

NOTICE

Milwaukee County  
Federated Library System  
Board of Trustees

Monday, October 3<sup>rd</sup>, 2022

3:30 P.M.

*This meeting will be held:*

*In person in the*

MCFLS Conference Room  
709 North 8<sup>th</sup> Street  
Milwaukee, WI 53233

AND

*Online at*

Meeting URL: [CLICK HERE](#)  
Meeting ID: 813 4318 4710  
Meeting Passcode: kXwd1Vf5  
Telephone Passcode: 47496039

AGENDA

1. Call to order
2. Adoption of agenda  
Action
3. Approval of minutes: the MCFLS Board of Trustees meeting on September 12<sup>th</sup>, 2022  
Action [Attachment A](#)
4. Public hearing regarding the MCFLS Budget. Anyone wishing to make public comment on the proposed 2023 MCFLS Budget will be allotted 5 minutes to speak.

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

5. Public comment

MCFLS Standing Committee Reports

6. Library Directors Advisory Council

- a. Report for September 29<sup>th</sup> meeting will be combined with November 10<sup>th</sup> report for the next MCFLS Board meeting

7. MCFLS Finance and Personnel Committee

- a. Proposed 2023 MCFLS Budget

Action [Attachment B](#)

8. MCFLS Legislative and System Services

- a. Draft of 2023 MCFLS System Plan

Action [Attachment C](#)

Administrative reports requiring action

9. Appointment of nominating committee for 2023 slate of MCFLS Board officers

Action

10. Multifactor authentication (MFA) requirements for Microsoft accounts and proposed purchase of security tokens

Action [Attachment D](#)

Administrative Informational Items

11. Director's Report

[Attachment E](#)

Next meeting date: Scheduled for Monday, November 28<sup>th</sup> at 3:30 pm via Zoom and in person at the MCFLS Offices.

Milwaukee County Federated Library System  
Board of Trustees  
Regular Monthly Meeting held Monday, September 12<sup>th</sup>, 2022  
Zoom and in person Meeting

ROLL CALL

Present: Paul Ziehler, President  
Steven Shea, Vice President  
Elizabeth Suelzer, Trustee  
Erika Siemsen, Trustee  
Guy Johnson, Trustee

Excused: Monica Deluhery, Trustee  
Howard Snyder, Trustee

Staff: Steve Hesser, Director  
Brittney Hornung, Business Manager  
Judy Kaniasty, Retiring Business Manager  
Jen Schmidt, Library Systems Administrator

Others: Amy Krahn, LDAC Chair and St. Francis Public Library  
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 2:03 p.m.

ADOPTION OF AGENDA. President Ziehler referred to the agenda. Trustee Johnson moved and Vice President Shea moved Trustee Siemsen seconded a motion to adopt the agenda as distributed. Unanimously approved.

APPROVAL OF MINUTES. President Ziehler referred to the minutes of the August 15<sup>th</sup>, 2022 shown as the Attachment A of the agenda packet. Being no corrections noted, Vice President Shea moved and Trustee Siemsen seconded the motion to approve the minutes as presented. Unanimously approved.

PUBLIC COMMENT. None.

MCFLS STANDING COMMITTEE REPORTS.

Library Directors Advisory Council. President Ziehler referred to the LDAC meeting summary of the September 1<sup>st</sup>, 2022 shown as Attachment B of the agenda packet. LDAC Chair Krahn reviewed her report and all topics discussed during the meeting. The libraries reviewed COVID

procedures and reported they are back to normal functions. Director Hesel has an update for the migration to the cloud date which will now be November 9<sup>th</sup> with a TBD time frame in hopes of it being completed outside of operating hours. Trustee Suelzer asked about the current use of Gimlet and the how the cost will be absorbed by MCFLS. Discussion ensued. President Ziehler asked what the backup for the cloud looks like and how to manage it. Jen Schmidt explained the process and how Innovative will be completing backups every night. Trustee Siemsen moved and Trustee Suelzer seconded a motion to accept the report and place it on file. Unanimously approved.

#### MCFLS Finance and Personnel Committee

No meeting since last MCFLS Board Meeting therefore no report.

#### MCFLS Legislative and System Services

No meeting since last MCFLS Board Meeting therefore no report.

#### ADMINISTRATIVE REPORTS REQUIRING ACTION.

#### Changes to Executive Committee appointments (Vice President and Treasurer)

President Ziehler recommended Vice President Shea to become Treasurer of the MCFLS Board as well as the Chair for Finance and Personnel Committee. President Ziehler also recommended Trustee Guy Johnson to be Vice President as well as the Chair of Legislative and System Services. Trustee Suelzer motioned to adopt the board positions to what has been recommended and Trustee Siemsen Seconded. Unanimously approved.

#### Resolution in appreciation of Judy Kaniasty upon her retirement from MCFLS

President Ziehler completed the reading of the Resolution in appreciation of Judy Kaniasty for 42 years of service. Vice President Shea moved and Trustee Suelzer seconded to adopt the resolution.

#### Financial Report- August 2022

Director Hesel shared a revised version of the financial report with additional financial information which can be reviewed in Attachment D. Vice President Shea moved to approve and Trustee Johnson seconded. Unanimously approved.

#### ADMINISTRATIVE INFORMATION ITEMS.

#### Initial report from DPI on possible changes to state aid formula

Director Hesel discussed the state aid funding formula analyzed by Dr Kriz. The findings can be reviewed in Attachment E of the agenda packet. The changes will not affect any funding for another year or two. President Ziehler asked whether there is discussion in these findings on funding for the libraries. Director Hesel will keep the Board up to date going forward.

Inclusivity and Subject Headings work

Analysis from collectionHQ findings to have more inclusive materials and clean up records to use appropriate languages. The project will go through the entire CountyCat database to make necessary changes to subject headings and will eventually be folded into regular work processes.

Director's Report

Director Heser gave a brief overview of recent activities within the libraries and system which can be reviewed in Attachment G of the Agenda packet. Discussion of the joint Zoom meeting for Finance and Personnel and Legislative Services Committee meeting to cover the MCFLS Budget set the date for September 22<sup>nd</sup> at 1:00pm.

NEXT MEETING. Scheduled for Monday October 3<sup>rd</sup>, 2022 at 3:30 p.m. via Zoom and in person at MCFLS Offices.

ADJOURNMENT. With no further business to be addressed, Vice President Shea motioned to adjourn the meeting at 2:54 p.m., Trustee Johnson seconded. Unanimously approved.

October 3<sup>rd</sup>, 2022  
To: MCFLS Trustees  
From: Steve Hesel, MCFLS Director  
Re: 2023 proposed MCFLS Budget

## Summary

Based on feedback from previous meetings and consultation with system staff, I am proposing the following 2023 MCFLS Budget. I feel the budget offers a good balance in funding some additional services while offering reductions in costs for members.

## Highlights

Points of emphasis in the proposed budget:

- State aid will increase by 8% (\$267,000) in 2023 and account for 8% increases to reciprocal borrowing (+ \$131,926) and resource library (+ \$16,717) expenditures while increasing the system share of cataloging costs (+ \$24,072) that reduce the burden on members.
- Additions of a part-time PC support specialist and full-time ILS technician to provide additional support for member libraries. These additions will allow MCFLS administrators more time for expanded work, improved service for member libraries and allow us to fully staff the MCFLS Helpdesk while libraries are open.
- Funding to pay for costs related to automatic verification of new and existing patrons through Patron Point. This option will eventually allow member libraries to free up staff for other purposes and will be transparent to the patron.
- Purchase of a next generation firewall to replace both our current Fortigate 300D firewall and WAN router, expected to save the system roughly \$15,000 and reduce redundancy on the network.

