

COMMUNITY REVIEW DRAFT

PLSR Model Comparison Tool

The following is a draft document compiled from the information presented to date in regard to two hypothetical structural models. The models are intended to facilitate discussion, and are not mutually exclusive choices. The format of the model content has been revised in order to assist the viewer in comparing the models more effectively. Model authors were consulted and their feedback gathered in order to affirm, clarify, or update content and context.

Original model documents were released for public comment after the conclusion of the second CRC meeting, and are still available at: <http://www.plsr.info/recommendation-development-phase/>. Feedback is extremely important to the process:

- Until July 20, all are encouraged to use the model feedback survey link to provide feedback. If you have already provided feedback on the original model documents, you can update it or submit a new survey response.
- After July 20, comments can be made at any time via the [general feedback link](#) on the PLSR website, or by emailing any member of the Steering Committee, keeping in mind the summit start date of July 30.
- Your feedback will provide information for the Model Development Summit, which will include the Steering Committee, Core Recommendation Collaborators, DPI Staff, and 45 additional Model Development Summit Participants.

This document was prepared by a model refinement team convened by the project managers, Russel Consulting, Inc. The members of the model refinement team are Bridget Christensen (Director, Hatch Public Library), Joe Davies (Director, Burlington Public Library), Ben Miller (DPI), Steve Ohs (Administrator, Lakeshores Library System) and Tracy Vreeke (Director, Nicolet Federated Library System).

	Model Y	Model W	Notes
Proposed New Name:	Model Green	Model Gold	
Summary	<ul style="list-style-type: none"> 6-8 regional library systems as an optimal state.* Merges of library systems integral to model.** Initial vision for region boundaries is based upon the work of the Delivery and ILL/ILS work groups. Library systems and a state library board are responsible for delivering services to member public libraries.*** Equity goals may be addressed through specific state-scale services with governance and coordination also on a state-scale. 	<ul style="list-style-type: none"> Maintains current regional library system structure based on county affiliation.**** Voluntary merges of library systems may occur in the future. Specific region boundary changes are not prescribed.***** Library systems are responsible for delivering services to member public libraries. Library systems may contract or collaborate with one another as they choose to achieve equity goals. Proposes revision of library system service standards. 	<p>* During CRC Meeting II, it was discussed that the optimal number of library systems could be greater - and that the listed range of 6-8 systems was a general ballpark, and should not be construed as absolute.</p> <p>** At CRC Meeting II, it was recommended that any system merge be incentive-based.</p> <p>*** Model Y introduces a group of services that are delivered at a state-scale.</p> <p>****It is intended that the number of library systems, though currently 16, should not be construed as absolute. Change may occur in response to the workgroup recommendations.</p> <p>***** Model W recommends using workgroup recommendations as a guide for any future proposed changes to system boundaries.</p> <p>General Note: both hypothetical models recommend dovetailing with the results of the workgroup process.</p>
Governance Structure: State Layer (governance activities undertaken on a state-scale basis)	<p>A State Library Board* and State Librarian** are established, whose job it would be to manage a set of services coordinated and delivered at a state-scale:</p> <ul style="list-style-type: none"> CE Portal Collections Consulting Delivery Discovery Layer Technology <p>The Department of Public Instruction, Public Library Development Team provides oversight and enforcement of any established standards.</p>	<p>The Department of Public Instruction, Public Library Development Team provides oversight (based on current structure). Service-specific advisory groups may be established to provide steering for any services implemented at a state-scale through contract or collaboration:</p> <ul style="list-style-type: none"> CE Portal Discovery Layer Delivery*** Technology**** <p>Additional state-scaling of other service areas is not precluded. For example: collections and/or ILL services could also be approached using an advisory group oversight mechanism.</p>	<p>* The post-CRC II Model Y document indicates that a State Library Board would include representatives from each library system.</p> <p>** The post-CRC II Model Y document proposes an alternative to a State Librarian. A series of functional management roles could be established to manage state-scale services instead of a State Librarian - and be overseen by a state-scale Librarian Advisory Committee.</p> <p>*** The post-CRC II Model W document indicates that delivery could be implemented as a state-scale service, though not required.</p> <p>**** The post-CRC II Model W document indicates that technology support could be</p>

