



GENERAL INFORMATION

Library System

Outagamie Waupaca Library System

Describe demographic, economic, and other facts about your system that influenced the development of this and other system plans.

Nine of the system's sixteen member libraries are located in communities of fewer than 3000 people; eight of those nine are in communities of fewer than 2000 people. Four libraries serve communities whose population is between 3000 and 8000. Kaukauna and Kimberly/Little Chute libraries have community populations of 15,120 and 17,529, respectively. Appleton Public Library has the largest municipal population in the system area, i.e., 72,563 people.

While the diversity within the area's population is still relatively small in raw numbers, the system is seeing significant growth in the Hispanic community. Data from the 2000 census indicates that the Hispanic or Latino population in Wisconsin more than doubled from 1990 to 2000, and the pace of growth of the Hispanic population is faster in Wisconsin than in the U.S. as a whole. The percent of change in Outagamie County was 225%, placing it tenth among the state's counties. The percent of growth in Waupaca County was 76%, still a substantial increase. The Asian population in Outagamie County, especially in Appleton and Kaukauna, constitutes between 2% and 5% of the total population.

OWLS libraries provide a high volume of service to patrons living outside of the municipalities that operate the libraries. For example, OWLS libraries loaned nearly 1.5 million items to non-residents in 2009. Approximately 46% of OWLS area residents live in jurisdictions without local libraries, i.e., 45% of Outagamie County residents and 60% of Waupaca County residents. The percentages of residents living outside of communities with libraries have increased in both counties in recent years. This is the result of growth in suburban towns that don't operate their own libraries.

Several libraries are located near the boundaries of the system, and more people come into the system area to use libraries than go out of the area. The geography of the system area affects the use of libraries in other ways. No library is more than 1-1/2 hours from any other library in the system, and several are located only minutes apart. Consequently, many residents of the system area use more than one library. A significant amount of crossover (inter-municipal) borrowing takes place in the system (c. 168,000 circulations in 2009).

OWLS is one of the smaller of the seventeen systems in Wisconsin. In 2009, OWLS ranked eleventh in total population and eleventh in state aid received. More than half of the systems include more counties than OWLS. When aggregate measures from OWLS and its member libraries are compared with those of other systems, predictably, the system ranks near its population ranking (11th) on the raw data for many of the measures. Adjusting for population differences by using per capita comparisons, the system typically ranks higher than eleventh. Regardless of how the system ranks in comparison to other systems, OWLS libraries exceed the statewide average on eighteen (18) of the twenty-four (24) measures listed in the table below. OWLS libraries averaged just slightly less than the statewide average on square footage of library space, annual hours open, audio materials, and overall average support. OWLS libraries were significantly below the statewide average for public use computers and public Internet computers.

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Comparison of Composite Measures from the Wisconsin Library Service Record

Measure	2009				Per Capita Rank 2005-2008			
	Raw Data	Rank	Per Capita	Rank	2008	2007	2006	2005
Total Service Population (*raw data)	240,152	11			11*	11*	11*	11*
Square Footage of Library Space	203,121	11	0.85	12	12	11	13	10
Annual Hours Open	41,749	13	0.17	11	11	11	11	11
Book & Serial Volumes Owned	857,175	11	3.57	10	10	8	10	13
Audio Materials (*per 1,000 pop.)	55,988	9	233.14	11*	7*	8*	8*	11*
Video Materials (*per 1,000 pop.)	74,823	9	311.57	9*	8*	6*	6*	8*
Circulation	3,208,371	8	13.36	4	4	5	6	6
Interlibrary Items Loaned	513,861	5	2.14	3	3	3	4	3
Interlibrary Items Borrowed	479,623	6	1.98	4	3	3	4	4
Reference Transactions	203,203	7	0.85	8	6	9	5	5
Library Visits	1,525,526	10	6.35	5	4	4	6	6
Library Programs	3,912	8	0.02	4	4	5	4	3
Library Program Attendance	110,645	6	0.46	1	1	1	1	2
Public Use Computers (*per 1,000 pop.)	205	15	0.85	15*	16*	16*	16*	17*
Public Internet PCs (*per 1,000 pop.)	166	13	0.69	16*	14*	15*	17*	16*
Staff FTE - MLS Librn. (*per 1,000 pop.)	28.75	8	0.12	9*	9*	9*	9*	11*
Total Staff FTE (*per 1,000 pop.)	142.67	10	0.59	7*	8*	9*	8*	10*
Total Non-Resident Circulation	1,499,370	6	6.24	1	1	1	2	1
Total Intersystem Non-Resident Circ	336,873	1	1.40	1	1	1	1	1
Total Library Income (All Sources)	\$10,705,385	11	\$44.58	8	8	8	9	8
Personnel Expenditures	\$7,159,226	9	\$29.81	7	7	8	8	8
Materials Expenditures – Total	\$1,194,398	9	\$4.97	6	7	7	8	7
Total Operating Expenditures	\$10,076,616	10	\$41.96	8	8	8	8	8
Average Resident Support			\$47.27	2	2	2	2	2
Overall Average Support			\$35.24	10	9	8	9	8

Several of these measures are striking, particularly those related to the use of system libraries by non-residents. On a per capita basis, OWLS libraries lend more items to non-residents than do libraries in any other system, and OWLS libraries provide significantly more service to residents of other systems than libraries in any other system. In fact, OWLS libraries provide over 17% of all the intersystem non-resident circulation in the state.

GENERAL INFORMATION (cont'd.)

