

Technology and Resource Sharing Plan

Northern Waters Library Service

July 1, 2013 – June 30, 2016

Introduction

Wisconsin statute s.43.24(2)(m) requires public library systems to participate in “planning with the division and with participating public libraries and other types of libraries in the area in regard to library technology and the sharing of resources.” Library technology plans must be submitted to the state at least once every five years.

The federal e-rate program requires libraries to create and update approved technology plans at least once every three years in order to receive telecommunications discounts. The same requirement is true for libraries that participate in the state TEACH program, which offers subsidized high-speed Internet connections. Approved public library system plans may be used to fulfill this requirement for member libraries if the system plan supports and validates the e-rate eligible services used by the member libraries and the plan is developed in collaboration with the member libraries. This Technology and Resource Sharing Plan meets these requirements, assuring that NWLS member libraries are eligible to participate in the federal e-rate and state TEACH programs. This plan is also complimentary to the goals related to technology in the NWLS Strategic Plan 2013 – 2017.

Background

Northern Waters Library Service was established in 1973 by Ashland, Bayfield, Burnett, Douglas, Iron, Sawyer, Vilas, and Washburn counties. The state of Wisconsin encouraged formation of public library systems such as NWLS in order to improve public library service and to make it available to all residents of the state. These two goals are reflected in the NWLS Mission Statement: “The mission of Northern Waters Library Service is to provide access to quality public library services through its member libraries.”

Demographic Information

Ten of the system’s twenty-eight member libraries are established by communities of fewer than 1,000 people; ten libraries are located in communities with a population of 1,000 – 1,999; five libraries serve communities with a population between 2,000 and 3,999. The three remaining libraries are Vaughn Public Library in Ashland, which has a population of 8,509; Olson Memorial Library, a joint library located in Eagle River serving a population of 14,145; and Superior Public Library with a population of 27,100.

While diversity is low in raw numbers, the NWLS area is home to 7.2% of the state’s Native American population and NWLS serves three tribal libraries. The poverty level in the NWLS area is generally higher than the State of Wisconsin as a whole and 51% of students attending public schools receive free or reduced lunches. There is a great disparity throughout the NWLS region in this commonly used measure of poverty. The Grantsburg School District reports the lowest percentage of students receiving free or reduced lunches at 23% and the Lac du Flambeau School District reports the highest percentage at 90%. Statewide, 41% of public school students receive free or reduced lunches.

**Comparison of Selected Composite Measures
from 2011 Wisconsin Library Service Record**

Measure	NWLS				Statewide
	Raw Data	Rank	Per Capita	Rank	Per Capita
Total Service Population	150,496	15			
Square Footage of Library Space	160,650	13	1.07	5	0.91
Annual Hours Open	59,447	9	0.40	2	0.19
Book and Serial Volumes Added	40,301	14	0.27	6	0.25
Book and Serial Volumes Owned	638,068	13	4.24	3	3.48
Audio Materials	40,006	13	.27	6	.25
Video Materials	74,373	12	.49	1	.31
Circulation	1,422,966	14	9.46	12	11.34
Interlibrary Items Loaned	188,291	13	1.25	7	1.63
Interlibrary Items Borrowed	196,880	13	1.31	8	1.62
Reference Transactions	44,826	17	.30	17	0.79
Library Visits	874,170	15	5.81	9	6.05
Library Program Attendance	42,879	15	0.28	14	0.01
Total Library Income (All Sources)	6,718,781	16	44.64	14	42.496
Personnel Expenditures	3,807,705	15	25.30	13	29.14
Materials Expenditures - Print	394,653	16	2.62	14	3.06
Materials Expenditures - Audiovisual	157,936	14	1.05	8	.99
Materials Expenditures - Total	582,336	15	3.87	14	4.43
Total Operating Expenditures	5,857,662	15	38.92	11	41.57
Staff FTE - MLS librarians (Rank/1,000 pop.)	9.63	15	.064	16	0.12
Total Staff FTE (Rank / 1,000 population)	86.98	15	.578	6	.560
Total Non-Resident Circulation	639,699	12	4.02	7	3.78
Intersystem Non-Resident Circulation	493,952	12	3.73	5	3.38

