add-On Product
Patron Record Management					
Ability to batch update patron records					
Ability to batch extend due date					
Ease of editing patron records					
Ability to have multiple types of patron records (senior status, child, adult, and other community types)					
Ability to view details of patron fines in check out					
Offers needed fixed and variable patron fields (home/residence field, circ active field, etc.)					
New patron record templates by branch or patron type (i.e., virtual student cards)					
Availability of multiple ways to look up a patron record (last name, address, e-mail, phone)					
Ability to designate a patron's preferred name					
Ability to add notes and messages to a patron record					
Patron barcode index is able to accommodate student id and username (alias) field equivalents					
Ability to view last patron and circ history on an item record					
Records the number of times the patron record was used in a given time period, not just tied to the last use.					
Holds Management					
Availability of local hold priority where system fills local library holds first					
Availability of bib- and item-level holds					
Ease of holds placement and management for both staff and patrons					
Ability for the patron to select the hold pick up location					
Ability for the patron to set a default hold pick up location					
Holds management offered in the public catalog					
Ability to batch extend hold pick up dates for a single location (emergency closures)					
Hold shelf management tools (clear the hold shelf report, current list, pick up date, location)					

Ability to format paging lists by library branch					
Ability for patrons to freeze holds and ease of unfreezing					
Checkins					
Ability to backdate materials					
Ability to check in with overrides or without triggering holds					
Support (or note added) when checking in damaged items					
Availability of pop-up messages when checking in items having multiple pieces or units (i.e., DVD's, CD's)					
Checkout					
Ability to extend or modify the due date					
A way to mark items lost in patron record AND to mark items damaged					
Loan Rules Management					
Availability of administrative area that allows for the creation and management of complex loan rules based on patron type, material type, location					
Strength and ease of loan rule management in a consortium					
Notifications					
Delivery methods must include paper, email, and phone					
SMS or text message notifications must be available (included with the ILS or as an add on service), or integrates with Shoutbomb					
Support for iTiva phone notifications (imports), or integration availability with another third-party phone notification system					
Availability of these notice types: overdue, courtesy, hold pickup, statement of charge or bill					
Fines Management and Fines Paid					
Ability to easily collect money and waive charges (no negative balances)					
Ability to accept partial payments or for patrons to select which charges they want to pay					
Ability to assign predefined charges and add new ones to the system					
System retains patron fine payment history for a set length of time with specific information for all charge types					
Availability of fines management tools to review fines paid, review waived fines and globally purge fines by library or by file					
E-Commerce					
Ability to support e-commerce payment via PayPal, credit card, touchless payments (Apple Pay, Google Pay)					
Ability to report on e-commerce payments					
Ability for standalone fine payments independent of the catalog via API or other method					
Ability to integrate e-commerce payment with third-party discovery layers such as BiblioCommons or Aspen					

Online Patron Registration					
Availability of an online self-registration form included with the ILS or as an add-on product.					
Online patron registration form is customizable					
Online patron registration form performs duplicate record checking against the patron database using more than one field as well as the name field					
Paging Slips for Holds					
Availability of paging slips for bib and item holds management					
Availability of transit slips					
Availability of hold shelf slips that are customizable					
Availability of date due and receipt slips					
Paging and hold slips are customizable and easy to manage					
Ability to restrict frozen holds from showing up on paging slips					
Self-Checkout / SIP2					
SIP2 integrated into the ILS package (no licenses)					
The ILS product supports our self-check vendors: Bibliotheca/3M and MK Sorting					
Availability of ILS information tied to SIP2 management					
Ability to select receipt paper options and formats (none, paper, email)					
Integration with self-checks for date due receipts for format (email and text)					
Offline Circulation					
Availability of offline circulation processes					
Availability of offline circulation documentation					
Patron API					
System communication with MyPC and EnvisionWare for patron sign on to PC management system					
Inventory					
Availability of inventory functionality either included with the ILS, as an add-on product, or via integration with a third-party vendor					
Availability of statistical reports and fields tied to inventory					
Ability to track in-house statistics for item records					
Inventory functionality separated out by branch library					
Miscellaneous					
Collection Agency functionality offered with consortia support, or integration with Collection Agency such as Unique Management					
Ability to retain circ transaction data for a set timeframe such as three years					
Ability to view record changes by staff login including a time stamp, functions performed, field edits, etc.					