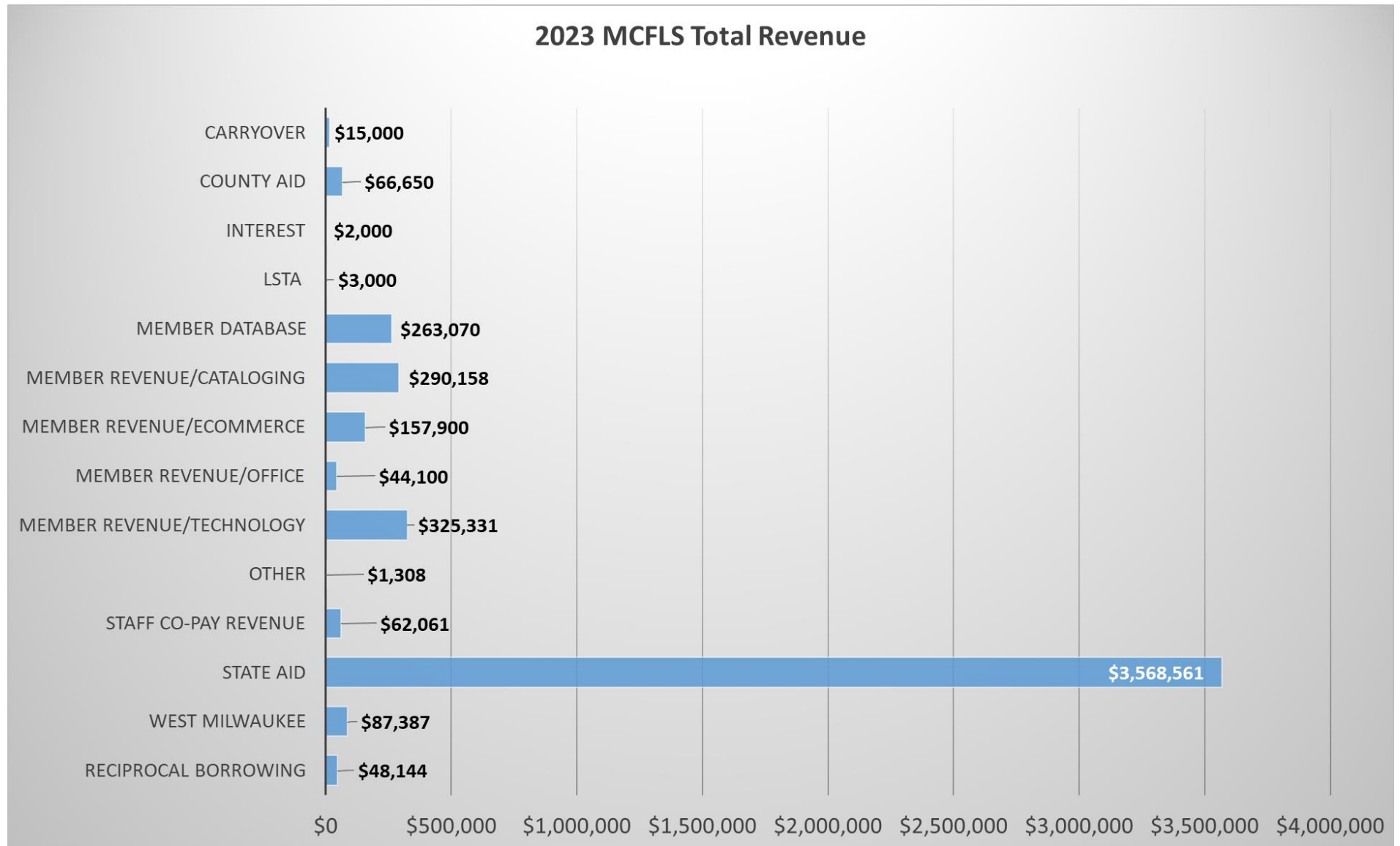
## Reduction in Member Costs

The system will reduce costs for members in these areas:

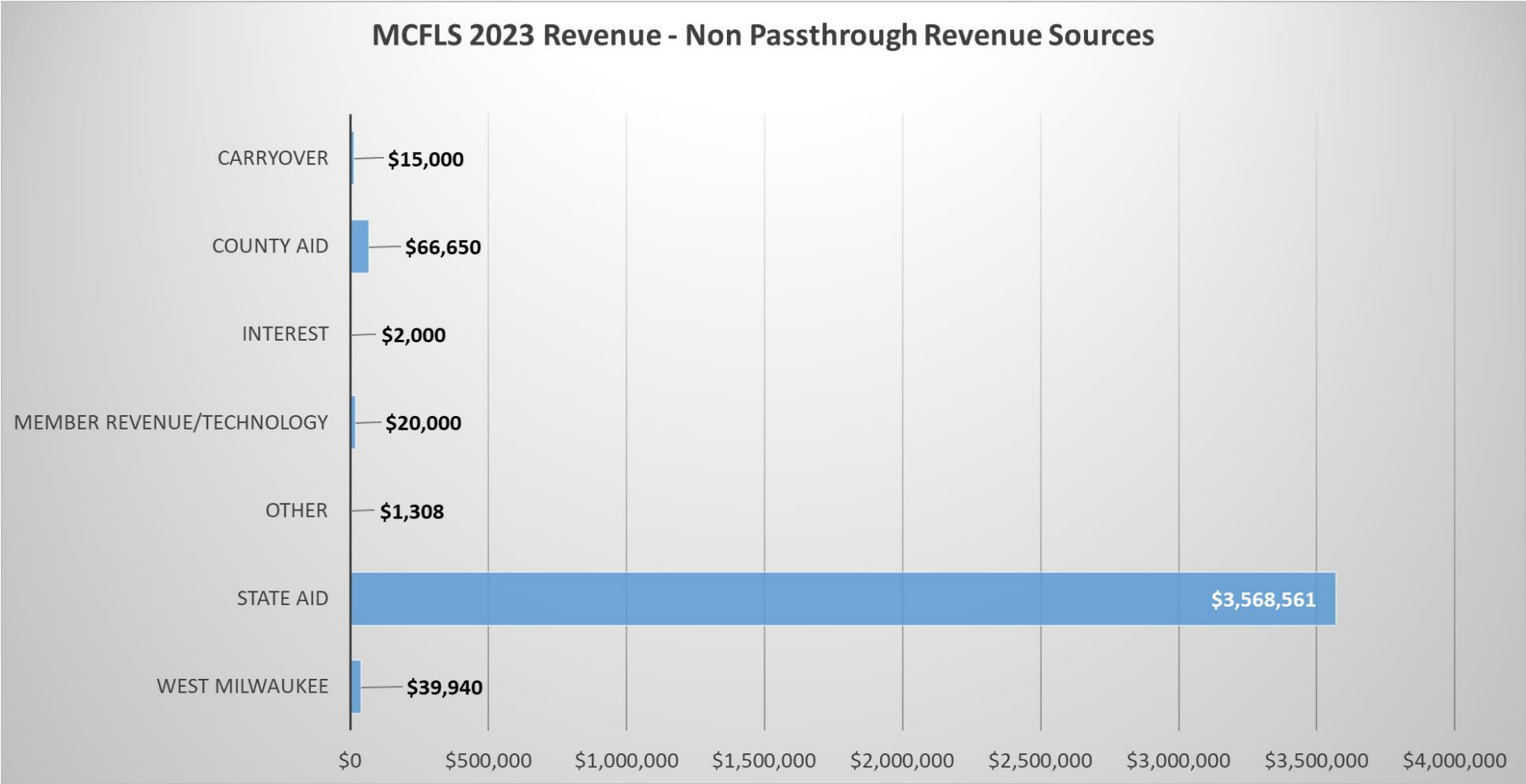
- Innovative ILS Costs. Through renegotiation with Innovative, member libraries will see a 16% reduction of their costs for 2023. New services such as a mobile worklists app and scheduler feature for Create Lists will be open to members in the next year.
- Mobile App and Selfcheck Costs. MCFLS is again covering the costs of the new Innovative mobile app and will cover implementation and ongoing maintenance charges for any library wishing to integrate self-check through the mobile app in 2023.
- Cataloging Costs. Additional state aid will go towards the system portion of the cataloging contract, saving members \$12,426 overall as compared to 2022.
- Electronic Resources Costs. MCFLS will again cover the entire cost of providing Gale Courses, Udemy on-demand video instruction and Transparent Languages while adding Gimlet reference tracking for all member libraries. The total cost covered for all these products for 2023 is \$95,000. The system is also proposing an additional system contribution of \$20,000 to offset member hoopla costs.
- Shoutbomb Text Notification, Itiva Telephone Notification and MKE Mixers costs. Costs associated with these services will again be covered completely by the system. Total savings estimated to be around \$12,500.

Overall, member costs are being reduced from roughly \$865,000 in 2022 to \$838,000 in 2023 for a total reduction of \$27,000.