Reference: <http://pld.dpi.wi.gov/files/pld/xls/11state.xls>

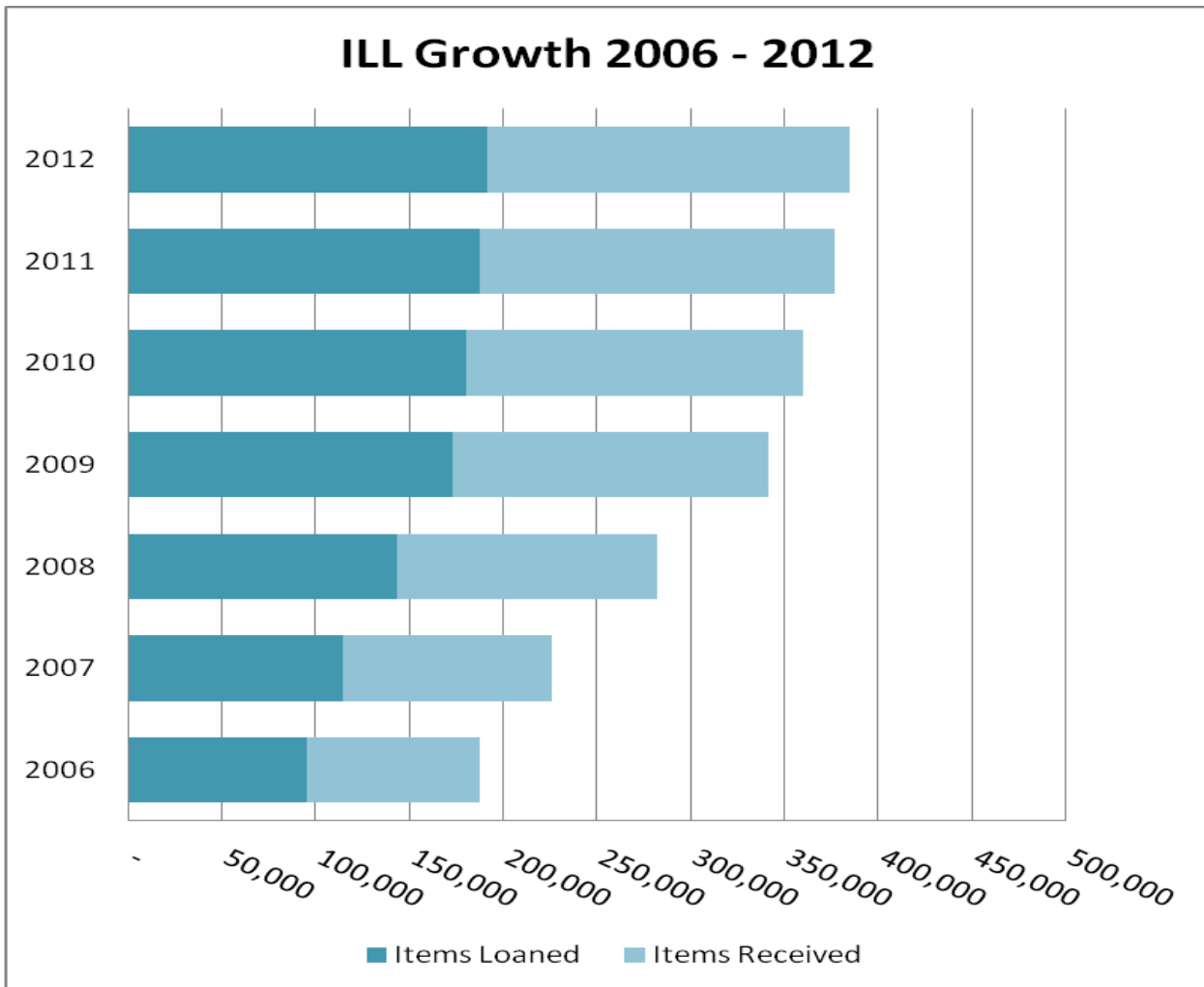
NWLS ranks near its population ranking of 15th of all Wisconsin library systems on the raw data for a number of measures. Adjusting for population, the system generally ranks higher when per capita measures are compared. Several of the measures were particularly striking. NWLS libraries ranked fifth in the State in total non-resident circulation, first in video materials per capita, sixth in audio materials per capita, and second in annual hours open.