Ability to set items in transit between locations and have an item status that indicates this					
Ability to designate an item as 'damaged', 'in repair', 'in bindery' (item statuses)					
Ability to add notes and messages to item records					
Support for RFID tags on materials					
Support for old or new item and patron barcode labels					
Interlibrary Loan					
Interlibrary Loan functionality is included with the ILS or offered as an add-on product					

IV. Reports and Statistics

1. Please complete the below checklist:

	Yes – Part of the Current Base Software	No – Not Part of the Current Base Software	In Development	Available via a Custom Development	Add-On Product
Ability to create custom reports for different record types					
Ability to create canned and custom reports at branch/location level and at consortia level					
Ability to create canned and custom reports for circulation and hold transactions					
Ability to edit lists or reports directly in the ILS					
Ability to edit records in reports without exiting from the report					
Ability to export reports in a variety of formats					
SQL reporting or some other equivalent					
Ability to create custom queries					
Availability of report widgets that interface with the public catalog or a discovery layer					
Reporting allows for automatic charts/images to be output to facilitate dashboards for libraries					
Ability to limit access to reports/reporting tool(s) by user sign on					
Reports can be shared directly in the ILS					
Ability to save, edit, and re-run custom reports					
Ability to schedule regularly run reports					
Availability of unlimited reports at a given time					
Analytic reports that support a consortium and multiple branches					
Offers several different types of reports of use to a single library and a consortium					
Availability of web-based reports					
Statistical reports can be modified before printing					
Statistical reports can be printed directly from the ILS					
Availability of custom reports that allow for more than two metrics					
Statistical reports can be run on all record types					
Availability of a report to track usage of owned and non-owned items					
Ability to create collection development reports that accommodate a consortium and local call numbers					

V. Systems Administration & Authentication

1. Please provide a brief description of the following functions or features:

- The main features or organization of the administration module
- The level of access to the database available to consortium staff

2. Please complete the below checklist:

	Yes – Part of the Current Base Software	No – Not Part of the Current Base Software	In Development	Available via a Custom Development	Add-On Product
Documentation and Training					
Availability of a current manual that covers the entire library system and its different functionality					
Company provides in-person staff training					
Company provides online training materials					
Availability of a test server or sandbox					
Systems Administration					
System can accommodate record and workflow set up for multiple libraries and multiple branches					
System allows for the customization of some amount of fixed and variable length fields in all types of records					
System allows for patron and item barcodes of varying lengths. Currently our patron barcodes or school IDs range between 6 digits and 14 digits and have different prefixes. Our item barcodes are between 11 and 14 digits in length					
Support for standard barcode symbologies					
System accommodates z39.50 record searching and record loading from outside databases					
Availability to export the entire database to outside vendors via FTP or another method.					
System provides a field option to suppress records of any type from public view					
System administration module offers the ability to manage and modify record templates for all types of records.					
System administration module offers both group and granular levels of staff permissions					
Staff administration module offers the ability to create and duplicate individual and group logins (accounts)					
Staff administration module offers the ability to temporarily disable staff accounts as well as remove accounts.					

Staff administration module offers password management for scheduled changes.					
Ability to handle circulation/loan rules for a consortium having multiple libraries.					
Ability to set days closed and hours open					
Availability of a mechanism to reset a fixed field (or restart a date field) annually or as needed by record type					
Profiles for Record Loading					
Availability of load table to bring in batch records					
Ability to customize load profile tables					
Remote Authentication for E-Resources					
Availability of a remote patron authentication module					
Ability to control and restrict patron authentication for holds, payments and account management					
Availability of usage statistics for remote authentication.					
Usage statistics for remote authentication supports a consortium					
Availability of a patron API to facilitate remote access of e-resources.					
Availability of a RESTful API or other programming to automatically create, modify or delete database records.					