OWLS libraries circulate a high number of items, ranking fourth in the number of items circulated per capita. The libraries continue to engage in high levels of resource sharing; the number of items loaned to and borrowed from other libraries is among the highest in the state. It is also clear that OWLS libraries experience a high volume of traffic, i.e., they have lots of people coming through their doors. The number of visits per capita is fifth highest among systems in the state, and the number of programs attended per capita is first.

OWLS libraries continue to rank very low in the number of public computers (15th per capita) and the number public computers connected to the Internet (13th per capita). However, OWLS ranked 4th in number of users of public Internet computers (a new measure in 2009), indicating that the low number of public computers in OWLS libraries are well used.

It is also interesting to note that while OWLS ranks eighth in total income per capita and eighth in total operating expenditures per capita, OWLS ranks second in per capita support by residents of municipalities with libraries. Clearly, residents of the library communities are paying a larger share of the cost of library service and are subsidizing the use of their libraries by non-residents.

Finally, while systemwide materials expenditures per capita decreased slightly in 2009 (by \$0.06), OWLS improved its statewide ranking from 7th to 6th.

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

The development of the 2011 system plan builds upon previous planning activities and previous plans. Many of the system's most significant needs and problems do not change dramatically from year to year. The challenge in planning is to find new and useful perspectives that are productive in addressing ongoing issues.

Tension between competing values and circumstances is inherent in the nature of public library systems, and the tension surrounding these competing values and circumstances continually informs system planning.

- The most basic tension is that between the demand for services and the resources available to provide them. As OWLS continues to develop the services it provides to member libraries and their patrons, expectations are also raised about the services the system will provide in the future. Unfortunately, resources are not sufficient to address all of the service needs the system has identified.
 - A tension that regularly occurs within OWLS is that between the system's role of providing leadership in developing new technologies and services and its role of providing responsive customer service, i.e., doing what member libraries want the system to do. Again, because of limited resources, the system must make difficult decisions in order to maintain an optimal balance between leading the libraries in new directions and supporting more traditional services.
 - An interesting technology-related tension exists between the desire of some staff and patrons to implement new technologies and the ability of all library staff to adapt to continual changes. The system strives to find the proper balance between the demand for new technologies and the ability to implement such changes. It is a priority to improve the information and training required to successfully implement technology changes.
 - Perhaps the most difficult tension for systems is between the autonomy of local libraries and the need to collaborate effectively in a system or consortium environment. While OWLS supports local library autonomy, in a system or consortium environment local libraries must recognize that their decisions often affect other libraries. While systems cannot and should not try to dictate local library decisions, member libraries should not make independent decisions that might force neighboring libraries to change their policies or practices. Determining what should be a local library decision and what should be a system or group decision can be difficult and sometimes disagreeable.
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GENERAL INFORMATION (cont'd.)

- Finally, there is an inherent tension in the structure of public library systems because systems have so many different constituencies, e.g., counties, public libraries, non-public libraries, DPI, municipalities without libraries. For example, OWLS is a joint agency of Outagamie and Waupaca Counties, but it is also an advocate for its member libraries in county library planning and funding decisions. Attempting to keep the proper balance between the varying interests of constituents is a challenging task.

A number of 2011 issues and priorities are described below.

Technology Services

OWLS Technology and Resource Sharing Plan: 2010-2013 and *OWLSnet Plan: 2007-2010* contain extensive detail regarding technology service goals, objectives, and activities. The priorities contained in these plans continue to be priorities in the 2011 System Plan, and they are summarized below:

- Supporting member library use of technology. This priority includes providing training, supporting library PCs, assisting with the development of electronic content, enhancing InfoSoup to make it more helpful for library patrons, and implementing new services or software modules requested by member libraries when feasible (e.g., online patron registration).
- Maintaining and developing the OWLSnet network infrastructure in order to continue providing up-to-date technology-based services. This includes deploying appropriate network servers and telecommunications equipment and securing sufficient bandwidth to meet library needs. The recent Department of Administration grant to provide fiber connections to all public libraries should provide sufficient bandwidth for the vast majority of OWLSnet libraries. However, more local library bandwidth will create challenges for OWLSnet to secure sufficient bandwidth to aggregate their connections and to connect them to the Internet.
- Continuing to monitor the impact of resource sharing on member libraries and making recommendations to address issues that may arise. This priority also includes working with NFLS to make sure that libraries have adequate access to materials owned by libraries outside of OWLSnet.
- Monitoring the impact on member libraries and network infrastructure of changing media distribution systems from the sale of physical items to the licensing of streamed media. The growing trend in the publishing industry to favor electronic distribution of items over production and distribution of physical items will have serious consequences for how libraries operate in the future, but it is not yet clear what the role of libraries might be in a “streaming environment.” At a minimum, it is likely that this trend will have an impact on bandwidth needs, resource sharing, and costs.
- Engaging in an OWLSnet planning process. The current plan was scheduled to be evaluated and a new plan developed by early 2010, but the press of other activities kept this from happening. It is a priority to appoint a new OWLSnet planning committee, comprised of members of the OWLSnet Administrative Advisory Committee (AAC), to develop a revised plan and bring it to the AAC for consideration and adoption. Because the AAC regularly discusses and makes decisions about the services provided to OWLSnet members, a new OWLSnet plan needs to focus primarily on governance, cost-sharing, and decision-making procedures.

Resource Sharing and Delivery

For many years the volume of resource sharing among OWLSnet libraries grew at a rate of over 20% annually. Because this growth was unsustainable, in mid-2009 OWLSnet libraries agreed to reduce the maximum number of holds that may be placed by patrons to 15, and this reduction has reduced the growth of

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resource sharing. It is estimated that over 823,000 items will be shared by OWLSnet libraries in 2010, which represents a 2% increase over 2009. A priority for 2011 will be to continue to monitor the impact of this change on resource sharing among member libraries.