## MCFLS Budget 2023

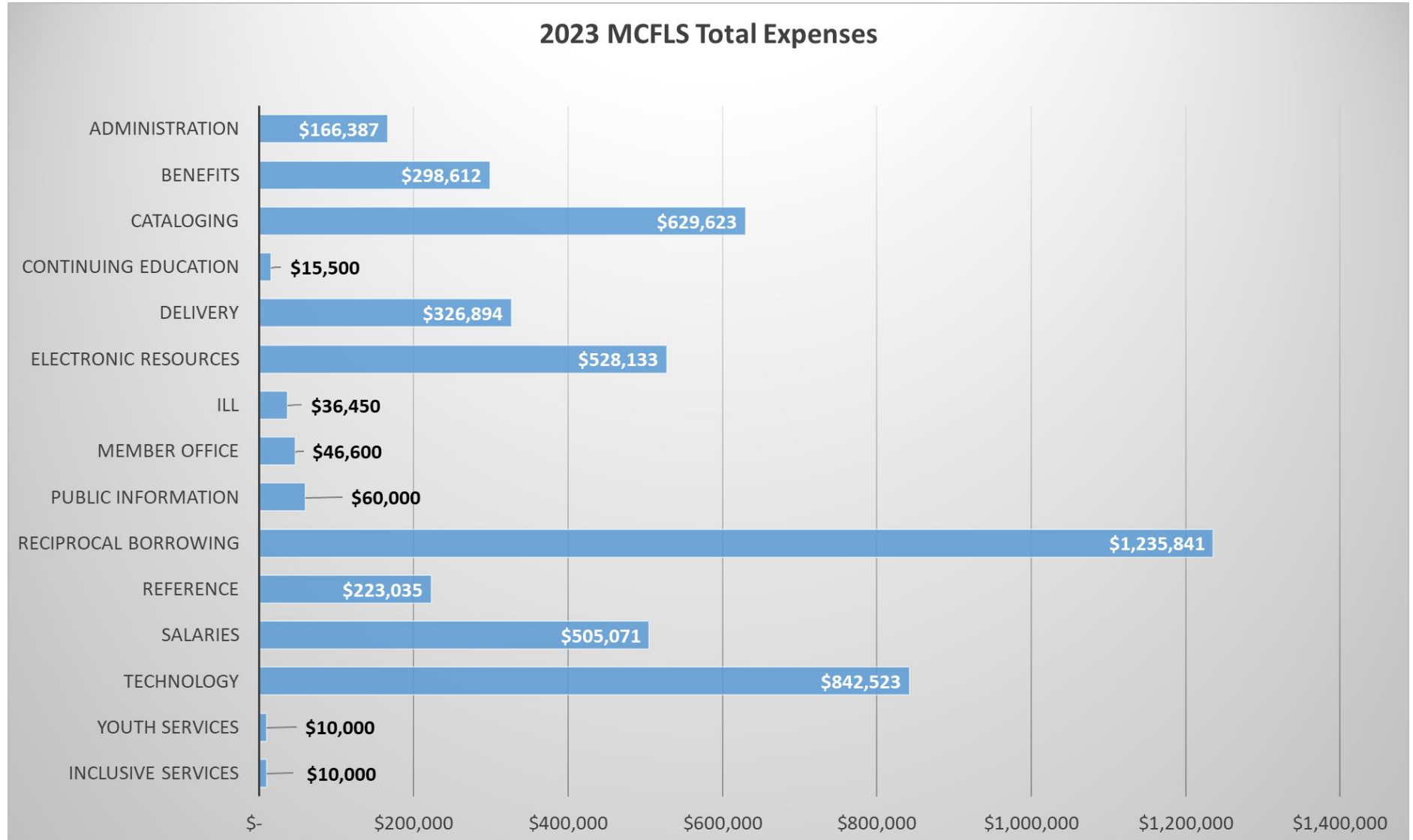


MCFLS Budget 2023

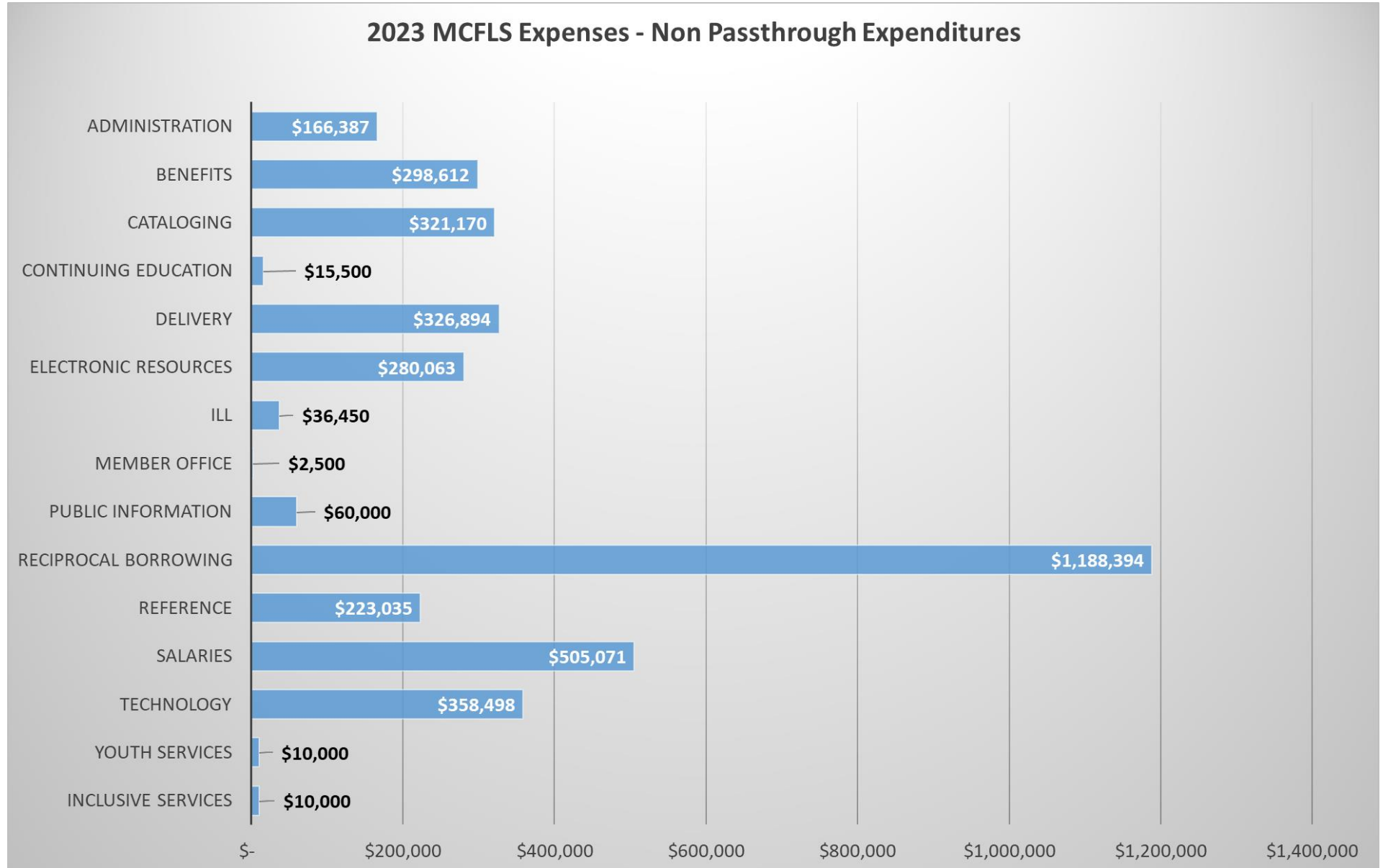




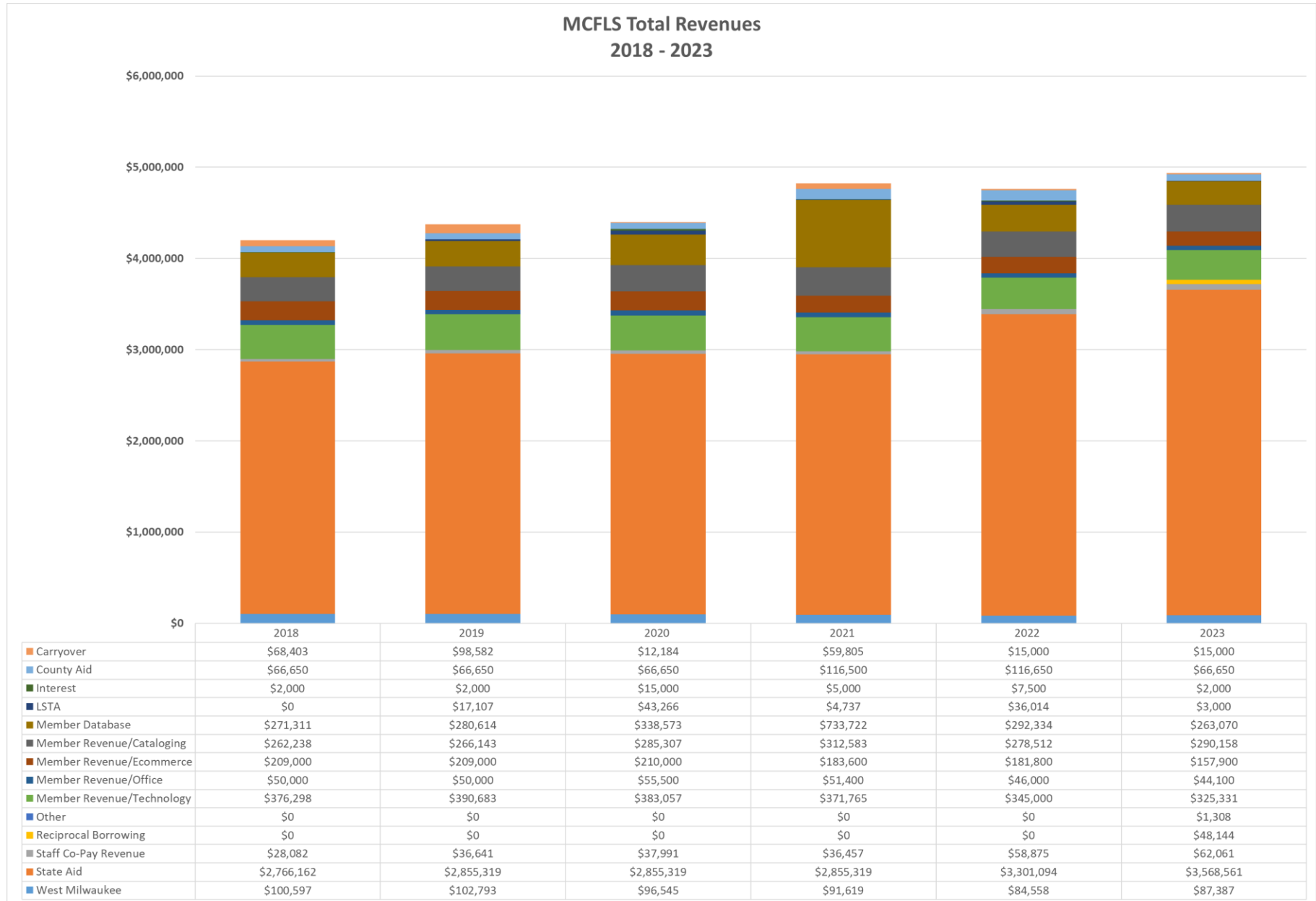
## MCFLS Budget 2023



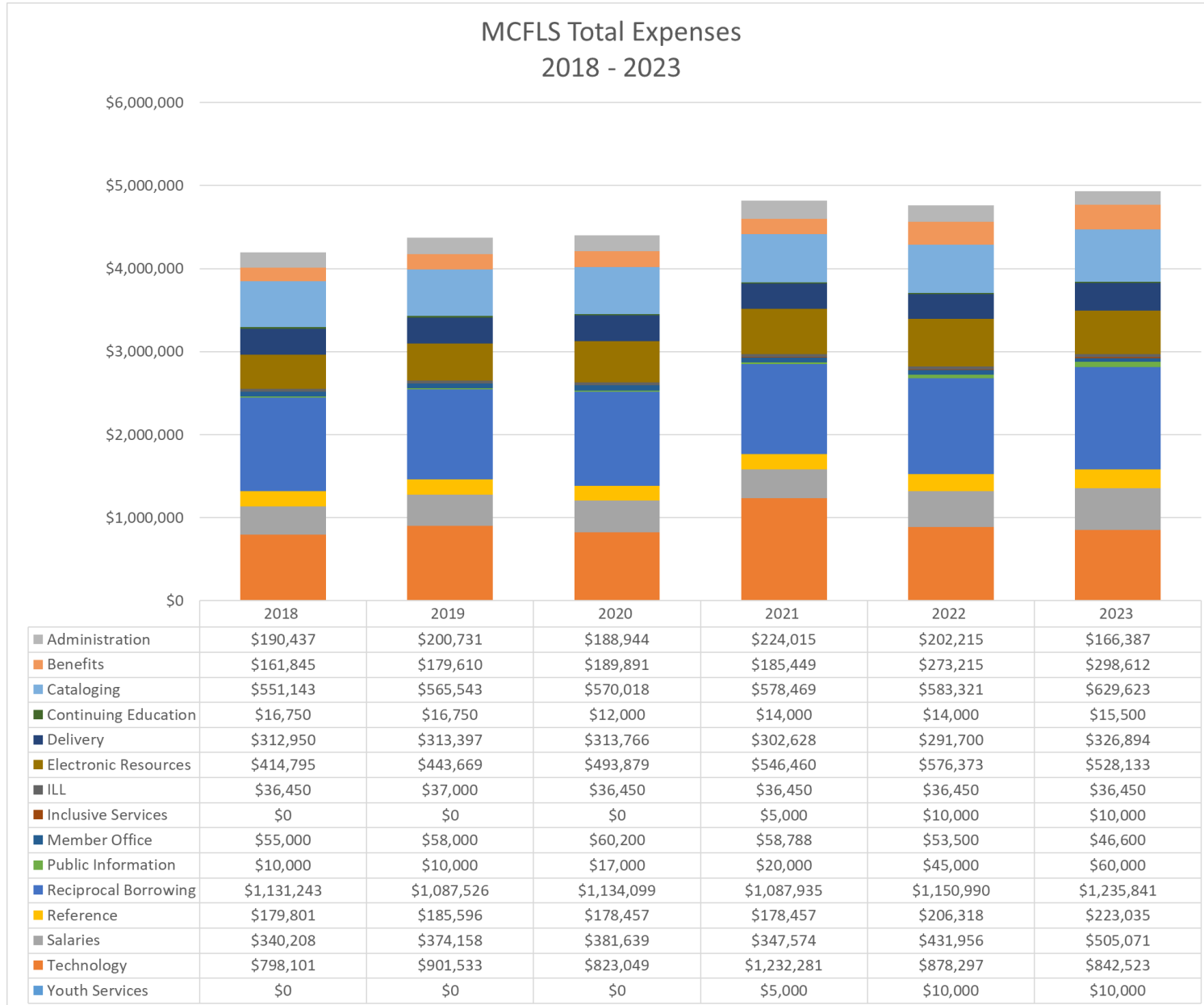
## MCFLS Budget 2023



## MCFLS Budget 2023



## MCFLS Budget 2023



		<u>2022 Revised</u>	<u>2023 Proposed</u>	<u>+/-</u>
2	<b>General Revenues</b>			
3	State Aid Revenue	\$ 3,301,094	\$ 3,568,561	\$ 267,467
4	Milwaukee County Allocation	\$ 66,650	\$ 66,650	\$ -
5	West Milwaukee Contract -Other	\$ 39,940	\$ 39,940	\$ -
6	Interest on Invested Funds	\$ (15,000)	\$ 2,000	\$ 17,000
7	Member Forms/Supplies Revenue	\$ 25,000	\$ 21,000	\$ (4,000)
8	Member Postage Revenue	\$ 18,100	\$ 16,100	\$ (2,000)
9	Member OCLC Revenue	\$ 127,337	\$ 127,336	\$ (1)
10	Member Telecomm. Revenue	\$ 16,800	\$ 16,800	\$ -
11	Member III Softwre Maint-Basic	\$ 185,717	\$ 156,391	\$ (29,326)
12	Member III Softwre Maint-Other	\$ 49,938	\$ 41,572	\$ (8,366)
13	Member Tech. Assist.-Time Rev.	\$ 25,000	\$ 20,000	\$ (5,000)
14	Member Special Projects Revenu	\$ 70,000	\$ 70,000	\$ -
15	Member Cataloging Contract Rev	\$ 151,176	\$ 162,822	\$ 11,646
16	Member Database Revenue	\$ 14,970	\$ 14,685	\$ (285)
17	Member Ecommerce Transaction	\$ 6,800	\$ 7,900	\$ 1,100
18	Carryover Revenue	\$ 50,831	\$ 15,000	\$ (35,831)
19	Staff Benefits/Co-Pay Revenue	\$ 46,547	\$ 62,061	\$ 15,514
20	Member Digital Content Rev	\$ 158,299	\$ 233,385	\$ 75,086
21	Member PC Management License Rev	\$ 2,545	\$ 2,545	\$ -
22	LSTA Technology Grant Revenue	\$ 197,314	\$ 3,000	\$ (194,314)
23	Member Replacement Fines Revenue	\$ 7,000	\$ 7,000	\$ -
24	Member OverDrive Advantage Rev	\$ 15,002	\$ 15,000	\$ (2)
25	Member Collection Dev Tool Rev	\$ -	\$ 18,023	\$ 18,023
26	<b>Total General Revenues</b>	\$ 4,561,060	\$ 4,687,771	\$ 79,015
27				
28	<b>Special Revenues</b>			
29	W. Milwaukee Borrowing Revenue	\$ 47,447	\$ 47,447	\$ -
30	InfoPass Project Management Revenue	\$ 1,308	\$ 1,308	\$ -
31	Ecommerce Revenue	\$ 175,000	\$ 150,000	\$ (25,000)
32	MCFLS Reciprocal Borrowing Reserve	\$ -	\$ 48,144	\$ 48,144
33	<b>Total Special Revenues</b>	\$ 223,755	\$ 246,899	\$ 23,144
34				
35	<b>Total Revenues</b>	\$ 4,784,815	\$ 4,934,669	\$ 149,855
36				
37				
38				
39				
40	<b>General Expenditures</b>			
41	Fringe Benefits Expense	\$ 248,076	\$ 298,612	\$ 50,536
42	Salaries Expense	\$ 432,396	\$ 505,071	\$ 72,675
43	Member Ecommerce Transaction E	\$ 6,800	\$ 7,900	\$ 1,100
44	TNS Calls/Renewal Line Expense	\$ 1,450	\$ 2,064	\$ 614
45	Conference/Training Expense	\$ 6,500	\$ 6,500	\$ -
46	Memberships Expense	\$ 7,500	\$ 9,300	\$ 1,800
47	Continuing Education Expense	\$ 9,000	\$ 9,000	\$ -
48	Office Supplies Expense	\$ 1,500	\$ 1,500	\$ -
