South Central Library System
Technology Plan
June 2009 – June 2010

I. Background

Mission
The mission of the South Central Library System (SCLS) is to help member libraries provide the best possible service to the public. To this end, the system has adopted staff and system principles, which are included as Appendix A.

Description of SCLS
SCLS, one of 17 public library systems in Wisconsin, provides services to 52 libraries in Adams, Columbia, Dane, Green, Portage, Sauk and Wood Counties. These counties include more than 790,000 people, with the majority residing in Dane County. System population density ranges from sparse rural to dense urban. Municipalities vary greatly in size, from villages with populations well under a thousand, to the city of Madison, which includes about 28% of the entire population of the system.

Current Technology Environment

LINK/non-LINK environment
Most SCLS technology services are available to all member libraries. However, not all SCLS libraries are members of the LINK consortium, which shares an integrated library system (ILS) and public catalog. In addition, certain technology services related to the LINK consortium (WAN services, some PC support, email) are not currently available to libraries that are not LINK members.

As a result of this division of services and other factors, SCLS libraries often maintain computers on multiple networks (including some LINK sites with both the LINK WAN and a LAN with local ISP internet). Currently, PC and network support for these multiple networks are provided by different SCLS staff.

Technology Decision-Making Processes

Two member groups make decisions affecting the direction technology and related services take within SCLS:

- The Public Library Advisory Committee (PLAC) is elected from among member libraries and includes some standing seats: for example, for Madison Public Library and other large libraries in the system. Details about PLAC can be found at http://www.scls.info/committees/scls/plac/index.html.

- LINK Director's Council is the decision-making body of LINK, of which SCLS is a member and the fiscal agent. The LINK by-laws state that the "Director's Council shall be comprised of the chief Operating Officers of the member agencies." While LINK is primarily a consortium for the integrated library system service, many other technology services are intertwined into the LINK decision-making process, including PC support, network services, and web services.

PLAC and LINK have numerous advisory or working groups reporting directly to them. New projects proposed for the LINK consortium receive their first consideration at the LINK Long-Range Planning Committee. The SCLS organizational chart in Appendix B outlines the relationships between various committees and subcommittees.

In recognition that both groups have an interest in technology issues, a subcommittee of both PLAC and LINK called the Joint Technology Committee (JTC) was formed several years ago with representatives from both LINK and automation-independent SCLS member libraries. It hears reports of, and makes recommendations on, a wide variety of technology projects, including LSTA technology grants, internet workstation management, database authentication, the work of the Wisconsin Public Library Consortium (WPLC), online learning, etc. One of the strengths of the Committee is the sharing amongst members of innovative ideas implemented at their respective libraries.

In addition to input from member groups, the SCLS staff and Board are also actively involved in technology decisions. By statute SCLS must prepare a budget and plan of work to be approved by the Division for Libraries Technology and Community Learning (DLTCL) in order to receive state funding for our operations. The LINK consortium annually prepares and passes a budget for the LINK automation project, which becomes part of the overall SCLS budget. This annual budget and plan is approved by the SCLS Board of Trustees prior to submission to DLTCL. In addition, SCLS must also annually report on activities and expenses by program, including technology, to the Board and DLTCL.

Relationship of technology services to SCLS Strategic Plan

The SCLS Strategic Plan is based on the belief that, as a community, SCLS can do many things that none of the individual entities could successfully undertake alone. Many technology services described below would not be possible for individual libraries to implement on their own without significant expense and expertise. With system-level management, provision becomes cost-effective and efficient for the whole SCLS community. Specific initiatives from the Strategic Plan that are supported by existing and planned technology services include:

- Investigate new developments in information technology and implement those most desired and of greatest worth to the public we serve.
- Determine ways that selected new technologies can be implemented with available resources, or seek out new resources for such implementation.
- Offer goods and services that meet at least some of the needs of each unit of our diverse member population.
- Cooperate with member libraries to offer a wider spectrum of online electronic resources to the public.
- Promote new and existing services to library staff and public through training and widespread communication using varied media formats.

II. Planning Environment

2008 Technology Planning Process

In 2008, SCLS undertook a comprehensive technology planning process. The purpose of this process was not to produce a static planning document, but to improve service in the area of technology and to align the technology services with the missions and principles of SCLS. The process was designed to help the SCLS community agree on technology goals and how to achieve these goals.

The desired outcomes from the process were:

- Better understanding of what member libraries want and expect in technology services.
- Identification of core "principles of service" for technology services.
- Determination of organizational issues which may impact the ability to delivery technology services, including issues related to administrative structure and cost-models, and a plan for resolving these issues.
- Review of SCLS/LINK decision-making models and other decision-making models, and a plan to implement new decision-making models, if appropriate.

The planning process was organized by a committee of SCLS staff and member library staff. The committee focused on two sets of activities used to collect the data required to define the process for achieving these outcomes:

1. Surveys and focus groups of member library and SCLS staff
SCLS contracted with Russell Consulting, Inc. (RCI) to design and deploy an online survey to a select sample of 150 library directors and staff from SCLS member libraries. All 54 libraries directors were invited to complete the surveys as well as a selection of staff who were believed to be representative of the diversity of perspectives within the SCLS system. The survey questions were developed by RCI working closely with members of the committee. The online survey was deployed between July 22 and August 2, 2008.   Of the 150 library directors and staff members asked to complete the survey, 112 did so for a response rate of 75%.   The complete survey results, along with the survey questions, can be found at http://scls.typepad.com/techplan/techplansurvey.pdf.

RCI also facilitated a total of five focus groups from August 12-15, 2008. The participants of four of these five focus groups consisted of a mix of directors and staff from member libraries, while the participants of one of the focus groups were all non-technology SCLS staff. Another focus group was comprised of relatively new library directors and staff who were invited participate to see if there was any difference in their perspectives of SCLS' technology services when compared with the other library focus groups. The focus group summary can be found at http://scls.typepad.com/techplan/focusgroups.pdf.

In addition, RCI conducted in-depth interviews with all 14 SCLS technology services staff.   Questions asked in these interviews can be found in Appendix C.

2. Interviews with other library and non-library organizations
Members of the committee contacted 17 organizations to investigate their decision-making models and organizational structures for the provision of technology services. In-depth interviews were conducted to ascertain their staffing, governance, and planning environments. A brief summary of the results can be found in Appendix D.

Using the information gathered from these two processes, the technology committee identified key "Themes and Questions" from the results (see Appendix E). The committee also created two documents that together create an informal contract between SCLS staff and member libraries. The "Staff Strategies" and "Library Responsibilities" outline expected behaviors required to provide the best possible technology services. Feedback was solicited from member libraries in a number of ways, including blog postings, email, and discussions at meetings. The final documents are attached as Appendix F. One of the goals for the remainder of 2009 is to begin putting these principles into practice.

Ongoing Planning Processes

The technology planning committee completed its work in early 2009, identifying five additional processes to address concerns expressed in the survey, focus groups, and staff interviews.

1. *LINK governance:* This process involves reviewing the current LINK Governance and technology decision-making models, and creating a new model that will address concerns of the member libraries and staff. A taskforce was established to conduct this process, and it has identified some potential models, necessary elements in all models (also called "principles for models") and test cases for the models. These models will be presented to the member libraries in early April, and a facilitated discussion about the models will occur in early May. Following the discussion, the taskforce will take member library and staff feedback and create a final model that will go to the current LINK Director's Council and PLAC for approval. The guiding principles and draft models are included in Appendix G.