As reported in the 2011 Wisconsin Library Service Record, there is significant variation in the budgets, collections, and staff levels and services provided by NWLS member libraries. The tables in Appendix A compare individual system libraries on several measures. Per capita results are based on municipal population figures.

Current Services

The role of technology in public libraries continues to grow in importance, especially in resource sharing. The advent of shared integrated library systems (ILS) in Wisconsin has led to rapid growth in borrowing between libraries. Thanks to Merlin, the shared ILS of NWLS, not only is resource

sharing increasing rapidly, but also more requests than ever before are being filled within the system. The graphs below show the growth of NWLS area resource sharing.



In January 2000, Superior Public Library became the first Merlin member to go live. By the end of that year, a total of nine libraries and Northern Waters Library Service were participating in the shared ILS. Today, 26 of 28 NWLS member libraries are full participants in Merlin.

Merlin operates using Innovative Interfaces, Inc. (III) software. It offers central bibliographic and patron databases for its members, an online public access catalog (OPAC) available via the Internet, overdue and reserve functions, and a wide variety of report capabilities. Merlin Consortium members receive support through NWLS, including training and troubleshooting.

In 2005, NWLS began supporting the Pharos Internet management system for libraries that choose to use it. Using III’s Patron API module, Pharos users are able to automate Internet sign-up using the Merlin patron database to authenticate users.

NWLS provides complete support for a wide variety of software and hardware, including ordering, set-up and installation, maintenance, and training. Member libraries pay for their hardware and

software. NWLS staff costs are primarily borne by the system, but the Merlin Consortium pays a share of staff costs for network administration.

All but one of the 28 NWLS member libraries belong to the Merlin wide-area network (WAN). The LCO College Community Library is served by the LCO tribal network. Merlin WAN members receive subsidized high-speed data circuits through the state TEACH program. The WAN is managed by system staff for the benefit of member libraries. This is an ongoing activity with no end date. In addition, NWLS provides e-mail, antivirus, security, and web hosting services.

NWLS provides its members a variety of other technology-based services. These include:

- Online databases such as Ancestry Library Edition (genealogy) and LearningExpress Library (education, jobs).
- Electronic and downloadable audio, eBooks, music and videos through EBSCOhost and OverDrive. NWLS is a member of the Wisconsin Public Library Consortium, through which it provides these services.
- Resource sharing through WISCAT and WorldCat in addition to Merlin.

Planning Environment

This plan was drafted by Interlibrary Loan Librarian Linda Stobbe, Network Administrator Mike Sauvola, Assistant Director Mike Sheehan, and Director Jim Trojanowski. All are staff members of Northern Waters Library Service.

Member library directors provided input to the plan at a Directors Meeting held in February, 2010, and completed a technology survey in February, 2013. Results of the survey are located in Appendix B.