49	Copy Machine Maint. Expense	\$ 1,000	\$ 1,000	\$ -
50	MCFLS WI Pub Lib Consortium Ex	\$ 6,586	\$ 6,953	\$ 367
51	MCFLS Buying Pool	\$ 155,000	\$ 175,000	\$ 20,000
52	MCFLS Database Expense	\$ 96,883	\$ 98,110	\$ 1,227
53	MCFLS Catalog Enhancement Exp	\$ 158,112	\$ 189,642	\$ 31,530
54	Member Database Expense	\$ 14,970	\$ 14,685	\$ (285)
55	MCFLS Postage Expense	\$ 600	\$ 600	\$ -
56	Member Postage Expense	\$ 18,100	\$ 16,100	\$ (2,000)
57	Member Forms/Supplies Expense	\$ 25,000	\$ 21,000	\$ (4,000)
58	Telephone Expense	\$ 7,000	\$ 6,000	\$ (1,000)

59	Meetings Expense	\$	1,000	\$	1,000	\$	-
60	Insurance Expense	\$	11,512	\$	12,000	\$	488
61	Legal Expense	\$	500	\$	1,500	\$	1,000
62	Audit Expense	\$	12,500	\$	12,700	\$	200
63	Payroll Service Expense	\$	5,400	\$	5,400	\$	-
64	III Software Support Expense	\$	235,655	\$	197,963	\$	(37,692)
65	III Telephone Notification Subscr Exp	\$	12,224	\$	12,530	\$	306
66	Member Telecomm. Expense	\$	16,800	\$	16,800	\$	-
67	MCFLS Telecomm. Maint. Expense	\$	40,000	\$	45,000	\$	5,000
68	OCLC Expense	\$	137,388	\$	145,631	\$	8,243
69	MCFLS Computer Room Equipment	\$	10,000	\$	10,000	\$	-
70	MCFLS Software Expense	\$	7,000	\$	10,000	\$	3,000
71	MCFLS Equipment Expense	\$	10,000	\$	10,000	\$	-
72	Member Special Projects Expens	\$	70,000	\$	70,000	\$	-
73	Sorting and Delivery Expense	\$	305,000	\$	305,000	\$	-
74	South Central Delivery Expense	\$	21,910	\$	21,894	\$	(16)
75	MPL Resource Contract Expense	\$	206,318	\$	223,035	\$	16,717
76	MPL Rent Lease Contract Exp.	\$	95,387	\$	95,387	\$	-
77	ILS Expense	\$	36,450	\$	36,450	\$	-
78	MCFLS Catalog Cont Exp to MPL	\$	297,098	\$	321,170	\$	24,072
79	Member Catalog Contract Exp.	\$	151,176	\$	162,822	\$	11,646
80	MCFLS Collection Dev Tool Exp	\$	26,972	\$	26,972	\$	-
81	Member Collection Dev Tool Exp	\$	-	\$	18,023	\$	18,023
82	Internet Expense	\$	21,635	\$	21,635	\$	-
83	Contingency Expense	\$	39,717	\$	52,719	\$	13,002
84	Member Digital Content Exp	\$	158,299	\$	233,385	\$	75,086
85	Marketing	\$	50,500	\$	60,000	\$	9,500
86	Cooperative Purchasing Sub Exp	\$	2,500	\$	2,500	\$	-
87	Member PC Management License Exp	\$	1,875	\$	1,875	\$	-
88	LSTA Technology Grant Expense	\$	197,314	\$	3,000	\$	(194,314)
89	MCFLS MKE Mixer Expense	\$	1,400	\$	1,400	\$	-
90	Member Replacement Fines Exp	\$	7,000	\$	7,000	\$	-
91	Member OverDrive Advantage Exp	\$	15,002	\$	15,000	\$	(2)
92	Youth Services Exp	\$	10,000	\$	10,000	\$	-
93	Inclusive Services Exp	\$	10,000	\$	10,000	\$	-
94	<b>Total General Expenditures</b>	\$	3,422,005	\$	3,548,829	\$	126,823
95							
96	<b>Special Expenditures</b>						
97	W. Milwaukee Borrowing Expense	\$	47,447	\$	47,447	\$	-
98	RB - MCFLS Payment Expense	\$	1,056,468	\$	1,188,394	\$	131,926