III. Online Public Catalog

1. Are you responding with information about a discovery layer product? If so, please use the last column for the below checklist to specifically identify if it features the listed functionality.
2. Are you responding with information about the public catalog included with the ILS? Please use the four columns to the right of the listed functionality to indicate what your ILS public catalog offers.
3. In the space below, please list those public catalog features that are only available to users upon account login. Feel free to also specify if there are any unique (non-basic) features that do not require account login.
4. Please complete the checklist below.

	Yes – Part of the Current Base Software	No – Not Part of the Current Base Software	In Development	Available via a Custom Development	Responses for the Discovery Layer Product only
Interface and Search Capabilities					
Offers a clean basic search interface					
Offers keyword, phrase and Boolean searches					
Offers an advanced search option					
Performs well with any/all web browsers					
Offers real-time catalog results and patron information					
Is mobile responsive by design to accommodate searching via many types of devices					
Supports enlarged fonts and WC3 design standards					
Supports multiple world languages					
Offers the ability to search and limit results to one library					
Offers the ability to limit a search using facets that restrict to one library, one format, etc.					
Supports cross-references and see-also headings					
Supports bib and item level holds					
Offers the ability to sort catalog results					
Features material type icons for ease of format identification					
Failed search attempts should give a "Did you mean?" alternative or close results rather than no results					
Highlights words when results are returned to help explain why results came back					
Offers persistent links to individual titles					
Availability to create persistent links to featured lists					

	Yes – Part of the Current Base Software	No – Not Part of the Current Base Software	In Development	Available via a Custom Development	Responses for the Discovery Layer Product
Patron Account Functionality					
Offers the ability for patrons to edit some of their contact information such as email					
Offers the ability for patrons to access personal checkout/hold data					
Provides patron self service functions (place holds, renew materials, cancel holds, view notes from staff, update contact information)					
Availability of a reading history					
Offers lists or favorites which a patron could curate					
Offers method for patrons to track preferences and interests					
Features and Integration					
Staff interface links back to public view of a given record in the catalog					
Ability to choose FRBR-ized display or non FRBR-ized display					
Provides information on similar titles or other titles in a series (integrates with Novelist Select)					
OverDrive API integration					
Ability to easily integrate carousels into web pages					
Ability for patrons to text or email a title and share on social media platforms					
Ability for users to save searches and search results					
Miscellaneous					
Ability to view a full record as a MARC record in the public display					
Availability of an online payment option (e-commerce)					
Availability of an online library card registration form					
Ability for libraries or the system admin to customize the public catalog's display					

IV. Integration with Other Companies

Below is a list of the companies MCFLS and/or individual libraries currently work with in concert with the Sierra library system.

1. Please list by name the mobile app companies your ILS product integrates with as of 2021.
2. Please briefly describe how your ILS product is equipped to handle AMH sorters and RFID tags?
3. Please list if there are any limitations tied to outputting the database to an outside vendor? For example, can this only be done for bibliographic records or in a specific format?
4. Please complete the checklist below to indicate which companies your ILS integrates with:

Company or Equipment	Yes – We have worked with this company and can integrate with their products	No – We have not yet worked with this company or integrated the product	We can work with this company and integrate a product with an add-on cost
Bibliotheca 3M (self-check, gate, RFID provider)			
AEON (Atlas Systems)			
Auto Graphics (software used for statewide catalog integration)			
Baker & Taylor Book Jacket Images			
Baker & Taylor EDI/FTP Ordering and Invoicing			
Communico			
EBSCO Information Services (subscription services)			
EBSCO Novelist Select or Novelist Plus for enhanced catalog content			
EnvisionWare (PC management, laptop kiosk)			
Ingram			
Library Ideas (Freegal Music API)			
MARCIVE			
Midwest Tape (Hoopla and electronic ordering and invoicing)			
MK Sorting (self-checkout)			
OverDrive			
PayPal (for e-commerce)			
Shoutbomb (text/SMS/phone notifications)			
TalkingTech/iTiva (phone notifications)			
TBS (Today's Business Solutions) (MyPC time management and PaperCut printing software)			
Unique Management Services (collection agency reporting)			
WT Cox Information Services (subscription services)			

V. Implementation Timeline and Known Constraints

1. Please list the components that make up a typical migration and implementation timeline as it applies to a consortium.
2. Are there any upcoming staffing / work constraints, or known issues with the company or software that our site should be aware of?