			developed on a broader scale based on partnerships between systems.
Governance Structure: Regional Layer (governance activities undertaken on a regional basis)	<ul style="list-style-type: none"> Each library system is governed by a board of trustees. Board members are citizens and library staff. Who appoints is unclear* How apportioned is unclear* Standards based on SRLAAW report (Creating More Effective Library Systems) may be developed. 	<ul style="list-style-type: none"> Each library system is governed by a board of trustees. Board members are citizens. Appointments are made by counties in the library system service area. Board seats apportioned by county population. 	* The method of determining board size, apportionment, and mechanism of appointment of system board members are not currently defined for Model Y.
Governance Structure: Local Layer (involvement in governance process by individual libraries)	<ul style="list-style-type: none"> Library system boards include library staff appointees, in addition to citizen appointees. Librarian advisory committees exist as the "voice" of individual public libraries in each regional system. 	<ul style="list-style-type: none"> Librarian advisory committees exist as the "voice" of individual public libraries in each library system. Libraries provide active feedback into a regional system standards compliance process. 	* The existence of librarian advisory committees is identified in the org chart in the post-CRC Model Y document.
How the models address ILS Service	<ul style="list-style-type: none"> Service regions are proposed as aligning with the regional boundaries outlined by the Delivery and ILS work groups. Each library system may provide an ILS instance. Two or more library systems may share ILS instances or collaborate in other ways to provide this service. A state-scale discovery layer is proposed as an integral component of the model. 	<ul style="list-style-type: none"> Initial service regions are proposed as consistent with current library system boundaries.* Each library system may provide an ILS instance. Two or more library systems may share ILS instances or collaborate in other ways to provide this service. A state-scale discovery layer could be implemented by coalition.** 	*It is intended that the number of library systems, though currently 16, is not integral to the model. **The term "coalition" is intended to refer to a partnership between systems, orchestration of a service by DPI, or other evolution.
How the models address ILL service	<ul style="list-style-type: none"> Interlibrary loan service is coordinated by library systems. Statewide coordination ties the work of the regions together* 	<ul style="list-style-type: none"> Interlibrary loan service is offered and/or coordinated according to each library system along the current boundaries. Statewide coordination for ILL currently exists** 	* It is unclear if state-scale coordination of ILL is to occur under management of a State Library Board or other means. ** The extent to which this model would maintain or alter the WISCAT model is unclear.
How the models address delivery	<ul style="list-style-type: none"> Delivery is provided by means of interlinked delivery hubs. Each library system contains a delivery hub. 	<ul style="list-style-type: none"> Delivery is provided by means of library system delivery networks connected by a single hub (based upon current practice). An interlinked delivery hub model could be introduced at a later date through coalition. 	
How the models address collections	<ul style="list-style-type: none"> The model proposes updating a baseline set of resources provided on a state-scale basis.* 	<ul style="list-style-type: none"> The model proposes expanding the Wisconsin Public Library Consortium to include additional collections and 	* Both Post-CRC II models offer only general outlines of how provision or organization of the service would occur.

	<ul style="list-style-type: none"> The model also proposes introduction of a state-scale digitization effort with a regional component in the form of digitization kits.* 	resources.*	
How the models address CE and consulting	<ul style="list-style-type: none"> Library systems provide staff with CE and Consulting focus. Two or more library systems may collaborate to provide access to CE and Consulting staff. CE Portal exists at state-scale to complement system CE and Consulting staff. Specialized Consulting staff could be managed at state-scale to serve a broader region in areas such as facility planning and user demographics. 	<ul style="list-style-type: none"> Library systems provide staff with CE and Consulting focus. Nature and number of CE services offered could be developed to mirror workgroup recommendations. Two or more library systems may collaborate to provide CE and Consulting services. A CE Portal could be implemented within the existing library system structure. DPI may facilitate or provide supplemental consulting opportunities or expertise. 	.
How the models address technology support	<ul style="list-style-type: none"> 3 technology service regions provide technology support to public libraries across the state. The service regions mirror those which are proposed by the Technology work group. Method of organization is a combination of state-scale coordination and regional field offices. The model proposes that the delivery service be leveraged to provide transport of equipment and supplies. 	<ul style="list-style-type: none"> Individual library systems provide technology support to the libraries within each system.* Two or more library systems may collaborate on individual or comprehensive IT service programs. 	*It is intended that the number of library systems, though currently 16, is not integral to the model.
How the models address resource libraries	<ul style="list-style-type: none"> One resource library per library system. Purpose of resource libraries: to support the development of, maintenance of and access to special collections. 	<ul style="list-style-type: none"> One resource library per library system. Purpose of resource libraries: provides back-up reference services, access to larger/specialty collections, other service contracts. Resource Library role could be modernized.** 	<p>* Model Y document indicates that a statewide resource library may also be established to complement regional resource libraries.</p> <p>** Pre-CRC II Model W indicates that a modernization of the role of resource libraries could occur as a stand-alone modification.</p>
How the models address legislative change	<ul style="list-style-type: none"> Statutory change possibly required to revise library service standards.* Statutory change possibly required to revise library system standards.* Statutory change required to allow utilization of administrative code as regulatory tool.* 	<ul style="list-style-type: none"> Established Task Force to review library system standards. Statutory change required to revise library system standards. Statutory change required to revise any formula for state aid. Statutory change required to modernize resource libraries. 	*Pulled from the post-CRC II suggested changes to allow for greater comparison between models.