2. *SCLS governance:* The change in LINK Governance will likely impact SCLS Governance as a whole as technology decision-making bodies change. Following the completion of the LINK Governance examination, the existing SCLS Governance will be reviewed and revised. The methodology to complete this process is yet to be determined.

3. *LINK budget and funding:* The change in LINK Governance will also require a revision of the formula for funding the ILS and related technology services. Following the completion of the LINK Governance examination, the budget and funding for LINK and all SCLS technology services will be reviewed and revised. The methodology to complete this process is yet to be determined but the formulation will be designed to support the desired services.

4. *SCLS technology project management/decision making/communication*: One of the "givens" for any revised LINK governance model is the ability to plan and manage projects in an organized way. Following the completion of the LINK Governance examination, SCLS staff will review their internal methodology for managing projects and setting priorities. The goal of this process is to create an ongoing technology plan that will guide the everyday work of the SCLS technology staff.

5. *SCLS technology services*: A number of key issues with SCLS technology services were identified through the member library survey and focus groups. Many of these issues focused on PC support and network services. SCLS technology staff will review current procedures and determine how to improve service. A planning retreat for technology staff is being developed to work on these issues.

Work on these processes will continue through the remainder of 2009 and early 2010.

III. Description of Services

General system services

SCLS provides many services to its member libraries, making them more effective and efficient by:

- Helping them share materials so that thousands of dollars expended locally equal millions of dollars in services provided to the general public through the shared system environment;
- Providing them with leadership in the areas of technology and telecommunications;
- Providing them with the training and expertise to cope with new and constantly changing technologies and demands for service.

Specifically, SCLS provides non-technology services in the following areas:

- Contracts for library resources: SCLS pays the Madison Public Library more than $95,000 annually to purchase extra copies of popular items and items not owned by other member libraries.
- Cooperative management services: SCLS coordinates orders and shipping for everything from library cards to puppets to computers, saving libraries money. The system manages county library budgets on request and cooperative projects in all areas of service.
- Interlibrary loan: Outside of the ILS, SCLS contracts with Madison Public Library to provide for interlibrary loan services for all SCLS libraries.
- Delivery service: Delivery is essential to resource sharing, so SCLS delivers materials requested by area residents to their local libraries. The cost to send an item from one library to another in SCLS costs 20 cents, a vastly less expensive solution than the U.S. mail. Delivery staff and member libraries continually work together to increase the effectiveness of the service.
- Professional consultants & continuing education: SCLS consultants field a variety of requests from member librarians for assistance with library-related issues ranging from creating a budget to building design and layout. To educate library staff, SCLS maintains a collection of professional materials for use by member libraries and also organizes continuing education programs on a variety of topics. SCLS also helps libraries develop programs to serve children, young adults, families, and to provide services to users with special needs.

Ongoing technology services

- **Operation of the ILS/Public Catalog:** While this year is one of transition for the ILS and public catalog (see Section IV), SCLS will continue to support and maintain the existing Dynix Classic system until the migration is complete. This activity includes supporting the libraries on the use of the ILS, maintaining a shared database of member library bibliographic records and holdings, assisting libraries with self-checks and RFID, providing email and telephone delivery for ILS-related notices, producing reports, maintaining necessary server hardware and software, and performing ongoing maintenance and upgrades as needed.

- **Operation of a time and print management solution:** SCLS maintains two servers and provides support for the Library Online product from Active Network. Currently, about 36 member libraries use this service.

- **PC support:** PC Support is divided into support for computers on the WAN for the LINK consortium and support for PCs on other networks. While these services are provided by different staff, the services provided are generally the same: assisting libraries with hardware replacement plans, purchasing and staging of new equipment, securing the computers, updating the operating system and other software as necessary, and troubleshooting of hardware and software problems. The computers connected via the WAN are often updated through remote control and automatic updates, while those not on the WAN currently require a manual process.

- **Network support:** Like PC support, network support is divided into support for the WAN for the LINK consortium and support for non-LINK networks. Activities to support the WAN include working with DOA TEACH and other agencies to ensure that member libraries continue to have adequate telecommunications access and capabilities, filing for e-rate service for data lines, maintaining network security by providing an antivirus solution, continually patching the latest security holes, educating library staff about safe internet and email practices, monitoring the network for bandwidth usage, and maintaining servers.

   Support for non-LINK networks varies by library and network, but primarily includes insuring a reliable and stable connection from the ISP.

- **Wireless access support:** 43 SCLS member public libraries have wireless internet available, and 41 of these libraries receive support for this service from SCLS staff.

- **Email list services:** SCLS creates and maintains email lists for member libraries and SCLS to use for communication among staff and between libraries. SCLS will assist libraries in finding appropriate providers for email list services for patron lists.

- **Web site services:** SCLS assists member libraries to maintain websites by providing hosting for websites, redesigning library websites, providing training and assistance in maintaining websites, investigating and using new technologies in library websites, assisting libraries in getting and understanding usage statistics for websites, purchasing alternate domain names, and creating online forms for libraries as requested.

- **New building support**: SCLS Technology staff work with libraries that are undertaking remodels or new building projects to ensure that the building meets the technological specifications for the ILS and public computing services.

- **Reference database support**: Patrons in the SCLS service area have access to a number of online reference databases. Some databases are purchased by SCLS, some are purchased by all SCLS libraries, and some are purchased by sub-groups or individual libraries. In addition, SCLS works with the Wisconsin Public Library Consortium (WPLC) for access to OverDrive. Regardless of the funding source, SCLS provides user authentication services for all databases, along with interface design and technical support and troubleshooting. The quest for a better authentication mechanism is ongoing, and will continue in 2009/2010.

- **Online reference support:** SCLS provides email forms for reference questions for member libraries, supports virtual reference services through troubleshooting and coordination, and assists libraries in creating IM reference services. Virtual reference services are provided through a statewide consortium called AskAway.

- **Continuing education support**: Because SCLS includes libraries in a seven-county area, distance education options are a necessity. SCLS maintains videoconferencing for continuing education events and for planning meetings, and contracts for service for web conferencing. In early 2009, SCLS contracted with Citrix for their GoToMeeting/GoToWebinar products, and will continue to implement them during 2009/2010. Technology staff will also work with the Continuing Education Coordinator to provide online tutorials for priority projects (See Section IV) and to teach training sessions, as appropriate.   SCLS also provides equipment for training activities, including a wireless lab and gadget packages, which technology staff support.

- **Youth services support**: Technology staff assist in the Summer Library Program by creating and maintaining a blog for teen book discussions and registration forms for the program.

- **Day-to-day operations support:** There are many technologies used to ensure that internal operations at SCLS are as efficient and cost effective as possible. Technology staff support administration databases, financial and personnel software (currently QuickBooks), office equipment, internal file shares, personal digital devices and office computers and other software.

- **New technology services:** As a "trailblazer, an innovator, and a catalyst," SCLS looks for new technology services to introduce to member libraries as appropriate. These services may be pilot projects to prove the utility of a certain device or service, or it may be training opportunities on new technology for all libraries in the system. While it is impossible to describe what may occur in this area in the next year, it is possible to say that there will be activity in this area.