VI. Costs

1. Please supply a breakdown of costs by service and list the options for multi-year contracts or subscriptions.
2. Please supply a list of costs tied to the initial and on-going staff training.
3. Describe the invoicing process for new products and when maintenance of those products begins.
4. MCFLS currently bills back member libraries for maintenance on ILS products that they have purchased separately (for example, the Collection Agency product). Does your company's accounting process provide for the itemization of maintenance for products that are purchased by individual libraries within our consortium?
5. Explain how maintenance increases are applied and what typical annual increase we can expect without multi-year contracts.

Appendix A – Member Libraries & FY19 Stats

MCFLS consists of 15 public member libraries. One member, the Milwaukee Public Library, has 14 locations.

Total Number of Bibliographic Records: 1,769,752

In-Building Circulation: Circulation of items from this library location regardless of ownership. Checkouts and renewals are considered part of in-building circulation.

<u>Library</u>	2019 In-Building Circulation (includes renewals)	Number of Patrons as of 5/1/2021
Brown Deer Public Library	174,847	5,546
Cudahy Family Library	239,965	15,327
Franklin Public Library	373,943	15,888
Greendale Public Library	187,738	7,783
Greenfield Public Library	257,253	11,394
Hales Corners Library	117,181	5,847
Milwaukee Public Library (includes all 14 locations)	1,941,268	369,389
North Shore Library	223,655	16,673
Oak Creek Public Library	294,692	16,752
Shorewood Public Library	299,956	7,491
South Milwaukee Public Library	144,372	11,428
St. Francis Public Library	103,761	3,810
Wauwatosa Public Library	792,901	21,765
West Allis Public Library	495,289	39,461
Whitefish Bay Public Library	288,570	8,372
	5,950,341	556,926

Thank you for your participation.

2020-2024 MCFLS Strategic Plan Quarterly Update				
Direction	Activity	Description	Due Date	Due Date Status
1A. Training	Create short videos and instructional content that is practical, task specific, and related to system-wide ILS, digital resources, and technology member libraries and patrons use	Ongoing. Update for 7/2021: Jen Schmidt created several short videos focused on how to find e-magazines via Libby, how to use the CountyCat Mobile app, and adding information to a brief bibliographic record for staff.	2021-06-30 10:02	Complete
1A. Training	Develop and provide plug and play instructions for patrons' use of technology, ILS, CountyCat app, and online resources that libraries can use (ex. MCFLS Spotlight)	Identify what pieces need to be developed first and then create those with Jen's help. Spotlight these instructions and pieces developed by members.	2021-09-30 12:00	
1A. Training	Develop train the trainer opportunities to increase technology expertise at member libraries	Use training survey to develop opportunities and work with Laurie Freund at Bridges to develop opportunities.		
1A. Training	Offer regular technology "office hours" or "Q&A's" for real time access to one on one and group learning assistance	Implemented and Jen is holding these every two months. Survey will determine content of future Q&As	2020-02-11 12:00	Complete
1A. Training	Identify and provide web-based training opportunities	Use survey to identify opportunities. Also investigate options through SEW and other systems.	2020-02-11 12:00	Complete
1A. Training	Provide up to date tracking of changes, with regular reviews of the different resources to existing technology, platforms and resources such as Hoopla, Baker & Taylor, Badgerlink, CollectionHQ and Overdrive.	Updates for shared resources. MCFLS staff would forward any change notices to Kellie. Kellie will update the libguides site and communicate any changes to members.	2020-10-31 12:00	Complete
1B. User Experience	Identify accessibility issues for users and develop strategies and solutions to improve	Update 7/2021: Staff were surveyed as to ability of Encore to serve users effectively. Outcomes indicated that there was a strong interest in improving access for users as far as Encore went.	2021-09-30 10:00	
1B. User Experience	Continue to identify new opportunities and needs for system online resource subscriptions	Ongoing activity. Use opportunities and survey member libraries for ideas related to new resources. 2020 3rd quarter: MCFLS is now brokering subscription for 7 member libraries to online tutoring and job assistance through Brainfuse. A demo for WhoFi was held on October 7th. WhoFi packages wireless statistics for public libraries to more easily use.		
1B. User Experience	Keep discovery layer relevant	Ongoing. July 2021: The ILS Review workgroup shared survey results showing interest in possibly replacing Encore. Encore will be sunsetted in a few years and the Synergy product which includes articles will cease to be supported by 12/31/21.	2023-07-11 12:00	
1B. User Experience	Shift financial resources so that all libraries have access to the same resources.	Ongoing. July 2021: A survey shared with system stakeholders includes options for system payment of databases such as Brainfuse and Gale Courses.	2019-10-21 12:00	Complete