In 2007, OWLS started contracting with Nicolet Federated Library System (NFLS) to serve as the interlibrary loan clearinghouse for OWLS libraries. A priority of 2011 will be to evaluate this arrangement and consider changes that would improve interlibrary loan service to OWLS libraries.

Funding Inequities

Addressing county and intersystem funding inequities is a high priority for OWLS for two reasons. First, OWLS libraries provide a high volume of service to non-residents. In twelve member libraries, over 50% of circulation is to non-residents. Non-resident circulation at member libraries ranges from 37% to 68% of total circulation. Second, OWLS libraries circulate more items to people living outside of the system area than do the libraries in any other system. It is difficult to address equity issues with jurisdictions outside of the system, especially with counties operating consolidated public libraries because they are not required to compensate libraries in adjacent counties (regardless of the levels of service their residents receive).

In 2009, new county library service plans were developed that call for Outagamie and Waupaca Counties to achieve 100% funding of their respective funding formulas by the end of the period covered by the plans, i.e., 2014. 2010 funding levels in Outagamie and Waupaca Counties are at 84% and 88%, respectively. It is likely that the counties will increase their funding levels to 88% and 91% in 2011. Because county library reimbursements are exempt from county levy limits, it is possible that both counties will be able to achieve their goals of providing 100% funding in 2014.

Some progress has been made toward addressing intersystem equity concerns. In late 2004, OWLS renegotiated its intersystem on-site borrowing agreement with NFLS. Beginning in 2005, NFLS started paying OWLS for the imbalance in service that occurs between the two systems, primarily as a result of the Marion and Clintonville libraries providing high levels of service to Shawano County residents. Calumet County continues to do a commendable job of compensating OWLS libraries for providing service to residents of the County under the intersystem agreement between OWLS and the Manitowoc Calumet Library System, and Waushara County will begin reimbursing Waupaca County libraries in 2011.

OWLS will continue to monitor this situation and work with member libraries and adjacent library systems to determine the most effective methods for achieving equity in library services between systems, counties, and libraries. A priority for 2011 will be to seek compensation for Waupaca County libraries for serving Portage County residents.

Financial Position

While the system's financial position appears secure for 2011, OWLS could face significant challenges in 2012 and beyond, depending on the outcome of the state's biennial budget process. If funding to public library systems should remain flat or be cut in the next state budget, OWLS would need to make significant cuts to its programs and services. In 2011, nearly half of OWLS operating budget will come from fees paid for services by libraries. Because OWLS budget is so dependent on fees, the ability to continue current service levels will be threatened if local budget cuts affect the ability of member libraries to pay their fees.

No major reductions in services are planned for 2011. The emphasis will be on continuing to offer a strong program of services to member libraries as efficiently and effectively as possible. The system will continue to look for ways to streamline service delivery and reduce costs, and it will continue to monitor conditions

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and be prepared to respond rapidly should changes be necessary.

Describe the planning environment and process under which this and other system plans were developed. (List additional system planning documents with the period covered and attach any planning documents which have not previously been provided to the division.)

This year's plan reflects input from a variety of sources. The OWLS professional staff met throughout the year to discuss issues important to the future of the system. The professional staff also met individually with staff from Appleton Public Library, Nicolet Federated Library System, and member libraries on many occasions. The OWLS Director met with his counterparts at Appleton Public Library and NFLS.

OWLS conducted one meeting with member library directors in 2010 (August 13) that was designed to learn more about member library activities and issues. Brown Bag Lunch Meetings are held regularly to give OWLS children's librarians an opportunity to share with each other and with system representatives. The Administrative Advisory Committee of OWLSnet has met four times, and two more meetings will be held before the end of the year. Input from the directors, children's librarians, and AAC meetings was considered in the development of the plan.

The 2011 plan has also been shaped by technology planning that occurred previously. In June 2010, OWLS adopted a new technology plan, *OWLS Technology and Resource Sharing Plan: 2010-2013*, and in July 2007 an *OWLSnet Plan: 2007-2010* was adopted.

Perhaps most importantly, the OWLS Board met monthly, holding a number of discussions and taking a variety of actions that contributed to the development of this plan. Finally, the draft Plan was distributed to member library directors and Fox Valley Library Council member libraries for their comments, and their comments were incorporated into the Plan before adoption by the OWLS Board.

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 **2011**. Indicate, with a check, your system's intent to comply with each system requirement and provide the requested information under each system requirement.

S.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

- (a) Written agreements to provide, to any resident of the system area, the same library services, on the same terms, that are provided to the residents of the municipality or county that established the member library, except for the group programming preference authorized under s. 43.15 (4) (c) 4., and to provide for the interlibrary loan of materials among all participating public libraries, as evidenced by agreements with those libraries.
- A copy of the agreement with a list of all members signing it will be provided to the division by January 15.

Resource Library Agreement

- (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.
 - A signed copy of the resource library agreement will be provided to the division by January 15.
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ASSURANCES (cont'd.)

Reference Referral and Interlibrary Loan

- S.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.