- **Communication about technology:** SCLS staff continually seek methods of communicating with member libraries to raise their awareness of and improve the technology services we provide. One of newest methods is TechBits, a blog that provides information about ongoing projects, tips and tricks, announcements of new services, information about new technologies, and more. The TechBits blog can be found at http://scls.typepad.com/techbits/

  Staff also recently began a "status wiki" to share information with member libraries when an outage occurs, thereby reducing the number of incoming calls and increasing the ability to get information out quickly and efficiently. This new service has been very well received.

IV. Priorities for 2009-2010

1. **Complete the ongoing technology planning processes described in Section II.**

2. **Complete a migration of the ILS and public catalog from Classic Dynix to Koha as hosted, developed, and supported by LibLime:** A contract with LibLime was signed in April 2009. The target date for completion of the migration is mid-to-late 2010.

3. **Complete an upgrade to email services:** Upgrading email services includes three distinct components:
    a. Replacement of the email server to provide faster processing and larger quantities of storage.
    b. Replacement of the current email client (Eudora) with a new email client (Thunderbird).
    c. Introduction of a web interface (using Google Apps).

    The target date for completion of this project is October 1, 2009.

4. **Replacement of existing anti-virus solution:** The contract for support for our existing anti-virus solution (TREND MICRO OfficeScan) will end in Summer 2009, and will not be renewed. A new product with more robust anti-virus, anti-phishing, and firewall capabilities will be introduced in 2009.

5. **Upgrade of the time and print management solution**: An upgrade of the software and hardware for the Library Online service will be completed in early Summer 2009.

6. **Implement remote management for computers not using the WAN for the LINK consortium**: A remote management/PC troubleshooting environment (Kaseya) is under investigation to provide faster and more cost-effective support.

7. **Physical move of operations center:** SCLS will be co-locating staffs that currently reside in two separate offices to one building on the east-side of Madison. This move will require the relocation of our operations center, currently in Madison Public Library in downtown Madison. A plan for the move is being developed, and the target date for completion of this project is early 2010.

8. **Completion of LSTA grant activities:** In 2009, SCLS received a number of LSTA grants related to technology:

    a. *Public Library System Technology Projects*: Activities to be completed as part of this grant include the digitization of a local history title, purchase of an online reference database, distribution of funds for libraries to conduct patron and staff technology training, purchase of a document projector, purchase of an RFID conversion unit, and the anti-virus replacement project mentioned above.

    b. *Wireless Internet Access:* In addition to the ongoing support for wireless access, SCLS technology staff will also install a secure wireless system in three libraries and upgrade service in four libraries with grant funds.

    c. *Accessibility in Public Libraries:* This grant will be used to provide adaptive equipment to several SCLS member libraries that require updated adapted computer workstations.

V. Potential Future Services

1. **Backup services for member libraries:** In the past, SCLS has not supported or assisted libraries with backup solutions for local computers. However, because of the critical nature of backup services, SCLS technology staff are investigating potential solutions to provide the needed backup services in a cost-effective and supportable way.

VI. Funding/Budget

Funding for technology comes from three sources:
1. **State aids**: SCLS, as a public library system, receives funds from the state to provide services to member libraries.

2. **LSTA grants**: As mentioned in Section IV above, SCLS receives both competitive and non-competitive LSTA grants in various areas of technology. These funds are most often used for one-time costs or experimental projects.

3. **Member library funding**: Some technology services are funded by the libraries themselves. This includes the budget for all hardware, software, staff, and services for the ILS and associated LINK services. Many online reference databases are also funded by the member libraries.

The annual budget for LINK services is created by a committee, and approved by the LINK Directors' Council by July 1. This budget is also included in the SCLS budget, which is created in the Fall and is approved by PLAC and the SCLS Board.

The technology portion of the 2009 SCLS expenditures are included in Appendix H. While this budget will not be relevant for the 2010 portion of this plan, it provides a sense of scope for technology funding.

VII. Evaluation of services

There are many mechanisms for the evaluation of SCLS technology services. The committee structure outlined in Section I provides a built-in feedback loop. Technology services are planned with these groups, and they supply ongoing feedback that is considered in future planning. Member libraries may also submit feedback about individual staff members and services through an online form available at http://www.scls.info/feedback.html. The technology planning process described in Section II gave SCLS staff the opportunity to hear and act on extensive evaluations from member libraries. Because this information was so valuable for shaping system services, another survey process is planned for the beginning of 2010 to determine the level of satisfaction with changes implemented as a result of the current process and the next steps to further improvement.

SCLS has also begun soliciting feedback from a Citizen Technology Advisory Group regarding existing and planned services. Eighty volunteer members represent a variety of ages and technical skills. The SCLS staff occasionally sends surveys to the group, and uses their responses to modify existing services or plan new services.

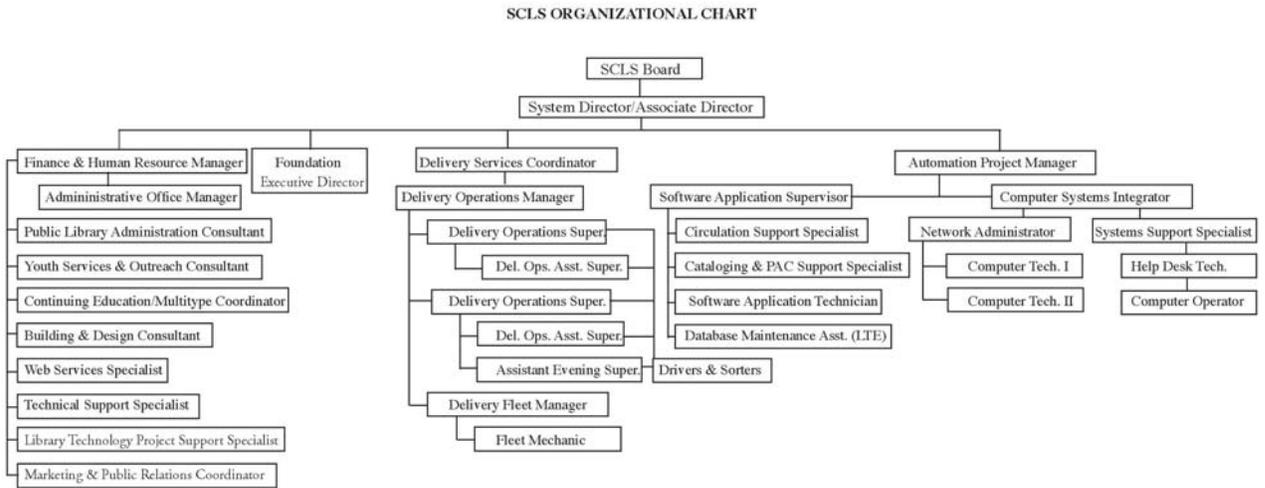## Appendix A: SCLS Staff and System Principles

Staff Principles

1. SCLS staff stay focused on our mission and measure all of our work, plans, programs, activities and behaviors against it.

2. SCLS staff do excellent work and endeavor to exceed member expectations.

3. SCLS staff are responsible for achieving and maintaining good working relationships with every member library and with every coworker. We make it a high priority to treat people well. We are always courteous to members and to each other. When we make mistakes, we acknowledge them, apologize, and move on.

4. SCLS is a community of people who are different from each other in many ways, however, staff work as a team, respecting the contributions and viewpoint of each member. We freely share information and communicate our plans, activities and concerns to the other members of our team and give credit where credit is due.

5. SCLS staff work toward solutions for problems.

6. SCLS staff keep our commitments, meet our deadlines, and take responsibility for getting the training and resources we need to do our work.