2020-2024 MCFLS Strategic Plan Quarterly Update				
Direction	Activity	Description	Due Date	Due Date Status
1B. User Experience	Develop an ILS evaluation plan that studies how well Sierra is or is not serving member library and/or patron expectations and gather information about other ILS options	Start in late 2020. 3rd Quarter 2020: Jen has started the process of identifying key components of our current ILS. Review state environment, technology environment and system requirements for an ILS software vendor.	2021-12-31 10:00	
1B. User Experience	Identify and compile system-wide data, including gathering feedback from users, that could inform standardization discussion and decision making	Compile data and feedback from members. Look at low-hanging fruit and identify areas of possible cooperation. 1st Quarter 2020: We investigated a common fee card and members decided not to pursue this as of March 5th, 2020. Will look at other avenues.		
1B. User Experience	Research, prepare and implement new CountyCat Mobile application	July 2021: MCFLS staff have had demos for a product called Solus UK that provides mobile apps for many ILS systems. Possible replacement for current app. Completed December 16, 2019	2019-12-16 12:00	Complete
1C. Infrastructure	Identify and share best practices to establishing a library technology plan	Included in system technology report released June 2020.	2020-05-27 12:00	Complete
1C. Infrastructure	Develop and share equipment replacement schedules	Provided and included in system technology report.	2020-05-27 12:00	Complete
1C. Infrastructure	Develop and share recommended hardware lists	Provided and will be included in system technology report.	2020-06-30 12:00	Complete
1C. Infrastructure	Develop and share recommended browser, PC, and printer settings	Provided by Hieu and included in system technology report.	2020-05-27 12:00	Complete
1C. Infrastructure	Explore more cooperative purchasing of equipment for member libraries	Ongoing activity. 3rd Quarter 2020: 11 member libraries now take advantage of cooperative purchasing benefits offered through WILS and paid for by MCFLS. MCFLS will work through DPI to explore more collaborative purchasing opportunities through the PLSR process.		
1C. Infrastructure	Investigate shared servers for printers and PC management services	Ongoing activity.		
1C. Infrastructure	Identify and manage large-scale project opportunities for scale shared technology project, including investigating opportunities at ALA and through statewide and LDAC discussions	Ongoing activity. Examples include the backup project, state digitization kits, Dell cooperative purchasing and other opportunities. - June 2020: Director Hesser took part in developing infrastructure for a technology committee as part of the WPLC for advancing new collaborative projects. - In July 2020, MCFLS took lead on a cybersecurity grant involving five systems total. The grant will save money for the system in the long term. Implementation occurred in September 2020. - July 2021: MCFLS will take part in an LSTA grant supporting the state backup project. This project will provide an offsite backup center for any mission critical system data including ILS data.		
1C. Infrastructure	Provide timely and regular environmental scans to identify potential and emerging technology trends	Ongoing activity. Provide as part of the annual report.	2020-06-30 13:54	Complete