Goals, Objectives and Activities

Goal 1: Support NWLS library technology

Objective: To provide quick, efficient technical support to member libraries

Activities:

1. Provide sufficient training to NWLS staff to allow them to adequately train and support member library staff
2. Provide technical assistance to member library staff for services outlined in the NWLS Plan of Service
3. Provide technical assistance to member libraries
4. Utilize remote access software for remote diagnosis and repair of problems at libraries on the WAN
5. Use e-mail, the NWLS web site, and other appropriate technologies to provide technical support
6. Provide opportunities for member library staff to evaluate technical support

Goal 2: Evaluate and implement new information technology for improved and more efficient services for patrons

Objective 2a: To ensure that NWLS technology and telecommunications equipment is current and meets the needs of member libraries

Activities:

1. Monitor developments in library information technology and consult with member library staff in choosing which to implement
2. Assure adequate bandwidth for NWLS and member libraries to meet growing patron demand
3. Work with member libraries on the installation, implementation, and budgeting for new technology

Objective 2b: To continue development of the NWLS website

Activities:

1. Update the website regularly
2. Seek feedback for improvements from member library staff
3. Add interactive form capability to the website
4. Provide free web hosting space to member libraries

Objective 2c: To provide consulting service to member libraries

Activities:

1. Assist member libraries in:
 - a. Planning automation projects
 - b. Utilizing Internet and other information technology
 - c. Working with community partners to maintain and improve local telecommunications infrastructure and multi-party cooperation
2. Support the technology aspects of NWLS activities in the annual NWLS Plan of Service

Goal 3: Improve resource sharing within NWLS and between NWLS and other state and regional libraries and library agencies through the use of information technology

Objective 3a: To maintain and expand NWLS and member library resource sharing activities

Activities:

1. Support technology necessary to carry out the interlibrary loan and reference and referral elements of the NWLS Plan of Service
2. Explore opportunities to develop new projects for sharing between NWLS member libraries and other partners

Objective 3b: To expand patron use of Merlin

Activities:

1. Promote the use of Merlin by library patrons
2. Train school staff and other groups to use Merlin

Objective 3c: To participate in statewide and regional resource sharing activities

Activities:

1. Work with state and regional libraries and library agencies to develop new resource sharing projects
2. Participate in Wisconsin Public Library Consortium programs

Goal 4: Improve the use of information technology for training and technical assistance for staff

Objective 4a: To provide training in information technology for member libraries

Activities:

1. Provide training for library staff
2. Provide training workshops
3. Work with member libraries to provide patron training in the use of information technology

4. Use affordable methods to conduct online training sessions

Objective 4b: To maintain and improve NWLS information technology infrastructure

Activities:

1. Follow the NWLS equipment replacement schedule
2. Add new infrastructure as appropriate

Goal 5: Continue development of Merlin

Objective 5a: To improve the usability of Merlin

Activities:

1. Install Merlin software enhancements
2. Send NWLS representatives to Innovative Users Group meetings
3. Provide NWLS libraries with software and technical support, repair, and testing services for WAN connections
4. Evaluate the need for equipment upgrades including: servers, routers, switches, workstations, and other WAN/LAN equipment
5. Work with the Merlin Consortium to implement the necessary upgrades of servers, routers, switches, workstations, and other WAN/LAN equipment
6. Work with the Merlin Consortium to monitor bandwidth usage to ensure adequate bandwidth for member library services.
7. Customize the Merlin OPAC and add new capabilities for patrons

Objective 5b: To plan for the future of Merlin

Activities:

1. Evaluate new information technologies for possible application to Merlin operations and implement them in consultation with member library staff
2. Encourage expansion of Merlin through the addition of new members

Goal 6: Maintain the infrastructure, hardware, and software support necessary for member libraries to provide a comprehensive program of technology-based services

Objective: To provide a complete program of information technology services

Activities:

1. Manage licensing, addressing, and email service
2. Provide centrally controlled antivirus, adware, and spyware protection for member libraries
3. Use remote troubleshooting and repair software to provide cost-effective technical support to member libraries
4. Provide on-site infrastructure, hardware, and software support as necessary
5. Explore and, in consultation with member library staff, implement new infrastructure, hardware, and software

Budget

The following 2013 budget information provides an example of the revenue that NWLS will use and the expenditures that NWLS will make to accomplish the technology and resource sharing activities described in this plan.