- OWLS will maintain the database of member library bibliographic records and holdings. The majority of interloan transactions occur between libraries using the OWLSnet shared automation system.
- OWLS will continue to evaluate the impact on resource sharing growth and member library operations of the OWLSnet decision to limit patrons to a maximum of 15 holds.
- OWLSnet holdings will continue to be included in Open WorldCat.
- OWLS and NFLS will continue to provide member libraries and their patrons with access to WorldCat and other area library catalogs via InfoSoup.
- OWLS will continue to contract with Nicolet Federated Library System (NFLS) to serve as the interlibrary loan clearinghouse for OWLS libraries.
- OWLS will continue to compensate significant ILL net lenders.
- OWLS and NFLS will continue to provide OWLSnet members with access to electronic resources including Biography Resource Center, Literature Resource Center, Ancestry Library Edition, Mango Languages, Tumblebooks, and WorldCat.
- OWLS, NFLS, and Appleton Public Library will evaluate current database subscriptions and will implement any changes resulting from the evaluation.
- OWLS and its member libraries will continue to participate in the Fox Valley Library Council (FVLC) in order to facilitate resource sharing with other types of libraries in the FVLC area.
- OWLS and NFLS will continue to work with Brown County Library to assess methods for other NFLS member libraries to gain more efficient access to the resources of the Brown County Library.
- OWLS and NFLS will monitor and make recommendations for addressing any resource sharing inequities that may emerge between systems or between member libraries.

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

- OWLS will facilitate a planning process resulting in completion of a new OWLSnet plan in 2011.
- OWLS will evaluate effectiveness of contracting with NFLS to serve as the interlibrary loan clearing house for OWLS libraries and will consider changes that would improve interlibrary loan service to member libraries.

Inservice Training

- S.43.24(2)(e) Inservice training for participating public library personnel and trustees.

List ongoing activities related to this requirement.

- OWLS will offer an appropriate schedule of continuing education workshops and training classes on topics of interest to librarians, staff, and trustees of member and area libraries.
 - OWLS will continue to pursue collaborations with other organizations, particularly neighboring library systems, to provide continuing education workshops.
 - OWLS will continue to provide training to staff of member libraries in using CONTENTdm software to add digital collections to the InfoSoup Memory Project.
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ASSURANCES (cont'd.)

- OWLS will continue to provide group training, individual training, or consultation to staff of member libraries in the effective use of electronic information resources, computers, software, social media, and other technologies.
- OWLS will continue to provide information to its member libraries about additional sources for continuing education and training.
- OWLS will continue to provide a limited number of scholarships for librarians, staff, and trustees to attend workshops and conferences.
- OWLS will continue to cooperate with Winnefox Library System to produce a quarterly educational newsletter for library trustees.
- OWLS will continue to maintain a calendar of CE events and training sessions on the web.
- OWLS will continue to validate and maintain librarian certification records.
- OWLS will continue using Go To Meeting and Go To Webinar to host online meetings and provide online training to member libraries.

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

- OWLS and Winnefox Library System will evaluate Trustee Tale, the quarterly educational newsletter for library trustees, and implement recommendations from the evaluation.

Delivery and Communication

- S. 43.24 (2)(fm) Electronic delivery of information and physical delivery of library materials to participating libraries.

List ongoing activities related to this requirement.

- OWLS will continue to contract with Waltco, Inc. to provide five-day-a-week delivery service to all member libraries.
 - OWLS will continue to participate in the statewide delivery service operated by the South Central Library System.
 - OWLS will continue to monitor delivery volume and plan any necessary adjustments or modifications to the delivery service.
 - OWLS will continue to provide email accounts and support to staff of all member libraries.
 - OWLS will continue to utilize email, web postings, and Net Support Notify software as its primary methods for rapidly disseminating information to member libraries. In addition, OWLS will regularly post information of interest to its Facebook page.
 - OWLS will continue to rely on OWLSweb.info and OWLSnet.info, the system web sites, to provide a rich variety of relevant content and links helpful to library staff and trustees.
 - OWLS will continue to provide web design and hosting services to facilitate the electronic delivery of information from member libraries to their constituents.
 - OWLS will complete the conversion of member library websites to the Drupal content management platform and will provide training to member library staff on maintaining their sites in Drupal.
 - OWLS staff will assist member libraries with posting electronic content contained in local databases on their web sites and with contributing digital resources to the InfoSoup Memory Project.
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ASSURANCES (cont'd.)

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

- OWLS will begin redesigning OWLSweb.info and OWLSnet.info using Drupal in order to create sites where user experiences vary depending upon their roles, e.g. member library staff members would login and receive different information depending upon their job responsibilities.
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Service Agreements

- S.43.24(2)(g) Service agreements with all adjacent library systems
 - A copy of the agreement with adjacent systems with a list of all systems signing the agreement will be provided to the division by January 15.
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Other Types of Libraries

- S.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. A copy of the agreement with a list of all signing libraries will be provided to the division by January 15.
 - Other types of libraries in the system area have had an opportunity to review and comment on the plan.
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Library Technology and Resource Sharing Plan

- S.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.
 - Member public libraries and other types of libraries in the system area have had an opportunity to review and comment on the plan.
 - A copy of the written plan, including any revisions and amendments, for library technology and resource sharing is attached to this document or is on file with the division.
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Professional Consultation

- S. 43.24(2)(h) Professional consultant services to participating public libraries.

List ongoing activities related to this requirement.

- OWLS will continue to provide consultant services in a variety of areas including administration and finance, automation, technical services, computer selection and use, web site development, staff development, planning and evaluation, collection development, special needs, and legal issues.
- OWLS will continue to provide consulting using a variety of methods, e.g., field visits, meetings with individuals at the system office, email and telephone consultation, interactive computer sessions, and through specially-developed resources on the system's web site, e.g., "Links for Libraries."
- OWLS will continue to facilitate the sharing of professional information by holding regular meetings of staff with similar interests, e.g., brown bag lunch meetings for children and young adult staff, webmasters meetings, readers' advisory group meetings, directors meetings.
- OWLS will continue facilitating member library planning processes.