2020-2024 MCFLS Strategic Plan Quarterly Update				
Direction	Activity	Description	Due Date	Due Date Status
1C. Infrastructure	Test and evaluate potential new technologies for libraries	Ongoing. 3rd quarter 2020 update: MCFLS is brokering purchase of Brainfuse for 7 member libraries and demoed the WhoFi service.		
1C. Infrastructure	Connect more with other library systems to share technology ideas	Ongoing activity. Tech-a-talks, Tech Days, SEWI, WLA would be potential sources of information. Steve Hesser will be part of a group of WPLC board members coordinating new technology projects for systems.		
1C. Infrastructure	Distribute annual technology report to member libraries by June 30th each year.		2020-05-27 12:00	Complete
2A. System Marketing	Create a marketing and advocacy committee made up of library and outside experts	Working group proposed membership, scope. New committee will meet 1Q 2020.	2020-02-01 12:00	Complete
2A. System Marketing	Hire marketing consultant to provide high level planning.	1st quarter 2021: STIR hired as marketing consultant. Work completed in March of 2021. 4th quarter 2020: RFP for marketing consultant process completed in September after RFP sent out a second time in August. Top three were interviewed on September 14th and STIR selected soon after. Awaiting approval of the statement of work by the MCFLS Board on October 19th.	2020-10-19 12:00	Complete
2A. System Marketing	Create a statement of work for a contract employee responsible for ground level activities.	2nd quarter 2021: MCFLS Board approved moving contract worker to regular part-time MCFLS employee. Job description created and approved by Board in May 2021.	2021-05-17 12:00	Complete
2A. System Marketing	Marketing plan: Identifying current and new data collection priorities to support marketing development and implementation including utilizing tools (surveying system residents, focus groups, market segmentation, GIS mapping, methods to capture user stories, etc.) as appropriate to gather and analyze system-wide data	2nd quarter 2021: Multi-year marketing plan created with help of STIR, our marketing consultant.	2021-05-31 12:00	Complete
2A. System Marketing	Marketing plan: A targeted plan for marketing system-wide services and resources to different audiences through various communication channels with a focus on reaching underserved populations and those that do not or infrequently visit and use our member libraries.	2nd quarter 2021: Multi-year marketing plan created with help of STIR, our marketing consultant.	2021-03-31 12:00	Complete
2A. System Marketing	Marketing plan: Providing and centrally maintaining standardized, easy to access, and easy to use (plug and play marketing toolkits) marketing messaging, information, and materials for system provided resources and services	Ongoing. 2nd quarter 2021: Multi-year marketing plan created with help of STIR, our marketing consultant.	2021-09-30 12:00	
2A. System Marketing	Develop a plan to regularly communicate to member libraries what the system is actively doing to meet library market and meet member and county resident needs for system services and resources.	Developed by MAC committee	2022-02-28 12:00	
2A. System Marketing	Collaborate with other library system and statewide marketing and related data gathering efforts	Ongoing activity. Dependent upon contract worker activity.		
2B. Advocacy	Advocacy plan: Identifying current and new data collection priorities to support advocacy efforts including utilizing tools (surveying system residents, focus groups, methods to capture user stories, etc.) as appropriate to gather and analyze system-wide data	Dependent upon committee work.		
2B. Advocacy	Advocacy plan: Creating an ongoing advocacy engagement and communication plan to build relationships and support for the system and its member libraries for a variety of audiences (legislators, local Friends groups, community as whole, etc.) with a focus on the impacts of libraries in the county, region, and state			
2B. Advocacy	Advocacy plan: Providing and centrally maintaining standardized, easy to access, and easy to use (plug and play advocacy toolkits) advocacy messaging, information, and materials for the system and member libraries			
2B. Advocacy	Advocacy plan: Providing advocacy training for system and library staff and boards	Responsibility of marketing and advocacy committee. Training done by outside consultant or statewide resource.		