7. SCLS staff are sensitive to member's perceptions and strive with each interaction to make them more positive than before.

8. Our work is far too important for us to always be serious. We approach it with a sense of fun and include as many laughs as we possibly can.
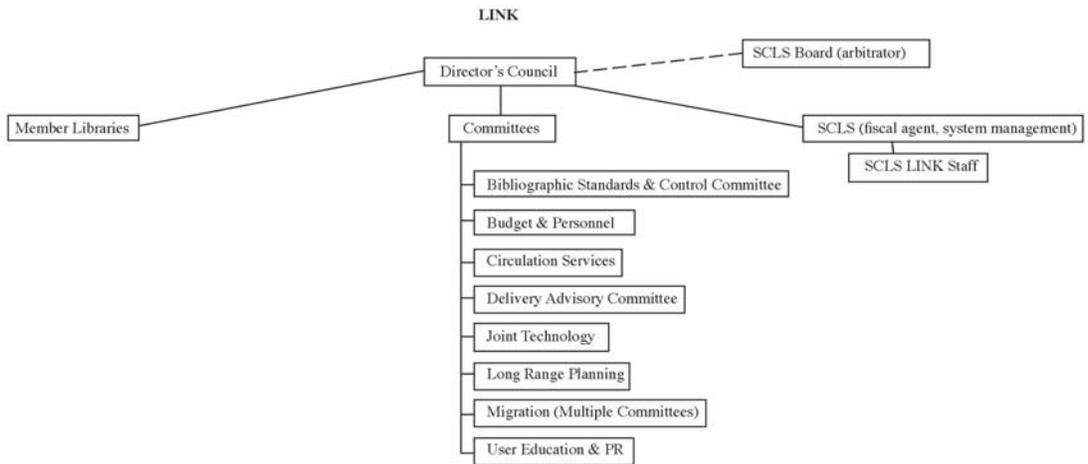
SCLS Basic System Principles

1. Every member library must have a voice in the planning and governance of the South Central Library System (SCLS) and clear opportunities for input into system direction, management, and service priorities. Every member library has an accompanying responsibility to participate in these planning and governance processes.

2. SCLS and member libraries will attempt to clearly communicate library issues to all stakeholders.

3. SCLS is a community of libraries that differ from each other in many ways. SCLS must be designed so as to offer something of value to all its members, to respect diversity, and to engender mutual respect among members and between members and system staff. Because of this diversity, SCLS may have different structural relationships with different counties within the system. To the extent feasible, each county should have the primary responsibility for determining the general nature of that relationship.

4. SCLS exists to make its members stronger. To this end, SCLS will concentrate on providing services to and through its member libraries rather than directly to the public. An exception to this principle may occur when an existing agency cannot deliver a needed service, or when the system can provide the service in a substantially more effective manner.

5. SCLS should be a trailblazer, an innovator, and a catalyst. SCLS should initiate projects and then empower local libraries to continue them. System funds must in no way replace local efforts for established services.

6. SCLS, as a whole, must be greater than the sum of its parts. The services provided to each member library must be of greater value than that member could achieve by simply spending its own share of the funds separately.

7. SCLS must operate within the framework of statutory requirements while striving to meet member needs.
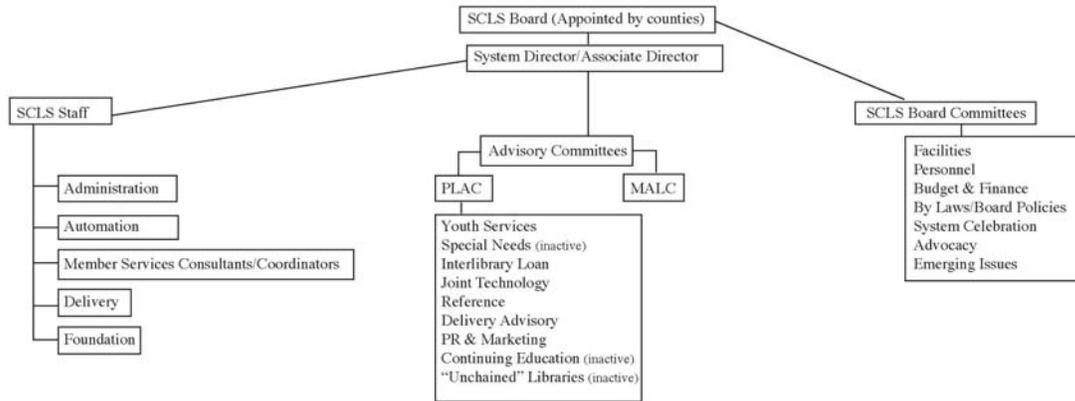
Appendix B: SCLS organizational chart

SCLS ORGANIZATIONAL CHART

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                                    SCLS Board
                         System Director/Associate Director
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Finance & Human Resource Manager	Foundation Executive Director	Delivery Services Coordinator		Automation Project Manager

Administrative Office Manager

Public Library Administration Consultant

Youth Services & Outreach Consultant

Continuing Education/Multitype Coordinator

Building & Design Consultant

Web Services Specialist

Technical Support Specialist

Library Technology Project Support Specialist

Marketing & Public Relations Coordinator

Delivery Operations Manager

Delivery Operations Super.

Del. Ops. Asst. Super.

Delivery Operations Super.

Del. Ops. Asst. Super.

Assistant Evening Super.

Delivery Fleet Manager

Fleet Mechanic

Software Application Supervisor

Circulation Support Specialist

Cataloging & PAC Support Specialist

Software Application Technician

Database Maintenance Asst. (LTE)

Drivers & Sorters

Computer Systems Integrator

Network Administrator

Computer Tech. I

Computer Tech. II

Systems Support Specialist

Help Desk Tech.

Computer Operator

1/09

LINK

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                    Director's Council  - - - -  SCLS Board (arbitrator)

Member Libraries            Committees          SCLS (fiscal agent, system management)
                                                      SCLS LINK Staff
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Bibliographic Standards & Control Committee

Budget & Personnel

Circulation Services

Delivery Advisory Committee

Joint Technology

Long Range Planning

Migration (Multiple Committees)

User Education & PR

8/07

SCLS Board (Appointed by counties)

System Director/Associate Director

SCLS Staff

- Administration
- Automation
- Member Services Consultants/Coordinators
- Delivery
- Foundation

Advisory Committees

PLAC   MALC

Youth Services
Special Needs (inactive)
Interlibrary Loan
Joint Technology
Reference
Delivery Advisory
PR & Marketing
Continuing Education (inactive)
"Unchained" Libraries (inactive)

SCLS Board Committees

Facilities
Personnel
Budget & Finance
By Laws/Board Policies
System Celebration
Advocacy
Emerging Issues

5/08

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Appendix C: SCLS Technology Staff Interviews

Initial "ice-breaker" question: Please describe **your role within SCLS**. What specific technology services do you provide South Central's libraries? How long have you been providing these services? What is your technology role at SCLS (Applications, Operations, or Administration)?

1. Think of a recent situation with one of the libraries you serve where everything just seemed to go right and a **really positive outcome** resulted. In this situation things just fell into place and both you and the library staffers you were interacting with felt positive and proud of what you had accomplished.

    - What factors, characteristics, qualities, or circumstances were present in this situation that enabled this positive outcome to be achieved?

    - What did you do to enable this positive outcome?

    - What did the library staffers do to enable this positive outcome?