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

- Upon request, OWLS professional team will visit member libraries and provide consulting reports in the areas of general library organization or workflow analysis.
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ASSURANCES (cont'd.)

Services to Users With Special Needs

- S.43.24(2)(k) Promotion and facilitation of library service to users with special needs.

List ongoing activities related to this requirement.

- OWLS will support member libraries in enhancing access to materials and services for persons with special needs through continuing education about best practices in serving special needs populations.
- OWLS will help libraries identify opportunities to improve service to patrons with special needs through staff training and application of technology and will assist with implementation of projects.
- OWLS will continue to support the work of the Fox Valley Literacy Coalition, e.g., providing grants, printing, delivery of materials to tutors in other communities, use of mailing facilities.
- OWLS will continue to support the Spanish language interface to InfoSoup.
- OWLS and NFLS will continue to make the online language learning program, Mango, available.
- OWLS and NFLS will continue to work with collaborating libraries and agencies to provide assistance to non-English speakers by making computers and Rosetta Stone language software available to them.
- OWLSnet will continue to offer support to job seekers by providing an InfoSoup Jobs and Careers page.

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

- OWLS will work to improve service to adult basic education students and tutors by promoting existing services, educating library staff on how best to serve this population, and seeking funds to update relevant collections.
- OWLS and NFLS will survey member libraries and patrons regarding their use of Mango software in order to determine if the subscription to this software should be continued in future years.

Other Service Programs

S.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 programs 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.)

Library Services to Youth**List ongoing activities related to this requirement.**

- OWLS will continue to contract with the Waupaca Area Public Library for their Youth Librarian to serve as the system's Youth Services Liaison.
 - OWLS will provide an email discussion list specifically for youth librarians to share information.
 - OWLS will facilitate the interaction of youth librarians at 3-4 brown bag lunch meetings a year.
 - OWLS will provide supplementary materials in support of summer library programs, including purchasing a limited amount of the Collaborative SLP materials from Upstart.
 - OWLS will provide financial support for the purchase of books to be used as SLP reading incentives.
 - OWLS will continue to offer grants for summer library program performers.
 - OWLS will continue to develop and post summer library program web sites.
 - OWLS will continue to provide book review blogs for children and teens.
 - OWLS will continue to make gaming stations available for young adult and/or youth programming.
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ASSURANCES (cont'd.)

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

- OWLS will work with the Youth Services Liaison to determine if any additional communication tools are needed to facilitate discussion among member library youth librarians.
- OWLS will evaluate the use of its gaming stations to determine if they still meet a member library needs and, if so, if they are sufficiently accessible.

Public Information and Promotion

List ongoing activities related to this requirement.

- OWLS will continue to provide design and printing services for member libraries and system programs, including bookmarks, resource lists, brochures, signs, forms, logo design, and buttons. Member libraries will continue to receive these services for a nominal cost.
- OWLS will seek to ensure that all the member libraries, especially those with new directors, are aware of the full range of services available to them in this program.
- OWLS will continue to support the statewide library awareness campaign being conducted by the Wisconsin Library Association Foundation.
- OWLS will provide materials to OWLSnet member libraries to promote the use of InfoSoup.

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

- OWLS will evaluate how it charges libraries for printing and graphic services and implement any recommended changes.

Administration

- The system will not expend more than 20 percent of the state aid projected to be received in the plan year for administration.
- The 2010 system audit will be submitted to the division no later than September 30, 2011.

Budget

- A copy of your public library system budget by service program category and fund source for the plan year (see attached guidelines) is attached.

CERTIFICATION

WE, THE UNDERSIGNED, HEREBY 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 **2011**.

System Director Signature ➤	Date Signed
System Board President Signature ➤	Date Signed

**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>	DLTCL Assistant Superintendent Signature ➤	Date Signed
	Comments	

**PUBLIC LIBRARY SYSTEM 2011
ANNUAL PROGRAM BUDGET**

Program	2011 Public Library System Aid	System Aid Carryover and Interest Earned	Other State and Federal Library Program Funds	All Other Income	Total
Technology, Reference and Interlibrary Loan*					
1. OWLSnet	\$170,862	\$0	\$13,800	\$815,608	
2. OWLS	\$102,659	\$0	\$0	\$2,000	
3.					
4.					
Program Total	\$273,521	\$0	\$13,800	\$817,608	\$1,104,929
Continuing Education and Consulting Service*					
1. CE and Consulting	\$104,636	\$0	\$0	\$4,000	
2.					
Program Total	\$104,636	\$0	\$0	\$4,000	\$108,636
Delivery Services	\$117,181	\$0	\$0	\$39,059	\$156,240
Library Services to Special Users	\$31,152	\$0	\$0	\$0	\$31,152
Library Collection Development					\$0
Direct Payment to Members for Nonresident Access	\$0	\$0	\$0	\$2,117,259	\$2,117,259
Direct Nonresident Access Payments Across System Borders	\$0	\$0	\$0	\$227,345	\$227,345
Library Services to Youth	\$42,211	\$0	\$0	\$0	\$42,211
Public Information	\$51,248	\$0	\$0	\$11,500	\$62,748
Administration	\$55,066	\$1,500	\$0	\$76,500	\$133,066
Subtotal	\$296,858	\$1,500	\$0	\$2,471,663	\$2,770,021
Other System Programs					
1.					\$0
2.					\$0
Program Total	\$0	\$0	\$0	\$0	\$0
Grand Totals	\$675,015	\$1,500	\$13,800	\$3,293,271	\$3,983,586

* These programs may be divided into subprograms at the discretion of the system. If choosing not to use subprograms, enter amounts on line 1.