99	ILS Migration Reserve	\$	35,000	\$	-	\$	(35,000)
100	Ecommerce Expense	\$	175,000	\$	150,000	\$	(25,000)
101	<b>Total Special Expenditures</b>	\$	1,313,915	\$	1,385,841	\$	71,926
102							
103	<b>Total Expenditures</b>	\$	4,735,920	\$	4,934,670	\$	286,384



Wisconsin Department of Public Instruction  
**PUBLIC LIBRARY SYSTEM PLAN AND  
CERTIFICATION OF INTENT TO COMPLY  
CALENDAR YEAR 2023**  
PI-2446 (Rev. 08-2022)

**INSTRUCTIONS:** Complete and submit one copy of this Word document along with one signed, scanned copy in PDF format to the Division for Libraries and Technology (Division) by Friday, October 14, 2022. Submit completed Word and PDF documents to:

[LibraryReport@dpi.wi.gov](mailto:LibraryReport@dpi.wi.gov)

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

## GENERAL INFORMATION

Library System

Milwaukee County Federated Library System

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

As in past years, the overall local and state environment has had a great influence on our system plan. MCFLS and member libraries are still navigating the best way to provide services in what now seems to be a post-pandemic era. In 2022 we spent a great deal of time and effort on using unprecedented grant funding through ARPA to adapt to new demands and expectations for self-service through 24/7 external materials lockers and one-on-one online assistance through Brainfuse. A lot of these new services focus on "contactless" options, but the system and libraries know that our primary need is to reconnect with patrons and remind our communities that libraries are about human connection and meeting their needs at a personal level. For 2023 we are continuing to build on those connections through additional marketing to build support and advocacy for member libraries. We feel the system is positioned well with additional resources and expertise to be able to reach users that may not have visited their library in some time or not at all. This is a major priority for the system and member libraries.

MCFLS can also use our expertise and technology to help member libraries in other areas. Like many other libraries, our members have dealt with stress on hiring and staff retention brought about by the pandemic. By leveraging investments in resources like Patron Point and self-check through our new mobile app, the system feels we can relieve some of the demands placed upon member libraries for labor intensive activities such as card registration and circulation of materials. Using those services relieves stress on staff and allows them to focus on their important work, but also has the added benefit of providing better customer service for patrons.