2013 Budgeted Income by Source

2013 State Aid	\$	529,104
Federal LSTA	\$	66,811
Merlin Consortium and member libraries	\$	182,918
Member Counties	\$	195,411
Total Income	\$	974,274

The majority of activities contained in this plan are financed from the NWLS Interlibrary Loan, Merlin, Technology and Cooperative Cataloging programs. The Merlin program includes activities involved in operating the Merlin shared automated system. The 2013 budget and detailed information for all technology related programs follow.

NWLS Technology Services 2013 Budget

	Interlibrary Loan & Reference	Technology / Merlin	E-Content	Cooperative Cataloging	Total
Salaries	\$ 28,069	\$ 135,995		\$ 31,214	\$ 195,278
Benefits	\$ 9,662	\$ 46,813		\$ 10,744	\$ 67,219
Library Contracts & Reimbursement	\$ 31,261				\$ 31,261
Internet Service Provider		\$ 8,747			\$ 8,747
BadgerNet T-1 lines		\$ 42,600			\$ 42,600
Telecommunications	\$ 161	\$ 3,545		\$ 647	\$ 4,353
Supplies	\$ 749	\$ 1,405		\$ 562	\$ 2,716
Postage	\$ 172				\$ 172
Travel	\$ 1,274	\$ 10,503		\$ 3,639	\$ 15,416
Building Maintenance Expense	\$ 1,463	\$ 1,268		\$ 1,463	\$ 4,194
Office Equipment Maintenance	\$ 150	\$ 300		\$ 195	\$ 645
Reference and ILL Databases	\$ 8,205				\$ 8,205
Automation Software		\$ 52,728			\$ 52,728
Outsource Catalog Main.				\$ 5,100	\$ 5,100
WPLC membership			\$ 3,909		\$ 3,909
Ancestry Library Edition			\$ 6,165		\$ 6,165
Digital Buying Pool			\$ 59,423		\$ 59,423
Learning Express			\$ 2,558		\$ 2,558
Insurance		\$ 1,660			\$ 1,660
	\$ 81,166	\$ 308,767	\$ 72,055	\$ 53,564	\$ 461,988

Salaries, Payroll Taxes, Fringe Benefits: Included are the costs for 3.85 FTEs. Currently six employees spend time on these programs.

Position	FTE NWLS Technology and Resource Sharing Programs
Database Manager	1 FTE
Network Administrator	1 FTE
Network Assistant	1 FTE
Circulation Coordinator	.5 FTE
Director	.05 FTE
Interlibrary Loan Librarian	.30FTE

Building Maintenance: 43% of building maintenance is allocated to NWLS technology and resource sharing programs.

Library Contracts and Reimbursement: The cost of the resource library contract is allocated to these programs.

Internet Service Provider: The cost of WiscNet Internet service is charged to these programs.

BadgerNet T-1 Lines: The cost of all T-1 lines for all libraries on the NWLS WAN are charged to these programs.

Telecommunications: This budget contains the costs for telephone and cell phone service used by technology staff.

Supplies: This includes everything from paper to print cartridges.

Postage: The cost of postage related to interlibrary loan and reference, Merlin, Technology and Cooperative Cataloging are included here.

Travel: The cost of NWLS staff travel related to technology and resource-sharing programs is included.

Office Equipment Maintenance: The costs associated with these programs for the service agreement for the NWLS copy machine.

Reference and ILL Databases: The costs to provide databases to NWLS member libraries and their patrons are included here.

Automation Software: The cost of the maintenance agreement with Innovative Interfaces for automation software is included here.

Insurance: A prorated share of insurance costs for the NWLS building is assessed to technology and resource sharing programs.