2020-2024 MCFLS Strategic Plan Quarterly Update				
Direction	Activity	Description	Due Date	Due Date Status
2B. Advocacy	Develop a plan to regularly communicate to member libraries what the system is actively doing to advocate for the system and member libraries	Goes hand in hand with reporting done for marketing. Provided by contract worker in consultation with the committee.		
2B. Advocacy	Collaborate with other library system and statewide advocacy and related data gathering efforts	Ongoing activity. Library legislative day, etc. Participation in LD&L by system staff or member libraries		
2C. Library Marketing	Gather and compile data, information, and stories to use for local library marketing to identify priorities, audiences, messages, and metrics	Assistance from MCFLS staff. Contract worker is responsible for creating the content and working with consultant to collect this information.	2021-12-31 12:00	
2C. Library Marketing	Marketing plan support Create a marketing plan toolkit	Primary responsibility of Public Information Coordinator.	2021-12-31 12:00	
2C. Library Marketing	Marketing plan support Help libraries connect with experts in the community for help (library schools, marketing experts at local companies, etc.)	Primary responsibility of Public Information Coordinator.		
3A. Data Collection	Data Collection: Establish data collection priorities including review of current data that is gathered and new data that could be gathered such as salaries and benefits, money for suburban library renovation, in-house circulation by municipality (hourly and by day), reference question, room use, who is using the library remotely versus physically etc.	Data collection was to be a primary consideration of the marketing consultant, but the reworking of the RFP for marketing services will cause us to have to look elsewhere for this information.	2022-06-30 12:00	
3A. Data Collection	Data collection: Establish standard collection tools and equipment (wireless access points, etc.)	Jen would work with consultant to determine collection tools and equipment and coordinate with Eric Henry.		
3A. Data Collection	Data collection: Work with member libraries to determine standards for a variety of useful data points such as salary data, annual data reporting, etc.	Possible help from consultant to determine what those standards are. Needs more fleshing out.		
3A. Data Collection	Data collection: Find management products to help maintain data collection standards such as Gimlet for reference statistics or Edge Report for computer use analysis	Dependent upon data standards.		
3A. Data Collection	Data collection: Educate member libraries on standards	Work with data collection and consultant. Responsibility of director to communicate standards for data.		
3A. Data Collection	Seek, develop, and engage in collaborative opportunities related to gathering and using data regionally and statewide, including gathering data from other metropolitan areas in the country	Ongoing activity.		
3A. Data Collection	Dashboard: Additional data points such as by year ranges and community size	2nd quarter 2021: Survey included options for replacing current dashboard.	2021-12-31 12:00	
3A. Data Collection	Dashboard: Include additional data tracked through annual report work such as budget levels, hours, staffing numbers, collection spending, etc., and new data that is prioritized to be collected.		2021-12-30 12:00	
3A. Data Collection	Improve use of data: Develop system level packaged data, analysis, and summaries to provide plug and play information that can more easily be utilized for decision making.	Include plug and play elements for annual report statistics. Provide templates by system staff to provide boilerplate statistical reporting.		
3A. Data Collection	Improve use of data: Explore new tools and software for gathering, compiling, visualizing, and analyzing data			
3A. Data Collection	Identify training needs of members and develop and deliver training related to understanding data and using data tools and software		2021-08-31 12:00	
3B. Connections	Review and redevelop system committee structure and communities of practice to support system and member needs, including identifying and developing areas for system coordination and support for member library YS and inclusive programming needs.	2nd quarter 2021: MPL is assisting the system with leadership through liaison roles for Youth Services and Inclusive Services starting fall of 2021.	2022-06-24 12:00	
3B. Connections	Develop and coordinate, as needed, county-wide programming and services, (ex. memory cafes)	Ongoing activity. Use input from LDAC and outside sources to investigate adding additional services.		