The system itself continues to also reinvest in technology to improve and safeguard our network given the growing threats posed by malicious software and ransomware. MCFLS has recently rolled out a patch management system for member libraries to get necessary automatic Windows updates on public and staff workstations to protect the network. Our current firewall is approaching its end of usable service in 2023 and we've identified a next generation firewall that can also provide WAN services to save money by replacing two pieces of equipment (WAN router and firewall) with one and at the same time removing additional routing steps on our network. We plan to continue to employ the services of a networking consultant to identify vulnerabilities and plan to further extend the benefits of this contract to member libraries in 2023. And we continue to use LSTA-funded access to InfoSec for cybersecurity training for five systems in southeast/central Wisconsin to instruct staff on how to identify malicious emails.

Lastly we've become increasingly aware of the need to examine our services and practices to offer more inclusivity in our offerings to member libraries and patrons. In 2022 we formed an ad hoc Inclusive Services committee to brainstorm and make recommendations for the system and member libraries, resulting in the adoption of the DPI Statement on Inclusivity by both the MCFLS Board and Milwaukee Public Library. MCFLS has also included in our budget the addition of three language sets (Russian, Arabic and Chinese) to offer patrons whose primary language is not English more access to materials in their native language when viewing the online catalog. The system has also proposed additional inclusive service projects with Milwaukee County including \$50,000 in additional DEI titles for the OverDrive Advantage catalog and crisis training for member library staff.

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

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

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

Member libraries were shown the plan in advance of the September 29<sup>th</sup> Library Directors Advisory Council (LDAC) meeting and invited to make comment and suggest changes via email. The plan was brought to the MCFLS Board with library input in October 2022.

**GENERAL INFORMATION (cont'd.)**

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

- ☐ No, the library system does not have a formally appointed advisory committee.
- ☒ Yes, the library system has a formally appointed advisory committee.

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

The system has a designated advisory committee called the Library Directors Advisory Council, or LDAC. This committee reports directly to the MCFLS Board and has been in place for many years. Each MCFLS member library is granted one appointed member on the LDAC with voting rights; Milwaukee Public, by virtue of its role as resource library, is granted an additional position on the LDAC committee.

Members of the LDAC meet regularly each month to discuss matters of importance to the system and advise the MCFLS Board and system staff on any topics that come before it. While most informational subjects are sent to the LDAC group via an email distribution list maintained by the system, matters that require discussion or action are added to the regular agenda each month. The meetings are posted to a regular distribution list that includes the LDAC members as well as the MCFLS Board of Trustees.

The agenda packets (which include minutes) are added to the system website as soon as they are sent via email. Additionally, the chair of LDAC attends regular MCFLS Board meetings, submits a written report and verbally delivers that report to the Trustees.

The 2020-2024 MCFLS Strategic Plan is available at <https://mcfls.libguides.com/admin/system-agreements-planning>. The plan includes four major strategic directions:

**Technology:** Ensure member libraries are supported with a high-quality and innovative technology infrastructure and flexible training to provide the best possible online and in-library technology user experience.

**Communication:** Provide voice and visibility for the system, its member libraries, and county-wide services and resources to broadly communicate the value and opportunities MCFLS libraries provide to our communities.

**Member Library Management and Services Support:** Connect members to each other and to information to encourage collaboration, sharing, and collective learning; improve and innovate library services; and provide tools for effective operational and strategic decision-making.

**Organizational Support and Structure:** Strengthen the core foundations for the delivery of system services to ensure MCFLS member libraries are supported and positioned to be successful.

Other planning documents include the Interlibrary Services Contract with the Milwaukee Public Library, the 2020-2024 Cataloging Contract, the MCFLS Membership Agreement, the 2020-2024 ILS, Resource Sharing, and Technology Agreement, and the 2020-2024 Resource Library Agreement. The Cataloging, Resource and ILS agreements are available at <https://mcfls.libguides.com/admin/system-agreements-planning>.

**ASSURANCES**

The following plan and compliance document provides assurance that your public library system intends to comply with all statutory requirements for public library systems for calendar year **2023**. Indicate, with a check, your system's intent to comply with each system requirement and provide the requested information under each system requirement.

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

**Membership Agreements**

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

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

<https://mcfls.libguides.com/admin/system-agreements-planning>



**ASSURANCES (cont'd)**

**Resource Library Agreement**

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

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

<https://mcfls.libguides.com/admin/system-agreements-planning>

**Reference Referral, Interlibrary Loan, and Technology**

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

**List ongoing activities related to this requirement:**

MCFLS contracts with the Milwaukee Public Library to provide services in support to all member libraries. The Milwaukee Public Library also contracts with the Reference and Loan Library to meet an agreed upon number of requests from Wisconsin residents for interlibrary loan materials. Interlibrary loan requests within the system are handled through the shared ILS and system-provided delivery.

In 2022 the system became project manager and fiscal agent for the reconstituted InfoPass project. After working with WiLS to transition responsibility for InfoPass to MCFLS, the new process was unveiled in August 2022 with a simplified process for participating libraries. 41 locations currently participate in the project including Alverno, UW-Milwaukee, Marquette, MSOE, MIAD and other academic and public libraries. Virtually all MCFLS members including MPL have taken part in the new InfoPass project. MCFLS will continue to be project manager and fiscal agent in 2023 and beyond, meeting our obligations not only to support resource sharing, but also promoting collaboration among multi-type libraries in our service area.

MCFLS contracts with the Milwaukee Public Library to provide back-up reference as the system resource library. As part of the 2020-2024 Resource Library contract, MPL also provides training, consulting, and other assistance to other member libraries and their staff. An annual report of resource library activities is shared with the MCFLS Board each February.

MCFLS provides:

- \*remote authentication services for reference databases that member libraries offer to the public;
- \*online forms for public requests for new materials;
- \*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;
- \*regular lists of popular materials in the library catalog;
- \*readers advisory services through Patron Point software;
- \*and coordination of group purchasing of electronic databases.

\*A major service program MCFLS supports is reciprocal borrowing across municipal borders. This ongoing activity supports net lender member libraries through the distribution of 36% of state aid and supports those libraries in their ability to offer quality service and collections for all users. This is an ongoing activity for 2023.

\*MCFLS contracts with the Milwaukee Public Library to provide centralized cataloging for all materials in the system.

\*MCFLS also contracts with the Milwaukee Public Library to act as a clearinghouse for all Interlibrary Loan (ILL) requests for member libraries. The MPL staff member managing ILL services communicates regularly with the system and DPI on matters relevant to ILL and resource sharing. MPL also adds additional metrics for reporting ILL transactions for all member libraries to assist with data requirements on the state annual report.

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

\*The system completed a 18 month ILS Review initiative to identify if member libraries would benefit from a change in the ILS vendors. A ten member team made up of staff from across the system evaluated three products. A recommendation to stay and sign a five year deal with Innovative to save member libraries 16% on ILS costs was approved in June 2022. In late 2022 the system will migrate to a cloud-based environment using servers housed within the Proquest environment. Other new services negotiated as part of this contract (such as a staff Mobile Worklists app) will be vetted and opened up to member libraries and patrons in 2023.

**ASSURANCES (cont'd)**

\*The system has hired and will continue to work with a network security consultant that has familiarity with libraries in our service area to do intrusion scans and work with system staff to repair possible vulnerabilities on the network at the system and local library level. Work with the consultant has already yielded positive results and assisted system staff in identifying vulnerabilities on our network.

\*System staff are planning to once again use part of additional state aids on electronic resource products available to all county residents, such as Gimlet reference tracking, Gale Courses and Udemy on-demand video instruction. By covering all costs for the product, the system can ensure availability which is critical to our need to market these resources.

**Inservice Training**

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

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

**List ongoing activities related to this requirement.**

MCFLS continues to participate as a member of the SEWI continuing education consortium, managed through the Bridges Library system. Through this partnership, MCFLS offers member libraries regular continuing education opportunities. The MCFLS Library Systems Administrator works with the MCFLS Director to coordinate continuing education planning, with MCFLS staff reviewing CE hours related to member library director certification. MCFLS also provides regular in-person, hands on training sessions through staff and vendor representatives on MCFLS-specific products and services. Regular training on ILS functionality is provided, as is training on digital streaming services and traditional databases. With the new contract with Innovative, staff will receive 20 hours of additional training at no charge. Additionally, MCFLS participates financially in statewide online training events, such as the Trustee Training Week, Tech Days and Wild Wisconsin Winter Webinar series. MCFLS and member library staff have also participated as speakers in these series.