2. Think of a recent situation with one of the libraries you serve where things **didn't go well**—which resulted in a less than desirable outcome.

    - What didn't go well?

    - What factors, characteristics, qualities, or circumstances were present in this situation that caused this less than desirable outcome to be realized?

    - What did you do or not do that contributed to this negative result?

    - What did the library staffers do that contributed to this negative result?

3. How would you rate the overall **quality** of the technology services SCLS provides to its member libraries (on a 1-10 scale)?

    - What could SCLS do to improve upon this score?

    - What could YOU do to help improve upon this score?

4. How would you rate the overall **efficiency** of the technology services SCLS provides to its member libraries (on a 1-10 scale)?

    - What could SCLS do to improve upon this score?

    - What could YOU do to help improve upon this score?

5. What are the **core technology services** that SCLS should be providing to its libraries to provide the best possible level of customer service?

6. What do you see as the **most significant obstacles** to your ability to provide *great* service to the libraries you serve?

7. What do you need that you currently don't have (e.g., training, tools, equipment, resources, etc.) in order to provide the highest quality technology services possible to the libraries you serve?

8. What is your view of SCLS's decision making process in regards to technology services to its member libraries?

9. How might this decision-making process be improved?

10. Do you have any final comments for us that might help us better understand SCLS' approach to technology services and possible strategies for enhancing these services for the future?

Appendix D: Brief summary of results from interviews with other organizations

Results:

- Some of the entities chosen yielded useful ideas for developing a technology planning process even if their organizations were not library oriented, were smaller or larger than SCLS, were funded differently, and were governed by diverse groups of people.

- Numbers of IT or Automation staff vary widely with the roles of "IT" in various organizations.

- Incomplete information was supplemented with online documentation in some cases.

Governance:

- Most of the organizations contacted had representative government structures. Members were represented by elected or appointed people who made decisions for their constituency. There were "Board Liaisons" who reported on their libraries' concerns at regular meetings and policy councils who researched, presented and approved changes that would affect all members.

- Some Automation/IT departments had discretionary funds that could be spent up to a limit with one executive signature. Others have to pass any project expenditures through a Finance committee.

Services:

- Some Automation/IT departments provide a wide variety of software and hardware support services and others do not provide any assistance for hardware other than central/host equipment.

- Some provide cradle to the grave PC support and some will purchase the equipment but will ship it to the library for installation.

- Some systems provide centralized cataloging under the rubric "IT services" but other systems do not.

- Help desk assistance was included in every instance.

Funding:

- Funding structures are unique. Some library systems do not receive state funding. In some states the network and delivery are funded by the state. One county library system uses county, state, and federal appropriations and grant resources to fund services so the libraries do not "pay" the system. The libraries even deposit fees and fines with this system.

- Some have base membership charges to which are added fees for specific services. Some have all inclusive fees and everyone pays the same amount regardless of the services they use. Others have devised levels of membership that have corresponding costs. Some library systems offer discounted fee-based services if member library staffs complete courses that prepare them to take on troubleshooting responsibilities.

Appendix E: Themes and Questions from Technology Planning Process

Internal Improvements for the SCLS Technology staff: how we do business

- Should we implement some consistent project management system? How can we do this?
- How can we provide staff with the documentation, training, and information they need to do their jobs (and to provide backup for others on staff)?
- How can we improve the communication among the staff? What communication is necessary that isn't there? (information sharing about projects and progress, getting information to everyone)
- How can we foster a more "open environment" among the technology staff members? (make staff comfortable, create environment to encourage communication and information sharing)
- Should we consider cross-functional teams or other re-organization of staff to provide better service?
- How can we better prioritize projects and move new projects forward quickly and efficiently?
- Service within strict guidelines vs. "going the extra mile" – what is the best balance?
- How do we address barriers to providing good service ("tech language barrier", "condescending attitudes and impatience", "lack of sensitivity to library issues and concerns")?
- How can we be more responsive to libraries' needs instead of stating rules why things can't be done?
- How can we determine what level of service that we can provide for an individual library (e.g. a service request that only benefits one library)?
- How can we determine when we can accommodate significant service requests from individual libraries vs. when the "group" needs to decide whether this is something that SCLS staff should spend time on?
- How can we handle a library that makes "unrealistic" service requests in a way that communicates our willingness to help while acknowledging that SCLS staff does have limits?

Soliciting Feedback/Improving Communication

- How can we improve our website(s) to make it easier to use and for people to find information? Should there only be one website?
- How can we improve communication of what is available to member libraries?
- Should we consider IM for all SCLS staff?
- Should library visits be made more frequently? Or maybe regional gatherings if the individual visits are problematic?
- Should we implement a knowledgebase for information about databases, LINK, Library Online, etc?
- How could we solicit feedback more frequently (like we did with this survey/focus group)?
- How can we make processes transparent to the end user, i.e. public libraries? Or, at least less opaque?
- How can we make sure the communication gets to the front line staff?

Decision Making

- How can we revamp the committee system (both for LINK and PLAC) so that it truly provides a forum for libraries but still moves us forward in a reasonable way?
- How do we give libraries input into the process and make sure they are heard? (may be covered by the point above)
- Should more power for technology decisions be delegated to the SCLS staff?
- How do we communicate our decision making structure so that library staff understand it and feel empowered to participate in it?
- How can we involve more libraries and more levels of staff within libraries in discussions and decision making about technology services?
- How can we get input into the decision-making process and communicate decisions?
- How can we make sure all library staff (not just directors) are included in the input and communication of

outcomes?

- How can we clearly communicate decisions that make a budgetary impact on libraries?
- How can we identify decision-making "bottlenecks" (both now and in the future)?
- How can we determine which projects should be given greatest priority?
- What is the best balance between standardization and "local control?"
- How can we facilitate committee participation for both large and small libraries? For libraries far away from Madison?
- What are the roles of the committees in the process (is there a need to change this)? How can we clarify these roles and help folks to understand the process?
- Can we use technology to facilitate participation in the planning and decision-making processes? (specifically mentioned in survey: OPAL, videoconferencing)
- How can we make decisions and implement tech projects in a more timely way? (change in project management process? in decision-making and planning process?)
- How do we decide on and prioritize which tech projects we're going to do? (Is this done as a system? or is this done differently for LINK, non-LINK, and internal-type (ex. email, server upgrades, anti-virus, etc – things not initiated or discussed by the libraries and LINK) projects?)
- Can we clarify what decisions can be made by staff and what needs to be decided by a committee or in a meeting?

Small "vs." Big

- How do we address the issue of "one size does not fit all"? Is this a funding and governance question, or are there other things that should be done to address the small vs. big perception?
- How do we fairly represent both large and small libraries?
- How can we serve the tech needs of large libraries without ignoring those of small libraries – make fair use of money being spent on tech projects? How do we balance individual autonomy of libraries vs. collective action and efficiency? (Maybe not a small vs. large issue, but comes up in those discussions)

LINK Governance/Meetings

- What are some possible models for LINK governance?
- Do we still need a separate LINK consortium?
- What is the role of LINK in relation to staff funded by LINK? And, what is the role of SCLS for that staff?
- Do we have the right number of meetings?
- Can some committees be eliminated?
- How can the organization gain flexibility (to respond to changing technology)?
- What should the relationship between LINK and SCLS be?
- How can we facilitate governance/meeting participation for both large and small libraries? For libraries far away from Madison?
- How can we fairly represent libraries without having the meetings become too unwieldy?
- Is it time for a representative governance body for LINK?