Evaluation

Evaluation of the plan is the responsibility of the NWLS Director. Input from member library staff and from NWLS teams with responsibility for implementing specific aspects of the plan will be considered as a part of the evaluation process.

The evaluation report will be made annually to the NWLS Board of Trustees as part of the system planning process. It will include progress toward goals, a list of goals not achieved and why they have not been achieved, and suggestions for achieving the goals in the future. Also included will be an assessment on the outcomes of the plan and any recommended changes to the plan.

Appendix A

Member Library Support and Services

Based on 2012 Annual Report Data

Member Library Support and Expenditures

	2012 Population Estimates	Municipal/Tribal/ County Support	Municipal Support/Capita	Total Operating Expenditures	Operating Expenditures /Capita
Ashland	8,509	669,861	78.7	511,302	60.1
Bayfield	627	152,850	243.8	143,370	228.7
Boulder Junction	1,024	74,919	73.2	71,616	69.9
Cable	1,209	102,558	84.8	82,939	68.6
Drummond	585	61,747	105.6	61,747	105.6
Eagle River	14,145	303,010	21.4	213,620	15.1
Grantsburg	1,458	113,187	77.6	113,187	77.6
Hayward	2,325	318,097	136.8	317,774	136.7
Hurley	1,751	113,698	64.97	112,968	64.5
Iron River	1,188	169,391	142.6	107,255	90.3
Lac du Flambeau	3,300	157,655	47.8	151,483	45.9
Lac Courte Oreilles	2,150	169,270	78.7	169,270	78.7
Land O'Lakes	981	145,573	148.4	139,642	142.3
LaPointe	295	213,114	722.4	147,526	500.1
Manitowish Waters	718	140,427	195.6	104,144	145.0
Mellen	794	71,249	89.7	70,520	88.8
Mercer	1,925	122,622	63.7	118,265	61.4
Odanah	1,096	41,917	38.2	41,917	38.2
Phelps	1,525	85,203	55.9	75,796	49.7
Presque Isle	628	77,575	123.5	77,575	123.5
Sayner	546	93,762	171.7	91,680	167.9
Shell Lake	1,399	153,361	109.6	141,744	101.3
Spooner	2,681	246,680	92.0	246,592	92.0
Superior	27,100	1,722,471	63.6	1,370,482	50.6
Washburn	2,278	173,678	76.2	171,866	75.4
Webster	687	109,921	160.0	92,690	134.9
Winchester	522	77,423	148.3	33,894	64.9
Winter	1,475	90,434	38.16	72,308	49.0

Member Library Support and Services

Based on 2012 Annual Report Data

Member Library Circulation and Interlibrary Loan

	2012 Population Estimates	Total Circulation	Circulation / Capita	ILL Items Loaned	ILL Loaned / Capita	ILL Items Borrowed	ILL Items Borrowed / Capita
Ashland	8,509	143,254	16.8	15,515	1.8	18,567	2.2
Bayfield	627	45,030	71.8	7,474	11.9	3,863	6.2
Boulder Junction	1,024	19,296	18.8	4,669	4.6	2,751	2.7
Cable	1,209	18,015	14.9	4,397	3.6	3,516	2.9
Drummond	585	12,394	21.2	2,759	4.7	3,161	5.4
Eagle River	14,145	61,193	4.3	9,106	0.6	11,401	0.8
Grantsburg	1,458	38,714	26.6	4,826	3.3	8,815	6.0
Hayward	2,325	129,360	55.6	11,157	4.8	23,197	10.0
Hurley	1,751	15,890	9.1	2,319	1.3	5,733	3.3
Iron River	1,188	62,129	52.3	12,142	10.2	12,612	10.6
Lac du Flambeau	3,300	9,827	3.0	19	0.0	129	0.0
Lac Courte Oreilles	2,150	10,289	4.8	5,170	2.4	544	0.3
Land O'Lakes	981	30,027	30.6	5,379	5.5	5,101	5.2
LaPointe	295	10,717	36.3	2,848	9.7	1,929	6.5
Manitowish Waters	718	22,513	31.4	5,746	8.0	2,494	3.5
Mellen	794	19,295	24.3	3,545	4.5	3,762	4.7
Mercer	1,925	20,817	10.8	5,260	2.7	2,509	1.3
Odanah	1,096	20,140	18.4	241	.02	11	0.0
Phelps	1,525	26,413	17.3	4,915	3.2	2,464	1.6
Presque Isle	628	13,458	21.4	5,149	8.2	2,213	3.5
Sayner	546	23,628	43.3	4,480	8.2	2,255	4.1
Shell Lake	1,399	51,314	36.7	7,907	5.7	9,859	7.0
Spooner	2,681	100,476	37.5	9,971	3.7	16,823	6.3
Superior	27,100	360,802	13.3	37,629	1.4	28,601	1.1
Washburn	2,278	56,773	24.9	7,560	3.3	8,696	3.8
Webster	687	46,082	67.1	5,858	8.5	8,492	12.4
Winchester	522	4,129	7.9	2,748	5.3	413	0.8
Winter	1,475	19,484	13.2	2,432	1.6	4,334	2.9