2020-2024 MCFLS Strategic Plan Quarterly Update				
Direction	Activity	Description	Due Date	Due Date Status
3B. Connections	Promote and support grant opportunities including support for grant writing, acting as a fiscal agent, and connecting with others that are seeking grants or grant partners	Provide opportunities for members and provide updates on possible grants. Communication piece. 3rd Quarter 2020: the system has communicated several grants and participated in three so far in 2020: connectivity grant, IMLS Cares Act grant (for technology), and cybersecurity grant.		
3B. Connections	Develop an online space to serve as a clearinghouse with lists and resources that members could update and add to that would include information such as:	3rd Quarter 2020 Update: Jen is in the process of migrating our system website to Wordpress and expanding use of Libguides to allow more sharing between members. Two committees: Circulation Services & Youth Services have clearinghouse areas for content to be shared. On the MCFLS web site, there is an area being created for job opportunities seen by all member staff	2020-12-31 12:00	Complete
4A. System Interests	Engage in statewide efforts, including any implementation activities related to the PLSR Steering Committee recommendations, that will impact funding, legislation, and services to systems	Ongoing. System and member library staff will participate in PLSR activities as opportunities arise. Steve Hesser is working as part of a WPLC led-group to further new technology projects in line with PLSR goals. 2nd Quarter 2021: MCFLS has participated in redesign of delivery, potentially adding better service to public and academic libraries. The system will also support the statewide backup project. 3rd Quarter 2020: Opportunities for collaboration on electronic resources, data, and marketing were identified by system directors via a survey.		
4A. System Interests	Engage with regional partners to explore ideas and models developed by PLSR workgroups that can improve service to member libraries	Ongoing activity. 2nd quarter 2021: MCFLS is leading an effort with WILS and local academic partners to streamline the INFOPASS project for local resource sharing.		
4A. System Interests	Be informed and an active partner with other library systems	Ongoing activity. Active participation in opportunities such as LAWDS and grant collaboration through LSTA are two recent examples. MCFLS is continuing to lead the cybersecurity efforts in partnership with four other systems.		
4B. Funding	Based 2020-21 state aid funding, realign budget allocations as needed to support system services and strategic plan initiatives and activities	2nd quarter 2021: Survey shared with system stakeholders to identify strategic plan targets with additional state funding. Results will be shared in August 2021. Completed for 2020-2024. Adjusted contract amounts to support strategic planning objectives.	2020-01-01 12:00	Complete
4B. Funding	Reciprocal Borrowing; Establish guidelines for process and discussion	MCFLS staff will initiate with data collection help from consultant.		
4B. Funding	Reciprocal Borrowing; Perform data collection and analysis	MCFLS staff will initiate with data collection help from consultant.		
4C. Operational Support	Make necessary annual budget adjustments to fund strategic plan activities and needs	Ongoing activity	2020-01-01 12:00	Complete
4C. Operational Support	Analyze staffing levels and review job descriptions	Will start in late 2022.	2022-11-09 12:00	

2020-2024 MCFLS Strategic Plan Quarterly Update				
Direction	Activity	Description	Due Date	Due Date Status
4C. Operational Support	Clarify and disseminate information about the roles of MCFLS staff	Hand in hand with staff job description review.		
4C. Operational Support	Staff learning support: project planning and management	Supporting staff learning and continuing education to support strategic plan initiatives.		



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July 19th, 2021

June/July 2021 Director's Report

Summary of activities

1. One June 22nd I attended the Glendale Library Review committee meeting to discuss reciprocal borrowing and answered questions related to municipal libraries. I did some further research at the request of the committee regarding cost estimates and space needs. I discussed that data with them on July 13th.
2. Our ILS Review task force has complete the Request for Information (RFI) and sent the document to three vendors to be received back by August 12th. All day demonstrations will be scheduled by September 1st. Jen Schmidt has done a great job in leading this process for the system.
3. I met separately with both our liaisons for Youth Services and Inclusive Services, both of which will take on their roles in the fall. We discussed future plans and our vision for these services which may include additional funding to support these services.
4. Upon an invitation from Joan Johnson, I attended a meeting of the Public Service Commission to discuss digital equity, particularly with regard to broadband access. The PSC consisted of a very diverse group of stakeholders including MPL and MPS.
5. I gave a presentation regarding Chapter 43 to the Franklin Public Library Board of Trustees on June 28th which was well-received.
6. Jen and I attended demos for products that could offer alternatives to our CountyCat mobile app.
7. MCFLS staff have been working on a new ticketing system to better organize and communicate with member library staff. A communication email about the new system is being put together and will be made available to member libraries soon.
8. Our Public Information Coordinator search has resulted in a high quality diverse group of candidates with different experiences and talents. Our interview team has reached out to eight candidates and we hope to wrap up interviews and make an offer by July 23rd.
9. Jen and I have met with WILS staff to continue discussions about INFOPASS. WILS is planning on assisting us with project management and will offer a proposal to MCFLS and our partners by the end of July. Our group has a meeting in August to discuss the proposal, address funding questions and outline a process for implementation.
10. With the help of MCFLS staff, I set up and distributed a budget survey after the additional system funding was confirmed in early July. The survey results will be shared with the LDAC and MCFLS Board in August before the budget is finalized.

Upcoming Activities

1. Train the MCFLS Public Information Coordinator.
2. Prepare for mid-year budget revisions and audit presentation for Board in August. Finalize member costs and organize budget survey results for August LDAC and MCFLS Board meetings.
3. Finalize West Milwaukee amendment for expanded access to electronic resources.