Configuration and Extent of Technology Services

- What are the principles of service that we can develop to provide the best possible service for the members?
- How can we address the LINK/non-LINK support divide?
- Should we/could we give the libraries more control over their own computers
- Should we provide incentives to encourage libraries to take control of their own computers?
- What is the best way for our libraries to offer internet service to the public? Should it all be on the LINK

network? Should it all NOT be on the LINK network? Should there be multiple networks?

- What amount of PC support do we want to provide? Is the "buying to decommissioning" model we use now what we want or what we should be doing?
- How do you foster a customer service environment?
- Do we want to consider outsourcing some hosting services? What impact would that have on the network services?
- What is the best balance between security and efficiency?
- How much support should SCLS provide?
- What technologies should SCLS support?
- How much should the libraries learn from and support each other?
- What technology-related things are the libraries and their staff responsible for?
- What is a library's responsibility and what is SCLS' responsibility?
- To what extent should Help Desk services be provided on evenings and weekends?
- How do we set technology service priorities?
- All of our libraries are different, but customizing each service for each library is expensive and difficult to support. What is the right balance for the best service for the most people?

Training

- Is it possible to identify "core technology competencies" for library staff? Should we?
- What is the balance of in-person/online/asynchronous/self-paced technology training that works? How do we find that?
- What topics do we need to provide more training on? Do we train only on library-related technology? Or do we train on general office programs (like Microsoft Office?)
- Could we have a certification program for library staff that would like to do more troubleshooting and updates?
- How can we share the knowledge gathered in the libraries on technology topics?
- Would it be possible/feasible/desirable to have mentors for technology-related things?

Funding models

- What are some possible funding models for technology services? [tiered levels of service, base level of support and other services as cost recovery......]
- Should LINK be funded separately from other technology services?
- What services should be funded as part of LINK?
- What balance of service/funding is desirable and sustainable?
- Is there a way to shift things around more so that the libraries can pursue technology projects and share the cost and have other libraries opt out?
- How can link billing be changed to more accurately reflect the services that are being paid for?
- How much service can be provided for free?
- And how do we fairly distribute the "free" services (since these are really services paid for by system funding)?
- At what point must libraries pay for services?
- How can costs to deliver tech services be recovered fairly (when/if necessary)?

Appendix F: Staff Strategies and Library Responsibilities

SCLS Technology Staff Strategies
How we work with each other and SCLS member libraries significantly impacts our ability to develop and implement technology solutions. It is important to keep in mind some basic service strategies.

Try to understand technology from the library's perspective
- Communicate about technology in a way both parties are comfortable with and can understand.
- Recognize the value of a project or suggestion from the library's perspective, and trust the expertise and knowledge of library staff.
- Actively involve the libraries as partners.
- Be open to ideas and suggestions from the libraries. Be positive when you consider possibilities.

Empower and encourage the libraries
- Don't do things for people that they can learn to do themselves, but instead empower them to act on their own behalf.
- Be proactive and encourage libraries to investigate and employ new technologies.
- Be appreciative when libraries do tasks we ask them to do.

Make the best of difficult situations
- Be receptive and open to feedback and criticism.
- If we can't do something, explain why in easy-to-understand terms.
- Let people also know the mechanisms to change things if they are unsatisfied.
- Keep in mind that we can't make everyone happy all of the time.

Work together as a team
- No matter your position, you have the power to identify solutions.
- All involved staff should have a voice in the planning and decision-making for a project.
- No body of knowledge can only be in one person's head. It limits input and creativity and poses significant risk.

It's important to "Get Stuff Done"
- No plan or project is perfect, and perfection should not be our goal.
- Look for simple solutions, and avoid substituting complicated solutions when they aren't warranted.
- It's okay to trim it down to the essential steps, and you should never feel the need to "cover yourself."
- Ask for feedback, but don't let the absence of feedback keep you from acting.
- Cost isn't just about dollars. Time, effort, and support must also be considered.
- You can't do everything, and it's okay to let go of some things.

Don't be afraid to think big
- Challenge assumptions about how things are now.
- When faced with choices, take the one that provides the best possible service to the greatest number of people.
- Sometimes a small change is the right change. Sometimes making a larger change could make the service even better. Consider both when finding solutions to problems.

Technology Responsibilities of Member Libraries
How the SCLS member libraries work together with each other, with SCLS, and with SCLS technology staff significantly impacts our local and collective ability to develop and implement technology that provides the best possible service to the library patron.
Recognizing that we are stronger collectively than we are individually, it is important for member libraries to keep these tenets in mind.

Try to understand technology from SCLS's point of view.
- Remember that SCLS supports nearly 800 computers and that uniformity is the price of lower costs and faster response time.
- Recognize that there are 52 other libraries suggesting projects and asking for local exceptions.
- Be open to ideas and suggestions from the system that would improve service for everyone even if it comes at the cost of some local autonomy.

Develop the skills & knowledge to be a partner in technology.
- Don't ask system staff to do things that you can learn to do yourselves.
- Communicate about technology among your own staff. Let them know of updates, conversations, and problems, and any communication you've had with SCLS staff. When all staff at a location have the same knowledge, it's easier to communicate with SCLS staff, and vice versa.
- Be proactive and investigate and employ new technologies. Share those investigations with SCLS staff.
- Realize that SCLS staff provides service to many library staff with varying levels of technology skill and knowledge. When they ask a long series of questions, it is to find out data to help them diagnose the problem, not to imply a lack of technical expertise.
- When given instructions by SCLS staff, use them. Call staff if you have questions while following the instructions, or if the instructions fail to fix a problem.
- Stay current with information sent out by SCLS.

Work together as a team.
- Libraries need to let the system know when there is a problem – a problem can't be fixed unless it's known.
- When letting the system know about problems also let them know about possible solutions.
- Be part of the planning and decision-making process.
- Follow the rules as much as possible and when you can't, explain why you cannot.
- Don't forget to let SCLS staff know about what is working well.

It's important to keep moving forward.
- No plan or project is perfect. Not deciding is also a decision.
- Having everyone on board as we move forward is important.
- Cost isn't just about dollars. Time, effort, and support must also be considered.
- We may not be able to provide all the services we want without letting go of some other things.

Remember to think big
- It's a large system both in terms of numbers of libraries, PCs on the network, and geography and the needs of each local library may not always be satisfactorily met.
- When faced with choices, we should encourage the system to take the one that provides the best possible service to the greatest number of people**.**

Appendix G: Model Summary, Models, and Guiding Principles for Governance process

SCLS Technology Governance
Discussion Model Summary

Model 1 – Status Quo	Model 2 – Revise LINK	Model 3 – Cooperative Technology Decision Making	Model 4 – ILS Managed as a System Service	Model 5 –Independent LINK Consortium
The LINK Consortium continues to operate as it currently does with the LINK Director's Council (directors of all shared ILS member libraries) making all decisions for the ILS. The agreement, by-laws, cost-sharing formula and committee structure stay just as they are. There is no group that is charged to make system-wide (SCLS) technology decisions.	LINK governance remains essentially unchanged, with the LINK Director's Council (directors of all shared ILS member libraries) making all final decisions for the ILS. The LINK member agreement, by-laws, cost-sharing formula, committee structure, etc. would be revised and updated as spelled out in the current agreement. There is no group that is charged to make system-wide (SCLS) technology decisions.	A representative group would be created to advise SCLS staff and a LINK decision-making body on technology services. LINK governance would be changed so that a smaller, representative group would make some of the decisions currently made by the LINK Director's Council (directors of all shared ILS member libraries). All LINK directors would meet periodically for planning and to give feedback.	All technology services would be managed by SCLS. A representative technology body would devise cost-sharing formulas, approve the budget, plan and priorities and advise on other technology decisions and services. All library directors would meet several times a year for planning and to give feedback.	The LINK consortium becomes a completely separate entity with no involvement with SCLS. Link's new structure and governance methods would have to be determined by members.