Outagamie Waupaca Library System

2011 Budget

Adopted September 16, 2010

	2010 Budget 07/06/10	2011 Budget 09/03/10	Change	% Change
Income				
State Aid	\$654,143.00	\$675,015.00	\$20,872.00	3.2%
Outagamie County	\$1,342,794.00	\$1,342,794.00	\$0.00	0.0%
Waupaca County	\$794,465.00	\$794,465.00	\$0.00	0.0%
Intersystem Income	\$243,697.00	\$267,404.00	\$23,707.00	9.7%
Automation Income	\$864,179.00	\$811,608.00	(\$52,571.00)	-6.1%
Federal LSTA Grants	\$22,900.00	\$13,800.00	(\$9,100.00)	-39.7%
Interest Income	\$4,000.00	\$4,000.00	\$0.00	0.0%
Printing Income	\$7,500.00	\$7,500.00	\$0.00	0.0%
Miscellaneous Income	\$2,000.00	\$2,000.00	\$0.00	0.0%
	-----	-----	-----	
Total Revenue	\$3,935,678.00	\$3,918,586.00	(\$17,092.00)	-0.4%
Transfer from Fund Balance	\$139,000.00	\$65,000.00	(\$74,000.00)	-53.2%
	-----	-----	-----	
Total Revenue & Transfers	=====	=====	=====	
	\$4,074,678.00	\$3,983,586.00	(\$91,092.00)	-2.2%
	=====	=====	=====	
Expenditures				
ADMINISTRATION				
300-03 Salaries	\$57,320.00	\$57,067.00	(\$253.00)	-0.4%
301-03 Payroll Taxes	\$4,378.00	\$4,366.00	(\$12.00)	-0.3%
302-03 Fringe Benefits	\$36,443.00	\$39,133.00	\$2,690.00	7.4%
305-03 Facilities	\$3,500.00	\$3,500.00	\$0.00	0.0%
311-08 Telephone	\$2,600.00	\$2,600.00	\$0.00	0.0%
312-03 Supplies	\$800.00	\$1,000.00	\$200.00	25.0%
320-03 Equipment	\$500.00	\$500.00	\$0.00	0.0%
321-03 Equipment Service	\$300.00	\$300.00	\$0.00	0.0%
325-03 Meeting and Travel	\$2,800.00	\$2,800.00	\$0.00	0.0%
330-03 Professional Services	\$11,000.00	\$11,000.00	\$0.00	0.0%
332-03 Insurance	\$3,600.00	\$3,600.00	\$0.00	0.0%
363-03 Prof. Memberships	\$1,200.00	\$1,200.00	\$0.00	0.0%
375-03 Miscellaneous	\$1,000.00	\$1,000.00	\$0.00	0.0%
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	\$125,441.00	\$128,066.00	\$2,625.00	2.1%
TECHNOLOGY-REFERENCE-INTERLOAN				
OWLS				
300-11 Salaries	\$46,886.00	\$52,482.00	\$5,596.00	11.9%
301-11 Payroll Taxes	\$3,587.00	\$4,015.00	\$428.00	11.9%
302-11 Fringe Benefits	\$19,485.00	\$24,112.00	\$4,627.00	23.7%
305-11 Facilities	\$3,500.00	\$3,500.00	\$0.00	0.0%
312-11 Supplies	\$500.00	\$500.00	\$0.00	0.0%
320-11 Equipment	\$2,500.00	\$2,500.00	\$0.00	0.0%
325-11 Meeting and Travel	\$2,800.00	\$2,800.00	\$0.00	0.0%
326-11 Training/Consulting	\$1,000.00	\$1,000.00	\$0.00	0.0%
330-11 Software	\$1,000.00	\$1,000.00	\$0.00	0.0%
374-11 FVLC Participation	\$750.00	\$750.00	\$0.00	0.0%
375-11 Statewide Projects	\$7,000.00	\$7,000.00	\$0.00	0.0%
378-11 Lender Compensation	\$5,000.00	\$5,000.00	\$0.00	0.0%
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Subtotal	\$94,008.00	\$104,659.00	\$10,651.00	11.3%