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

The system renegotiated terms with Innovative Interfaces to provide 20 additional hours of staff training on a variety of topics related to the ILS.

MCFLS has also proposed funding for training through the Milwaukee County budget process and racial equity budget tool submitted in July 2022. The system proposes sending four staff members (2 from Milwaukee Public Library and 2 from suburban libraries) to receive certification in nonviolent crisis intervention from the Crisis Prevention Institute (headquartered in Milwaukee). These four staff would be then return to libraries to instruct staff in crisis intervention techniques to assist communities, deescalate situations and strengthen our culture of empathy and compassion.

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

Laurie Freund, Bridges Library System. Email: ljfreund@bridgeslibrarysystem.org

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

Bridges Library System

<https://mcfls.libguides.com/admin/system-agreements-planning>

**Delivery and Communication**

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

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

MCFLS administers system-wide daily (M-F) physical delivery to every library in the system through a contract with Action Logistics and sorting services through a new contract with T&E Logistics, LLC that began September 1, 2022. MCFLS fully funds these services for member libraries. MCFLS also funds regular delivery to other systems through the South Central Library Delivery service.

In 2017 MCFLS improved its ability to provide electronic delivery of information through an email upgrade to Office 365 for all member libraries. MCFLS manages the wide area network connecting member libraries to the catalog and out to the internet. MCFLS also manages and funds the library's internet connection through WiscNet.

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

MCFLS will participate fully in PLSR efforts to revamp statewide and local delivery services continuing in 2023. We anticipate

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**ASSURANCES (cont'd)**

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eventually merging member library and academic institutions into the same routes, which will provide efficiencies and support better resource sharing among multi-type libraries.

The system has recently hired a part-time Public Information Coordinator whose role will include communication among staff and the public. Her duties include services to member libraries and developing system-wide campaigns to reconnect with patrons and inform them of the wide variety of services our members offer. MCFLS anticipates further collaboration with other systems in our service area for 2023.

MCFLS has procured a product called Patron Point which allows the system to automate a number of tasks related to patron communication and for 2023 we plan to start sending system-generated notices to patrons through this platform, as well as automating the registration process through online forms. When completed system staff feel the savings in terms of member library staff time and expense used for registration of new and existing patrons will be substantial and ultimately provide excellent customer service to patrons. Patron Point also allows member libraries to save costs on targeted email newsletters rather than paying additional money for a third party that provides the same service.

The system plans to upgrade the current next generation Fortigate firewall with an updated version which will combine WAN and firewall services sometime in 2023.

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**Service Agreements**

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

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

<https://mcfls.libguides.com/admin/system-agreements-planning>

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

- Bridges and MCFLS Intersystem Agreement
- Monarch and MCFLS Intersystem Agreement
- IFLS and MCFLS Intersystem Agreement
- Lakeshores and MCFLS Intersystem Agreement
- MCLS and MCFLS Intersystem Agreement
- NFLS and MCFLS Intersystem Agreement
- OWLS and MCFLS Intersystem Agreement
- WRLS and MCFLS Intersystem Agreement
- WVLS and MCFLS Intersystem Agreement

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**Other Types of Libraries**

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

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

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

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**ASSURANCES (cont'd)**

**Library Technology and Resource Sharing Plan**

- ☒ Wis. Stat. § 43.24(2)(m) Planning with the division and with participating public libraries and other types of libraries in the area in regard to library technology and the sharing of resources. By January 1, 2000, and every fifth January 1 thereafter, the public library system shall submit to the division a written plan for library technology and the sharing of resources.
- ☒ The system will provide the current plan for library technology and resource sharing to the Division by January 1, 2023, if the system amended the plan since last submitting it to the Division or if the plan on file with the Division is no longer valid. See [the Library System Technology and Resource Sharing plan webpage](#) for the most current version of the system library technology and resource sharing plan.

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

<https://mcfls.libguides.com/admin/system-agreements-planning>

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

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

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

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

MCFLS plans to provide funding to allow all interested member libraries the ability to offer self-check through the CountyCat Mobile app in 2023. The service identifies if patrons are in a library that supports self-check through the app and allows patrons to checkout materials right on their mobile device. The savings to member libraries (assuming all participate) would total roughly \$21,000.

The system plans to cover costs for the Gimlet reference tracking for all member libraries, allowing them to track transactions with patrons and meet the needs presented through the annual report process.

Patron Point will be expanded to offer an automatic verification service which we anticipate will save staff time and expense at member libraries when registering or re-registering patrons. The process would be completely transparent to patrons and in the case of renewals allow them to keep using their accounts without interruption.

The system plans to upgrade the current next generation Fortigate firewall with an updated version which will combine WAN and firewall services sometime in 2023.

**Professional Consultation**

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

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

Steve Hesel, Director: Statutory compliance, library administration, annual reports, technology.

Eric Henry: Network architecture, technology and network equipment recommendations and purchasing.

Jen Schmidt: ILS configuration for libraries (authentication, loan rules, etc)

Brittney Hornung: Delivery

Deb Marett: Public information and marketing

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

None

**Inclusive Services**

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

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

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

Milwaukee Public Library has offered the services of a staff member to lead inclusive services efforts for the system as part of the resource library contract. Kelli O'Malley will be our Inclusive Services Liaison for the system and will continue to lead our

**ASSURANCES (cont'd)**

LDAC ad hoc Inclusive Services team of member library staff that meet quarterly. In 2022 this group has already worked successfully in advocating that the MCFLS Board adopt the DPI Statement on Inclusivity, leading to Milwaukee Public Library to also officially adopt the statement. With additional funding from the system, our ad hoc workgroup plans to arrange for outside speakers to help our libraries adopt best practices related to inclusivity and assist libraries in reaching goals set in the Inclusive Services Assessment and Guide.

MCFLS also plans to add additional language sets to our ILS database and webpac to allow patrons whose second language is English more access to our resources. Each supported language offers a translated version of the standard webpac for system-generated text and all hard coded messages, as well as library code descriptions. Languages to be added include Russian, Arabic and Chinese (traditional).

MCFLS has participated in the LibraryNow project (Milwaukee Public Library) since its inception. This project puts access to library resources into the hands of all Milwaukee Public School students, including many underserved or marginalized young people.

**Other Service Programs**

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

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

**Administration**

- ☒ The system will not expend more than 20 percent of state aid received in the plan year for administration.
- ☒ The system will submit the 2022 system audit to the Division no later than September 30, 2023.

**Budget**

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

## COLLABORATIVE ACTIVITIES

Summary of Activities *Briefly describe collaborative activities with other libraries, public library systems, and other organizations. Exclude services and activities listed in the system's 2021 resource library contract.*

ARPA funding activities. MCFLS participated in two collaborative ARPA-funded initiatives with the assistance of the DPI in 2022. Our system led an initiative with Bridges to bring 8 external materials lockers to area libraries to allow for contact-less patron pickup of materials on a 24/7 basis. MCFLS also partnered with WRLS and SWLS to fund the Brainfuse resource for our libraries in 2022, providing patrons with one-on-one homework or job assistance. This grant allowed our libraries to evaluate Brainfuse for 2023 while also providing residents with additional help at the point of need.

ILS Review including other systems. Our ILS review that concluded in June 2022 was another example of information sharing among systems. Not only was MCFLS able to share what we've learned and include systems making similar decisions on their choice of ILS, we were able to leverage our relationships with Winnefox, Lakeshores and other partners to see how their ILS systems worked. This type of sharing helped MCFLS make a sound decision even though we stayed with our current ILS vendor.

SRLAAW compensation study. MCFLS took leadership of the SRLAAW compensation study process and is working with a designated workgroup and DPI to organize the selection of a consultant to help see the process through. Our workgroup feels the compensation study could be used to provide guidance and support for local library boards and directors to adequately compensate library staff and ensuring the state is led by qualified librarians at every level.

Cybersecurity Training. MCFLS continues to lead a group of library systems including Bridges, Kenosha, South Central and Winnefox to provide cybersecurity training through a program called InfoSec IQ and paid through LSTA funding for three years. This on the heels of a very successful cybersecurity collaboration with many of the same systems in 2019/20. Staff are tested and trained regularly each month to be better aware of malicious threats through email.