←——→

Less change

More change

24

Model Name:	Model 1 – Status Quo

Model Structure

What bodies will be needed to make decisions?	The LINK Director's Council would continue to make all operational, policy, and fiscal decisions according to the procedures contained in the bylaws and membership agreement. As per the Agreement, all decisions of the LINK Director's Council can be appealed to the South Central Library Board, whose decision is final. Recommendations to the Council are made by standing and ad hoc committees appointed according to the By-Laws.
How are body members chosen?	The director of each member library or his/her designee serves on the LINK Director's Council. Committee members are appointed by the LINK Director's Council Chair or Vice Chair according to the By-Laws.
How many members will be on each body?	As per the current by-laws.
Are LINK and non-LINK representation included?	Only LINK will be represented in this model.
How often does the body meet?	As per the current by-laws; LINK Director's Council meets bi-monthly; committee meeting schedule varies.
Other information	- Does not provide an integrated technology service model for SCLS. - Does not change the cost sharing formula.

Decision Making

What types of decisions will each body make (policy? Procedure? Budget?)	Maintains the current committee/LINK Director's Council structure for all decisions. In general, committees make recommendations to the LINK Director's Council which makes policy/procedure/budget decisions, unless the LINK Director's Council specifically authorizes a committee to act.
How will the body make decisions?	As per the current by-laws.
How are votes apportioned, if applicable?	As per the current by-laws.
Who recommends a technology budget?	The Budget and Personnel Committee recommends an annual budget for all LINK services (note: this is not all SCLS technology service) which encompasses any LINK technology projects identified and approved by the Long Range Planning Committee.
Who approves the budget?	The LINK Director's Council

How is input gathered from individuals beyond the body?	• Through standing organizational and operational committees, as well as ad hoc committees formed by the LINK Director's Council. • Through surveys and contact with other interested/knowledgeable people. • Through Automation Staff.
Other information	
Other	
Do libraries sign a formal agreement? If not, how do they commit to participate?	Yes.
Are there formal by-laws?	Yes.
Who is responsible for enforcing policies?	• The LINK Director's Council per the Membership Agreement.

Model Name:	Model 2 – Revise LINK
Model Structure	
What bodies will be needed to make decisions?	• Operational committees would be established and charged with operational, procedural and policy-level decision making in specific functional areas. • Organizational committees would be established and charged with making recommendations regarding planning, budgeting, and resource allocation to the LINK Director's Council. • LINK Director's Council makes planning, budgetary and resource allocation decisions and would be the final arbiter of any appeals of decisions made by the operational committees.
How are body members chosen?	Appointing authority for committee members would be specified in the revised by-laws; committees would be representational according to library size.
How many members will be on each body?	Committees: As per the revised by-laws, but sufficient to adequately represent the sizes of libraries. LINK Director's Council: Equal to the number of LINK libraries (each director or their representative is a member).
Are LINK and non-LINK representation included?	Only LINK will be represented in this model.
How often does the body meet?	LINK Director's Council would meet as needed, but no less frequently than annually. By-laws would specify who could call meetings and what notice would be required.
Other information	Possible Modifications: • More clearly define current LINK services • Revise language outdated for technical reasons and items based on assumptions that are no longer valid. • Revise the funding formula to more fairly allocate and apportion costs. • Revise methodology for assessing initiation costs for new members. • Revamp committee structure and revise committee charges.

Decision Making	
What types of decisions will each body make (Policy? Procedure? Budget?)	• This option amends and streamlines the current decision making structure, but does not replace it. • LINK Director's Council will make planning, budgetary, and resource allocation decisions and will serve as needed as the final arbiter of all committee decisions. While members may request reconsideration under the provisions of the By-Laws, all decisions of the LINK Director's Council would be final. • Committees will make decisions regarding policy, procedure, and operations. These decisions may be appealed to the LINK Director's Council according to the procedure outlined in the revised by-laws.
How will the body make decisions?	• LINK Director's Council: As per the current Agreement • Committees: By majority vote of members present.
How are votes apportioned, if applicable?	• LINK Director's Council: 1,000 votes shall be apportioned to members according to the relative size of their annual financial contribution to LINK. • Committees: Each member would have one vote.
Who recommends a technology budget?	The Budget and Personnel Committee would develop a budget recommendation to support LINK services, including any technology enhancements or developments.
Who approves the budget?	The LINK Director's Council.
How is input gathered from individuals beyond the body?	• Through standing organizational and operational committees, as well as ad hoc committees formed by the LINK Director's Council. • Through surveys and contact with other interested/knowledgeable people. • Through Automation Staff.
Other information	
Other	
Do libraries sign a formal agreement? If not, how do they commit to participate?	Yes. A new membership agreement would need to be developed and signed by those interested in membership in LINK, according to the terms of the current agreement. The agreement would provide for notice from those libraries discontinuing their membership.
Are there formal by-laws?	Yes. These would be revised according to the procedure established in the current by-laws
Who is responsible for enforcing policies?	The LINK Director's Council would decide how and who would enforce LINK policies.

Model Name:	Model 3 – Cooperative Technology Decision Making
Model Structure	
What bodies will be needed to make decisions?	SCLS Technology Advisory Committee, LINK Executive Committee, LINK Directors , Working groups
How are body members chosen?	**SCLS Tech Committee**: elected according to size of library (includes non-LINK); **LINK Exec Committee**: SCLS Director, MPL Director, and LINK Project Manager (this position is non-voting) are standing positions, 3 more members based on size of library, 2 at-large members (these 5 positions are elected); **LINK Directors:** all LINK libraries represented **Working groups:** To be determined, depending on task
How many members will be on each body?	SCLS Tech Committee: 7-9; LINK Exec Committee: 8 (7 voting); LINK Directors: all LINK libraries represented; working groups: to be determined, depending on task.
Are LINK and non-LINK representation included?	Yes, on the SCLS Technology Advisory Committee & some working groups.
How often does the body meet?	SCLS Tech Committee and LINK Exec Committee meet monthly; LINK Directors meet 3 to 4 times per year
Other information	SCLS Tech Committee and LINK Exec Committee should have some members in common; all meetings are open to library staff
Decision Making	
What types of decisions will each body make (policy? Procedure? Budget?)	SCLS Tech Committee is primarily advisory; makes recommendations to the LINK Exec Committee for LINK related issues and to SCLS staff for other technology issues. LINK working groups will make recommendations to LINK Exec Committee on procedural issues. LINK Directors meet for planning, feedback, and information sharing.
How will the body make decisions?	SCLS Tech Committee and LINK Exec Committee make decision by majority vote.
How are votes apportioned, if applicable?	For both the SCLS Tech Committee and LINK Exec , each representative has one vote.
Who recommends a technology budget?	SCLS Tech Committee recommends a technology budget. The LINK portion of the budget goes to the LINK Exec Committee. LINK Exec Committee will recommend budget in April allowing 2 months for feedback from LINK member libraries.