How the models address principles of funding	<ul style="list-style-type: none"> • State Aid apportioned to 6-8 library systems. • An alternative State Aid formula could be developed, akin to that of Model W - 43.24.(1)(c). • Funding for state-scale services is not currently addressed. • Potential additional funding derived from WISE & LSTA programs. 	<ul style="list-style-type: none"> • State Aid apportioned to 16 library systems.* • Basis of apportionment is alternative formula detailed in Wis. Stat. 43.24(1)(c). • Funding for state-scale services may derive from coalitions of library systems committing portions of state aid. • Potential additional funding derived from WISE & LSTA programs. • Funding formula modifiers could be developed to support systems with unique challenges. 	<p>*Sixteen library systems currently exist, but that number is not integral to the model.</p> <p><u>General Note:</u> The original model document as proposed at CRC meeting II included a funding model. The purpose of this document is to compare structure and governance constructs, so specific funding information has been omitted. The Funding and Cost Standards subcommittee has been tasked with developing a funding overlay to aid in the comparison process.</p>
How the models address staffing	<ul style="list-style-type: none"> • Includes State Librarian (or other top-level management entity), plus some degree of staffing for each service area deployed on state-scale*: <ul style="list-style-type: none"> ◦ CE Portal ◦ Collections ◦ Consulting ◦ Delivery ◦ Discovery Layer ◦ Technology • Regional system staffs provide services to public libraries within the regions. ** • Services provided by library system staffs according to service areas defined through workgroup process. 	<ul style="list-style-type: none"> • DPI staff provide regulation & oversight of systems, supplemental services. • Library system staffs provide services to public libraries within the regions. • Services provided by library system staffs vary according to system funding availability and service priorities. 	<p>*The post-CRC II Model Y document does not detail the omission, modification, or addition of DPI staffing structures.</p> <p>** Two or more library systems could share staff for consulting services such as facilities management and data analysis.</p>
Suggested Changes to Improve the Models (From CRC II Meeting)			
How the models address standards for libraries*	<ul style="list-style-type: none"> • Service standards developed for libraries by some entity. • Meeting the standards is required. • Consulting services utilized to assist libraries in developing their services to meet the standards. • Standards developed to formalize acknowledgement of local control issues.** 	<ul style="list-style-type: none"> • Service standards developed for libraries by DPI, and by service-specific task forces.*** • Meeting the standards is voluntary. 	<p>* Added from Model Y CRC recommended improvements.</p> <p>**This is interpreted to mean "Standards developed to formalize aspects of local control".</p> <p>***Model W does not preclude establishment of other service standards by advisory committees at regional or county levels.</p>
How the models address standards for systems*	<ul style="list-style-type: none"> • Service standards developed for library systems. 	<ul style="list-style-type: none"> • DPI responsible for oversight, development and compliance. • Basic standards for library system compliance (43.15). • Calls for a Task Force to be convened to review library system standards. • Calls for revised standards based 	<p>* Added from Model Y CRC recommended improvements</p> <p>* Added from Model W CRC recommended improvements.</p>

		<p>upon 2013 SRLAAW Report ("Creating More Effective Library Systems"), Appendices.</p> <ul style="list-style-type: none"> • Recommends a process developed to gather library feedback on system standards compliance as an accountability mechanism (with greater specificity than current annual report compliance process). 	
How the models address usage of administrative code*	<ul style="list-style-type: none"> • Utilization of the administrative code as a tool for establishment of standards or general governance is not detailed in Model Y. 	<ul style="list-style-type: none"> • Administrative code utilized to establish service standards for library systems. • Administrative code also utilized to minimize the negative impacts a non-compliant library system might have on individual libraries. 	* Added from Model W CRC recommended improvements.
How the models address a transition/implementation strategy or intermediate steps*	<ul style="list-style-type: none"> • The model emphasizes that a gradual transition (featuring incentives and disincentives) is ideal. • The model does not detail a specific transition process. • A transition year(s) funding plan could be developed. 	<ul style="list-style-type: none"> • The model emphasizes that a gradual transition (featuring incentives and disincentives) is ideal. • The model does not detail a specific transition process. • A transition year(s) funding plan could be developed. 	* Added from Model Y CRC recommended improvements
How the models address incentives and/or dis-incentives for voluntary consolidation of services, activities, regions*	<ul style="list-style-type: none"> • State aid increase funding incentive. • Service improvement incentive (libraries receive better/more cost effective services). • Penalties for non-compliance. 	<ul style="list-style-type: none"> • Streamlined process for two or more library systems to voluntarily merge or change. • Incremental disincentive-funding factor that addresses library systems with fewer than 15 libraries - to encourage library systems serving a small number of libraries to merge with another library system. 	* Added from Model Y CRC recommended improvements
How the models address Milwaukee County*	<ul style="list-style-type: none"> • Milwaukee County is included within one of a lesser number of regional systems in the Delivery and ILS work group recommendations. 	<ul style="list-style-type: none"> • Milwaukee County is a single county library system. 	* Added from Model W CRC recommended improvements.
How the models address relationships, trust, local control, etc.	<ul style="list-style-type: none"> • Library systems serve as the core library relations management entity. 	<ul style="list-style-type: none"> • Library systems serve as the core library relations management entity. 	* Added from Model Y CRC recommended improvements