Member Library Support and Services

Based on 2012 Annual Report Data

Member Library Visits and Program Attendance

	2012 Population Estimates	Public Internet Computer Use	Computer Use / Capita	Program Attendance	Attendance / Capita
Ashland	8,509	19,642	2.3	5,879	0.7
Bayfield	627	25,000	39.9	1,115	1.8
Boulder Junction	1,024	2,844	2.8	915	0.9
Cable	1,209	2,529	2.1	616	0.5
Drummond	585	733		210	0.4
Eagle River	14,145	20,906	1.5	2,633	0.2
Grantsburg	1,458	4,494	3.1	2,012	1.4
Hayward	2,325	16,615	7.1	2,870	1.2
Hurley	1,751	2,962		459	0.3
Iron River	1,188	6,406	5.4	462	0.4
Lac du Flambeau	3,300	*		250	0.1
Lac Courte Oreilles	2,150	15,860	7.4	620	0.3
Land O'Lakes	981	4,883	5.0	2,039	2.1
LaPointe	295	*		2,169	7.4
Manitowish Waters	718	2,300	3.2	649	0.9
Mellen	794	2,609	3.3	2,408	3.0
Mercer	1,925	4,066	2.1	853	0.4
Odanah	1,096	*		42	0.0
Phelps	1,525	2,290	1.5	634	0.4
Presque Isle	628	2,767	4.4	1,872	3.0
Sayner	546	3,133		865	1.6
Shell Lake	1,399	7,541	5.4	1,593	1.1
Spooner	2,681	14,205	5.3	2,474	0.9
Superior	27,100	33,649	1.2	4,043	0.1
Washburn	2,278	*		995	0.4
Webster	687	8,159	11.9	1,723	2.5
Winchester	522	115	0.2	317	0.6
Winter	1,475	4,196	2.8	1,853	1.3

* Did not collect

Race for Northern Waters Library Service Area

	Total Population	White Alone	Black Alone	Native American	Asian Alone	Hispanic
Ashland County	16,157	13,534	47	1,713	53	302
Bayfield County	15,014	12,955	44	1,393	48	158
Burnett County	15,457	14,067	81	704	52	194
Douglas County	44,159	40,854	475	838	7	494
Iron County	5,916	5,772	3	33	18	35
Sawyer County	16,557	13,004	76	2,669	49	268
Vilas County	21,430	18,546	31	2,290	61	268
Washburn County	15,911	15,228	26	174	59	208
Total NWLS Area	150,601	133,960	783	9,814	352	1,927
Wisconsin Total	5,686,986	4,738,411	350,898	48,511	128,052	336,056
Comparison	2.65%	2.83%	0.22%	20.23%	0.27%	.57%