TECHNOLOGY-REFERENCE-ILL	2010 Budget 07/06/10	2011 Budget 09/03/10	Change	% Change
<u>OWLSnet</u>				
300-05 Salaries	\$332,557.00	\$335,085.00	\$2,528.00	0.8%
301-05 Payroll Taxes	\$25,441.00	\$25,634.00	\$193.00	0.8%
302-05 Fringe Benefits	\$129,816.00	\$141,271.00	\$11,455.00	8.8%
305-05 Facilities	\$7,000.00	\$7,000.00	\$0.00	0.0%
311-05 Telephone	\$3,000.00	\$3,000.00	\$0.00	0.0%
312-05 Supplies	\$9,000.00	\$5,000.00	(\$4,000.00)	-44.4%
313-05 Telecommunications	\$63,600.00	\$63,600.00	\$0.00	0.0%
314-05 Borrowers' Card Supplies	\$6,500.00	\$6,500.00	\$0.00	0.0%
315-05 Printing & Promotion	\$4,200.00	\$4,200.00	\$0.00	0.0%
320-05 Microcomputer Equipment	\$2,500.00	\$2,500.00	\$0.00	0.0%
321-05 Microcomputer Repair	\$1,000.00	\$1,000.00	\$0.00	0.0%
325-05 Meeting and Travel	\$8,000.00	\$8,000.00	\$0.00	0.0%
326-05 Training/Consulting	\$3,000.00	\$3,000.00	\$0.00	0.0%
330-05 Software	\$15,700.00	\$6,000.00	(\$9,700.00)	-61.8%
340-05 Resource Library	\$21,000.00	\$21,000.00	\$0.00	0.0%
342-05 Online Databases	\$90,127.00	\$71,702.00	(\$18,425.00)	-20.4%
343-05 Internet Access	\$53,207.00	\$39,290.00	(\$13,917.00)	-26.2%
345-05 OCLC Charges	\$94,300.00	\$99,188.00	\$4,888.00	5.2%
348-05 Digitization	\$3,100.00	\$4,600.00	\$1,500.00	48.4%
349-05 Enhanced Content	\$15,200.00	\$15,200.00	\$0.00	0.0%
350-05 System Development	\$4,000.00	\$15,000.00	\$11,000.00	275.0%
352-05 System Hardware	\$2,500.00	\$2,500.00	\$0.00	0.0%
353-05 Network Hardware	\$7,000.00	\$7,000.00	\$0.00	0.0%
354-05 System Maintenance	\$110,000.00	\$113,000.00	\$3,000.00	2.7%
Subtotal	\$1,011,748.00	\$1,000,270.00	(\$11,478.00)	-1.1%
Total	\$1,105,756.00	\$1,104,929.00	(\$827.00)	-0.1%
 CONTINUING EDUCATION - CONSULTING				
300-10 Salaries	\$47,698.00	\$52,206.00	\$4,508.00	9.5%
301-10 Payroll Taxes	\$3,649.00	\$3,994.00	\$345.00	9.5%
302-10 Fringe Benefits	\$22,259.00	\$22,736.00	\$477.00	2.1%
305-10 Facilities	\$7,000.00	\$7,000.00	\$0.00	0.0%
324-10 CE Program Expenses	\$7,500.00	\$7,700.00	\$200.00	2.7%
325-10 Travel	\$4,500.00	\$4,500.00	\$0.00	0.0%
326-10 CE Scholarships	\$4,000.00	\$5,000.00	\$1,000.00	25.0%
327-10 Staff Development	\$4,000.00	\$4,500.00	\$500.00	12.5%
354-10 Professional Serials	\$750.00	\$750.00	\$0.00	0.0%
360-10 Professional Books	\$250.00	\$250.00	\$0.00	0.0%
	\$101,606.00	\$108,636.00	\$7,030.00	6.9%
 DELIVERY				
300-08 Salaries	\$38,997.00	\$38,912.00	(\$85.00)	-0.2%
301-08 Payroll Taxes	\$3,087.00	\$2,977.00	(\$110.00)	-3.6%
302-08 Fringe Benefits	\$14,506.00	\$15,251.00	\$745.00	5.1%
305-08 Facilities	\$7,000.00	\$7,000.00	\$0.00	0.0%
310-08 Postage	\$1,200.00	\$1,200.00	\$0.00	0.0%
312-08 Supplies	\$2,000.00	\$2,000.00	\$0.00	0.0%
363-08 Contractual Services	\$85,000.00	\$88,000.00	\$3,000.00	3.5%
365-08 Equipment Lease	\$900.00	\$900.00	\$0.00	0.0%
	\$152,690.00	\$156,240.00	\$3,550.00	2.3%