Who approves the budget?	LINK Exec Committee for LINK portion, unless the increase is equal to or greater than 3%. If the percentage is greater, LINK Directors vote on budget; SCLS Tech Committee for other SCLS technology projects, with input from libraries participating in services.
How is input gathered from individuals beyond the body?	Working groups, subcommittees, surveys, review by all LINK libraries of budget items.
Other information	
Other	
Do libraries sign a formal agreement? If not, how do they commit to participate?	Yes, for LINK
Are there formal by-laws?	Yes, for LINK
Who is responsible for enforcing policies?	LINK Exec Committee

Model Name:	Model 4 – ILS managed as a System Service
Model Structure	
What bodies will be needed to make decisions?	Technology Board
How are body members chosen?	Standing members: SCLS Director, MPL Director, LINK Project Manager (non-voting position); Elected members: 3 based on size of library and 2 at-large
How many members will be on each body?	8 (7 voting)
Are LINK and non-LINK representation included?	Yes
How often does the body meet?	Monthly
Other information	Directors meet several times a year for planning, feedback and information-sharing
Decision Making	
What types of decisions will each body make (policy? Procedure? Budget?)	Technology Board devises cost-sharing formulas, approves budget, plan, and priorities for technology. Also makes recommendations on other issues to SCLS staff.
How will the body make decisions?	Majority vote
How are votes apportioned, if applicable?	One representative = one vote
Who recommends a technology budget?	Technology Board, with direction from SCLS staff and possibly a subcommittee or working group.
Who approves the budget?	Technology Board and the SCLS Board of Trustees. If the increase in any service budget is greater than 3%, all libraries participating in the service vote on the budget.
How is input gathered from individuals beyond the body?	Working groups, subcommittees, surveys
Other information	
Other	
Do libraries sign a formal agreement? If not, how do they commit to participate?	No. The commitment to participate is on a project-by-project basis. Participation is by payment for the project.
Are there formal by-laws?	No
Who is responsible for enforcing policies?	SCLS staff

Model Name:	Model 5 – Independent LINK Consortium

Model Structure

What bodies will be needed to make decisions?	This option does not lock LINK into any structure. Almost any proposed structure can be implemented. For example • Board of Directors • Peer-to-Peer **or** representative governing body • Budget • Technology Committee • HR, Legal, Facilities, Fiscal agent
How are body members chosen?	As per the revised by-laws.
How many members will be on each body?	As per the revised by-laws.
Are LINK and non-LINK representation included?	Only LINK will be represented in this model.
How often does the body meet?	As per the revised by-laws.
Other information	The consortium is responsible for all management functions, including payroll, accounting, renting facilities, salaries and benefits, developing personnel policies, and supervision (or hiring a supervisor). It is quite usual for a governing body to oversee operations, with final authority resting with annual meetings of the entire membership.

Decision Making

What types of decisions will each body make (policy? Procedure? Budget?)	This option does not lock LINK into any structure. Almost any proposed structure can be implemented. For example: • Board of Directors – Budget, Bills, Policies, Staff • Peer-to-Peer **or** representative governing body – Ultimate body to decide policies, procedures, budget, technology for the consortium • Budget Committee – Develops and recommends a budget • Technology Committee – Reviews new technology requests, assesses feasibility (staff, time, cost, priority). Makes recommendation to either/or the Budget Committee or the governing body • HR, Legal, Facilities, Fiscal agent – self explanatory
How will the body make decisions?	As per the revised by-laws.
How are votes apportioned, if applicable?	As per the revised by-laws.
Who recommends a technology budget?	As per the revised by-laws.

Who approves the budget?	Usually proposed by a governing body and approved by the general membership, though this is not the only option.
How is input gathered from individuals beyond the body?	There are many possibilities such as: • Have technology requests on an annual cycle, just like the budget. Have a deadline where all technology requests have to be submitted by some certain date if it is to be considered for implementation for the following year. • Library staffs and Automation staff can make technology requests/proposals to the Technology Committee (probably starting by completing a web form that gathers general project information: cost, scope, expertise required and who will benefit). • The Technology Committee can make recommendations to the governing body. • All libraries will have the opportunity to evaluate and provide input into this process with some agreed upon regularity. • The general membership or governing body will recommend which projects to pursue. • Evaluations/input will be published to all members.
Other information	
Other	
Do libraries sign a formal agreement? If not, how do they commit to participate?	Membership is a commitment, usually made by a governing body (such as a public library board) or a "if you pay, you're in" agreement or can come to some other agreement.
Are there formal by-laws?	The Governing Body can decide to have formal by-laws or can come to some other agreement.
Who is responsible for enforcing policies?	The Governing Body would decide which body would enforce policies. Possibilities are: • The Governing Body • A committee assigned the "enforcer" role • LINK staff
Other information	• This option would allow LINK to expand beyond public libraries and beyond the SCLS boundaries. • SCLS services are completely separated from consortium services.

Ten Guiding Principles for Selecting a Model for Technology Governance

An <u>ideal</u> model or approach for technology decision making for SCLS . . .

1. Is sensitive to the needs of all sizes of libraries and is representative in that all library voices have the opportunity to be heard within the decision making process.

2. Allows flexibility in technology adoption at individual libraries.

3. Allows technology staff to be allocated in a way to provide the best possible service, with flexibility allowed.

4. Allows for the greatest degree of structural agility, including the flexibility to change committees as needed.

5. Allows for non-ILS services related to technology to be available to all SCLS members.

6. Provides for transparent processes and products for project planning, goal setting and priorities on a short-term and long-term basis.

7. Provides for input on budget and explicitly states the process for creating and approving budgets.

8. Includes a place/group to make system-wide SCLS technology service decisions for members.

9. Ensures the efficient and effective sharing of resources by participating member libraries—enabling them to better serve their patrons.

10. Establishes clear lines of authority for making decisions, taking action, and holding people accountable.

Appendix H: Estimated SCLS Technology Expenditures for 2009

LINK Services:

A.	MAINTENANCE:	
	SOFTWARE	$128,500
	HARDWARE	$11,525
	TELECOMMUNICATIONS	$6,000
	PERIPHERALS	$11,000
B.	TELEPHONE LINE CHARGES	$91,500
C.	CATALOGING	$465,671
D.	NETWORK SERVICES	$11,000
E.	SPACE RENTAL	$36,000
F.	CENTRAL EQUIP/SOFTWARE	$20,000
G.	STAFF SALARIES AND WAGES	$663,433
H.	TRAINING AND TRAVEL	$22,000
I.	OFFICE EQUIPMENT/SOFTWARE	$16,000
J.	CONTINGENCY	$100,000
K.	CAPITAL FUND	$675,606
L.	OCLC CHARGES	$69,500
M.	AUTHORITY CONTROL/CAT ENHANCE	$16,030

Other SCLS Technology Services:

A.	NEW TECH EXPERIMENTATION	$40,000
B.	INTERNET NODE	$13,000
C.	ONLINE CONTENT	$136,586
D.	STAFF SALARIES AND WAGES	$163,659

2009 LSTA Grants in Technology:

A.	LSTA - TECHNOLOGY - 9103	$42,000
B.	LSTA - WIRELESS - 9106	$3,500
E.	LSTA - ACCESSIBILITY - NEW	$4,200