Source: Demographic Service Center, Wisconsin Department of Administration
2010 Census Data

**NWLS Area School District Enrollment
and Free/Reduced Lunch Counts**

School District	Enrollment	Free/Reduced Lunch Counts	% Free/Reduced Lunch
Ashland	2,164	1,259	58%
Bayfield	413	294	71%
Drummond	406	238	59%
Grantsburg	1,317	458	35%
Hayward	1,977	1,116	56%
Hurley	617	314	51%
Lac du Flambeau	496	437	88%
Maple	1,454	626	43%
Mellen	286	176	62%
Mercer	142	85	60%
North Lakeland	163	77	47%
Northland Pines	1,404	609	43%
Northwood	362	195	54%
Phelps	133	70	53%
Shell Lake	662	378	57%
Solon Springs	280	126	45%
Spooner	1,233	666	54%
Superior	4,744	2,203	46%
Washburn	541	245	45%
Webster	720	505	71%
Winter	280	184	66%
NWLS Total	19,794	9,393	46%
Wisconsin Total	868,708	358,736	41%

Source: http://pld.dpi.wi.gov/pld_libtech

Appendix B

NWLS Technology Survey Summary 2013-2016 Priorities for Member Libraries

	Definitely	Very Likely	Possibly	Definitely Not
Replace aging Staff computers	8	5	7	2
Add more staff and computers	0	1	6	14
Add more Patron and computers	1	2	11	8
Build or create a new computer lab	0	1	7	12
Expand an existing computer lab	0	1	8	8
Create a new childrens computer area	2	1	10	8
Expand an existing and childrens computer area.	0	2	7	6
Build or create a new media center	0	1	8	9
Create a video conferencing site.	0	1	8	11
Upgrade or replace software	4	10	7	0
Add bilingual computers	0	0	4	13
Add patron Self Checkout	0	0	7	13
Add electronic resources and for people with disabilities	4	6	6	5
Update or expand the librarys current website.	11	6	3	1
Add Pharos	0	1	1	9
Digitize local history collections	0	1	7	5
Create a local obituary index	0	0	7	10
Provide online access to digital collections	2	2	11	2
Purchase online database subscriptions	2	1	11	6
Provide basic computer training for staff	7	5	5	1
Provide and training in Microsoft Office products to staff	4	6	9	0
Provide desktop publishing software training to staff	2	4	11	2
Provide and graphics software training to staff	2	2	13	3
Provide and website and publishing and management and training to staff	3	3	12	1
Provide and email use training to staff	6	1	8	5
Provide and online database search training to staff	5	6	6	3
Provide and Inter Library Loan training to staff	9	4	3	3
Provide and circulation software training to staff	10	3	4	2
Provide basic computer training for Patrons	11	6	3	1
Provide and training in Microsoft Office products to Patrons	4	7	7	2
Provide desktop publishing software training to Patrons	1	4	9	6
Provide and graphics software training to Patrons	0	2	12	6
Provide and website and publishing and management and training to Patrons	0	1	10	9
Provide and email use training to Patrons	8	7	4	2
Provide and online database search training to Patrons	6	8	6	1
Replace aging Patron (public) computers	11	4	4	3
Accept credit card payments for fees and fines	0	3	8	7
Provide and online help screens to Patrons	0	6	12	3
Purchase digital microfilm printers	0	0	7	12
Add a materials security system	0	1	4	13
Add printing capability for wireless patron computers	2	2	11	2

Add a mobile computer lab using wireless laptops	1	1	16	13
Purchase internet service from a local provider	0	0	2	16
Add space for patron computing - Adults	3	2	6	9
Add space for patron computing - Children	2	2	10	6
Add print management/payment software to patron computers	0	0	10	7
Explore the use of social media (Facebook, Twitter, etc)	5	4	8	1
Explore the use of Web 2.0 tools	2	5	11	1