InfoPass project. MCFLS worked with WiLS and a steering committee to revamp the local resource sharing project InfoPass which allows residents access to many collections which may otherwise be closed to them. MCFLS acts as project manager and fiscal agent for the project which includes 41 academic and public libraries in the greater Milwaukee area.

Dell purchasing. The system's participation in the Dell purchasing group statewide has saved our members a great deal of money on the purchase of new computers and hardware. We've seen more investment by libraries in technology as a result, improving their ability to serve patrons with up-to-date resources.

Support for WLA. MCFLS continues to contribute to statewide projects through the WLA. The system offered continued financial support for WLA lobbying activities at the state level and sponsorship for the WLA conference in November.

CE Collaboration. The system will continue to collaborate with other systems to provide support for Trustee Training Week which continues to grow in popularity. The system also offers financial support for the Wild Wisconsin Winter Web Conference. The collaboration with SEWI to provide high quality continuing education for our member libraries is extremely valuable and a model for the state. The system also collaborates and offers tech support and assistance for Tech Days each September.

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

Activity	Amount
1. ARPA Funding	\$197,314
2. ILS Review	\$2,000
3. SRLAAW Compensation study	\$3,000
4. Cybersecurity Training	\$5,000
5. InfoPass	\$5,000
6. Statewide Dell Purchasing WLA Support	\$15,000
7. WLA Support	\$10,000
8. CE Collaboration	\$20,000

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

Activity	Amount
9.	
10.	
<b>Cost Benefit Total</b>	<b>\$257,314</b>

**CERTIFICATION**

**WE, THE UNDERSIGNED, CERTIFY** that to the best of our knowledge, the information provided in this document and any attachments is true and correct, and that the system will be in full compliance with all applicable provisions of Chapter 43 of the Wisconsin Statutes for the year **2023**.

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

**FOR DPI USE  
LIBRARY SYSTEM PLAN APPROVAL**

Pursuant to Wis. Statutes, the plan contained herein is: <input type="checkbox"/> Approved <input type="checkbox"/> Provisionally Approved <i>See Comments.</i> <input type="checkbox"/> Not Approved <i>See Comments.</i>	DLT Assistant Superintendent Signature ➤	Date Signed <i>Mo./Day/Yr.</i>
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Comments

PUBLIC LIBRARY SYSTEM 2023 ANNUAL PROGRAM BUDGET					
Program	2023 Public Library System Aid	System Aid Carryover and Interest Earned	Other State and Federal Library Program Funds	All Other Income	Total
<b>Technology, Reference, and Interlibrary Loan*</b>					
1. Technology	\$804,364	\$17,000		\$1,039,636	
2. Reference	\$223,035				
3. Interlibrary Loan	\$36,450				
4.					
5. Electronic Resources	\$280,063			\$263,070	
<b>Program Total</b>	\$1,343,912	\$17,000	\$0	\$1,302,706	\$2,663,618
<b>Continuing Education and Consulting Service*</b>					
1. Continuing Education	\$35,352				
2. Consulting	\$97,816				
<b>Program Total</b>	\$133,168	\$0	\$0	\$0	\$133,168
<b>Delivery Services</b>	\$334,489		\$3,000		\$337,489
<b>Inclusive Services</b>	\$31,484				\$31,484
<b>Library Collection Development</b>					\$0
<b>Direct Payment to Members for Nonresident Access</b>	\$1,188,394			\$47,447	\$1,235,841
<b>Direct Nonresident Access Payments Across System Borders</b>					\$0
<b>Youth Services</b>	\$11,632				\$11,632
<b>Public Information</b>	\$154,597				\$154,597
<b>Administration</b>	\$311,509				\$311,509
<b>Subtotal</b>	\$2,032,105	\$0	\$3,000	\$47,447	\$2,082,552
<b>Other System Programs</b>					
1. Multitype cooperation	\$8,732				\$8,732
2. Member Office	\$2,500			\$44,100	\$46,600
<b>Program Total</b>	\$11,232	\$0	\$0	\$44,100	\$55,332
<b>Grand Totals</b>	\$3,520,417	\$17,000	\$3,000	\$1,394,253	\$4,934,670

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



# YubiKey 5 NFC

GTIN: 5060408461426



Single

\$45 USD

2 Pack

\$90 USD

10 Pack

\$450 USD

Tray of 50

\$2250 USD

— 1 +

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Also available at

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US free shipping 2 or  
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## About this product

**SIMPLE** - Most effective way to protect against account takeovers

**EASY** - Intuitive user experience and fast setup, deployment, and use

**SCALABLE**- Integrates with systems tailored for all business types and sizes

**EFFICIENT**- Reduce helpdesk tickets for password reset or account lockout

**MULTI-PROTOCOL** - Bridge between authentication methods and systems

**WORKS** - YubiKey 5 Series [Works with](#) the most web services

Ready to setup your key? [Get Started](#)

# Product Description

The YubiKey 5 Series is a hardware based authentication solution that provides superior defense against phishing, eliminates account takeovers, and enables compliance requirements for strong authentication.

## Strong Authentication

The YubiKey offers superior security by combining hardware-based authentication and public key cryptography to effectively defend against phishing attacks and eliminate account takeovers. It offers multi-protocol support including FIDO2, Yubico OTP, OATH HOTP, U2F, PIV, and Open PGP. Users have the broadest options for strong authentication including not only two-factor authentication, but also support for single factor passwordless login and multi-factor authentication in conjunction with user touch and PIN .

## Passwordless Enabled

The YubiKey 5 Series helps organizations accelerate to a passwordless future by providing support for the FIDO2 protocol. FIDO2 supports not only today's two-factor authentication but also paves the way for eliminating weak password authentication, with strong single factor hardware-based authentication.

## Easy, Fast and Reliable

The YubiKey provide a simple and intuitive authentication experience that users find easy to use, ensuring rapid adoption and organizational security. With authentication speeds up to 4X faster than OTP or SMS based authentication, the YubiKey does not require a battery or network connectivity, making authentication always accessible.

## Reduce IT Operational Costs

The ease of use and reliability of the YubiKey is proven to reduce password support incidents by 92%. This was documented in a research paper by Google, describing the Google employee rollout to more than 70 countries. Deployments are faster and cost less with the YubiKey's industry leading support for numerous protocols, systems and services.

## Modern Authentication from the Industry Leader

The YubiKey is the trusted secure authentication choice for the largest technology, finance, and retail companies in the world. This includes 9 of the top 10 technology companies, 4 of the top 10 US banks, and 2 of the top 3 global retailers. Companies including Google, Facebook, Salesforce and thousands more trust the YubiKey to protect account access to computers, networks and online services.



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**FAX: 414-286-3209**

October 3<sup>rd</sup>, 2022

September 2022 Director's Report

### Summary of activities

#### Grant Activities

- I arranged a meeting of all ARPA locker libraries and Smiota representatives to talk about outstanding issues related to installing the lockers. We discussed timelines for installations, workflows and data elements needed to make the process work. Overall the process is moving forward albeit a little later in the year than we had hoped.
- Our SRLAAW library compensation study is moving forward and was released on September 22<sup>nd</sup>. This study hopes to give us quality data and help us define position classifications and provide guidance for directors and boards. The RFP deadline is October 14<sup>th</sup>.

#### Workforce Development Activities

- On August 24<sup>th</sup>, I arranged a brief overview and introduction to the Worker Connection program conducted by one of the project's Career Navigators. Although attendance was light, we did record the session and I was able to share that with directors who could not attend.
- At the LDAC meeting on September 1<sup>st</sup> I asked directors if anyone was interested in hosting these Career Navigators and did get a few suburban library directors to express interest. MPL is working with the project leads on their own timeline for hosting the Navigators.

#### System Planning Activities

- I completed work on the system budget and plan for 2023. Both items were approved on September 22<sup>nd</sup> at the joint committee meeting of Finance and Personnel and Legislative and System Services.
- On September 21<sup>st</sup> MCFLS staff reviewed the strategic plan and discussed how the plan will fit into our 2023 goals. Areas of emphasis include extending our marketing to focus on advocacy, establishing data needs for the system in conjunction with a pending state survey, and determining a direction for a new discovery layer to be in place by June 2024.

### Upcoming Activities

1. Submit the approved system plan to the DPI by October 14<sup>th</sup>.
2. Evaluate SRLAAW compensation study bids and identify a consultant in late October.
3. Assist system staff with server migration to hosted environment on November 9<sup>th</sup>.
4. Present data and reporting alternative for the Owning/Home report.