	2010 Budget 07/06/10	2011 Budget 09/03/10	Change	% Change
SPECIAL USER SERVICES				
300-13 Salaries	\$24,060.00	\$14,036.00	(\$10,024.00)	-41.7%
301-13 Payroll Taxes	\$1,841.00	\$1,074.00	(\$767.00)	-41.7%
302-13 Fringe Benefits	\$12,124.00	\$8,042.00	(\$4,082.00)	-33.7%
338-13 Literacy Support	\$5,000.00	\$5,000.00	\$0.00	0.0%
339-13 Materials and Projects	\$10,600.00	\$3,000.00	(\$7,600.00)	-71.7%
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	\$53,625.00	\$31,152.00	(\$22,473.00)	-41.9%
PUBLIC INFORMATION - PROMOTION				
300-15 Salaries	\$17,169.00	\$20,417.00	\$3,248.00	18.9%
301-15 Payroll Taxes	\$1,313.00	\$1,562.00	\$249.00	19.0%
302-15 Fringe Benefits	\$6,099.00	\$7,669.00	\$1,570.00	25.7%
305-15 Facilities	\$7,000.00	\$7,000.00	\$0.00	0.0%
312-15 Supplies	\$10,000.00	\$10,000.00	\$0.00	0.0%
320-15 Equipment Lease	\$6,000.00	\$6,000.00	\$0.00	0.0%
321-15 Equipment Maintenance	\$2,100.00	\$2,100.00	\$0.00	0.0%
330-15 Software	\$500.00	\$500.00	\$0.00	0.0%
354-15 Special Promotions	\$1,200.00	\$1,500.00	\$300.00	25.0%
364-15 Commercial Work	\$5,950.00	\$6,000.00	\$50.00	0.8%
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	\$57,331.00	\$62,748.00	\$5,417.00	9.4%
YOUTH SERVICES				
300-06 Salaries	\$23,047.00	\$18,346.00	(\$4,701.00)	-20.4%
301-06 Payroll Taxes	\$1,763.00	\$1,403.00	(\$360.00)	-20.4%
302-06 Fringe Benefits	\$10,068.00	\$8,262.00	(\$1,806.00)	-17.9%
312-06 Supplies & Materials	\$2,200.00	\$2,200.00	\$0.00	0.0%
326-06 SLP Program Grants	\$8,500.00	\$8,500.00	\$0.00	0.0%
327-06 Liaison	\$2,500.00	\$3,000.00	\$500.00	20.0%
340-07 Big Books Collection	\$500.00	\$500.00	\$0.00	
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	\$48,578.00	\$42,211.00	(\$6,367.00)	-13.1%
ACCESS PAYMENTS				
<u>County Service</u>				
400-22 Appleton	\$806,517.00	\$806,517.00	\$0.00	0.0%
405-22 Black Creek	\$52,010.00	\$52,010.00	\$0.00	0.0%
410-22 Clintonville	\$116,747.00	\$116,747.00	\$0.00	0.0%
415-22 Fremont	\$21,159.00	\$21,159.00	\$0.00	0.0%
420-22 Hortonville	\$57,852.00	\$57,852.00	\$0.00	0.0%
425-22 Iola	\$67,466.00	\$67,466.00	\$0.00	0.0%
430-22 Kaukauna	\$96,719.00	\$96,719.00	\$0.00	0.0%
435-22 Kimberly-Little Chute	\$149,170.00	\$149,170.00	\$0.00	0.0%
440-22 Manawa	\$72,203.00	\$72,203.00	\$0.00	0.0%
445-22 Marion	\$21,951.00	\$21,951.00	\$0.00	0.0%
450-22 New London	\$168,036.00	\$168,036.00	\$0.00	0.0%
455-22 Scandinavia	\$14,396.00	\$14,396.00	\$0.00	0.0%
460-22 Seymour	\$57,663.00	\$57,663.00	\$0.00	0.0%
465-22 Shiocton	\$23,654.00	\$23,654.00	\$0.00	0.0%
470-22 Waupaca	\$329,970.00	\$329,970.00	\$0.00	0.0%
475-22 Weyauwega	\$37,819.00	\$37,819.00	\$0.00	0.0%
480-22 Oneida	\$23,927.00	\$23,927.00	\$0.00	0.0%
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Subtotal	\$2,117,259.00	\$2,117,259.00	\$0.00	0.0%

	2010 Budget 07/06/10	2011 Budget 09/03/10	Change	% Change
<u>Intersystem Service</u>				
400-23 Appleton	\$109,558.00	\$115,506.00	\$5,948.00	5.4%
405-23 Black Creek	\$0.00	\$0.00	\$0.00	-
410-23 Clintonville	\$11,245.00	\$14,104.00	\$2,859.00	25.4%
415-23 Fremont	\$2,895.00	\$3,659.00	\$764.00	26.4%
420-23 Hortonville	\$0.00	\$0.00	\$0.00	-
425-23 Iola	\$0.00	\$0.00	\$0.00	-
430-23 Kaukauna	\$32,077.00	\$35,940.00	\$3,863.00	12.0%
435-23 Kimberly-Little Chute	\$39,912.00	\$48,790.00	\$8,878.00	22.2%
440-23 Manawa	\$0.00	\$0.00	\$0.00	-
445-23 Marion	\$6,510.00	\$8,005.00	\$1,495.00	23.0%
450-23 New London	\$0.00	\$0.00	\$0.00	-
455-23 Scandinavia	\$0.00	\$0.00	\$0.00	-
460-23 Seymour	\$0.00	\$0.00	\$0.00	-
465-23 Shiocton	\$0.00	\$0.00	\$0.00	-
470-23 Waupaca	\$2,105.00	\$1,341.00	(\$764.00)	-36.3%
475-23 Weyauwega	\$0.00	\$0.00	\$0.00	-
480-23 Oneida	\$0.00	\$0.00	\$0.00	-
Subtotal	\$204,302.00	\$227,345.00	\$23,043.00	11.3%
Total	\$2,321,561.00	\$2,344,604.00	\$23,043.00	1.0%

SUMMARY

Administration	\$125,441.00	\$128,066.00	\$2,625.00	2.1%
T-R-I: OWLSnet	\$1,011,748.00	\$1,000,270.00	(\$11,478.00)	-1.1%
T-R-I: OWLS	\$94,008.00	\$104,659.00	\$10,651.00	11.3%
Continuing Ed. - Consulting	\$101,606.00	\$108,636.00	\$7,030.00	6.9%
Delivery	\$152,690.00	\$156,240.00	\$3,550.00	2.3%
Special User Services	\$53,625.00	\$31,152.00	(\$22,473.00)	-41.9%
Public Information - Promotion	\$57,331.00	\$62,748.00	\$5,417.00	9.4%
Youth Services	\$48,578.00	\$42,211.00	(\$6,367.00)	-13.1%
Subtotal	\$1,645,027.00	\$1,633,982.00	(\$11,045.00)	-0.7%
Access Payments	\$2,321,561.00	\$2,344,604.00	\$23,043.00	1.0%
Capital	\$108,000.00	\$5,000.00	(\$103,000.00)	-95.4%
	\$4,074,588.00	\$3,983,586.00	(\$91,002.00)	-2.2%

Summary of Personnel Costs

Salaries	\$587,734.00	\$588,551.00	\$817.00	0.1%
Payroll Taxes	\$45,059.00	\$45,025.00	(\$34.00)	-0.1%
Fringe Benefits	\$250,800.00	\$266,476.00	\$15,676.00	6.3%
Total	\$883,593.00	\$900,052.00	\$16,459.00	1.9%