

Winnefox Library System

Report to Strategic Planning Committee

Organizational Structure and Staffing

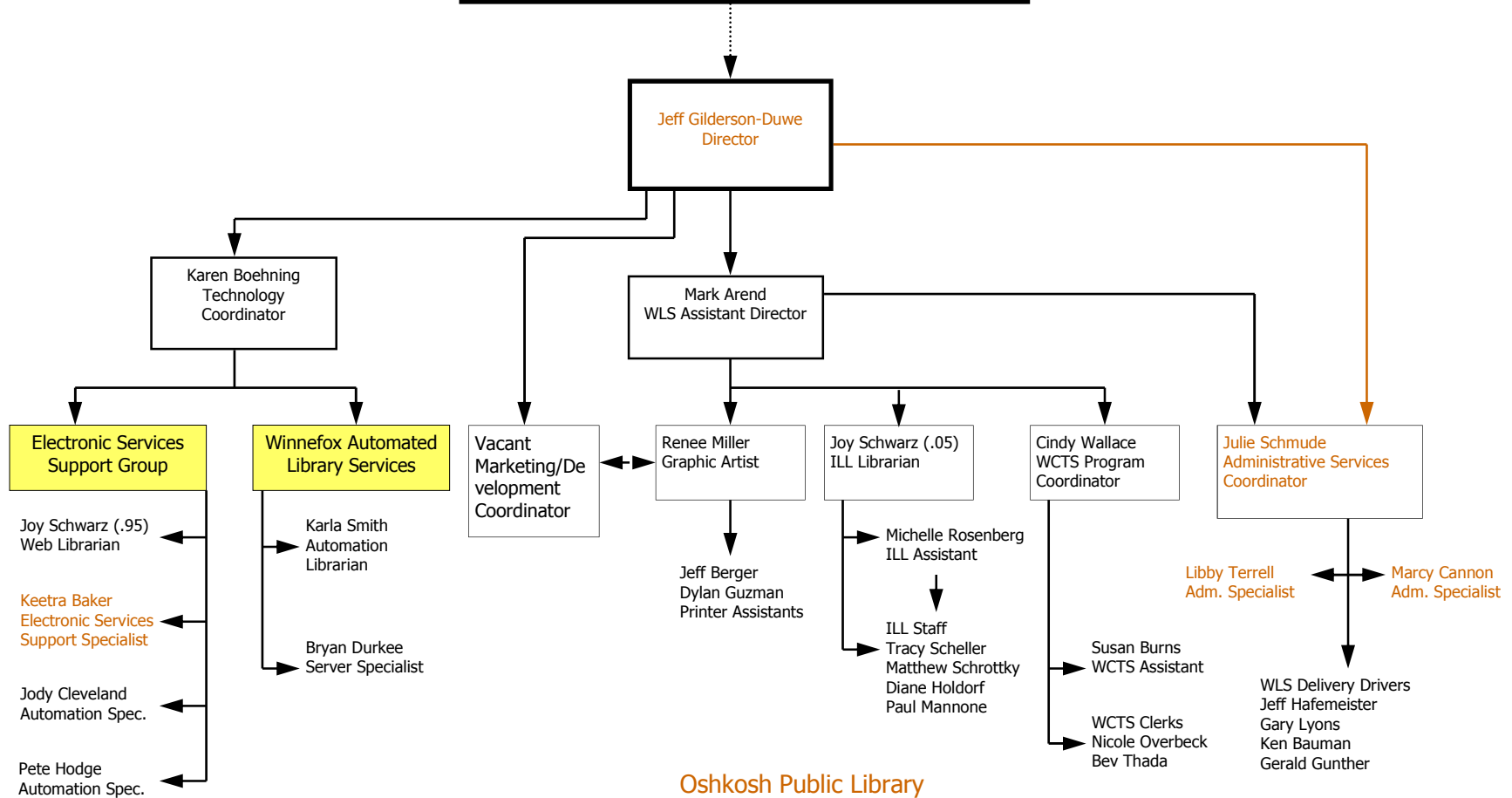
Jeff Gilderson-Duwe, Executive Director

May 20, 2007

Winnefox Library System

April 1, 2007

Winnefox Library System Board of Trustees



Oshkosh Public Library
Shares Cost of Staffing
with Winnefox

Introduction

This report to the Winnefox Library System Strategic Planning Committee is intended to provide information on the organizational structure of the library system, including chain of command, funding of staff positions, and duties of staff positions. Several reports used as resources for this summary report appear as appendices: Appendix A. Funding Sources for Winnefox Staff Positions; Appendix B: Winnefox Ongoing Technology Support Responsibilities January 2007; and Appendix C. Role of Oshkosh Staff within WALs.

Organization Chart

I will use the Winnefox Library System Organization Chart dated February 1, 2007 to organize my discussion of system structure and staffing. I have surveyed most of the Winnefox staff as to their major job duties and distribution of time spend among their various duties. Staff have made a conscientious effort to estimate the share of time they spend in various duties over the course of a single year. I wish to stress, however, that the job duties survey information that insert into this report is based upon estimates.

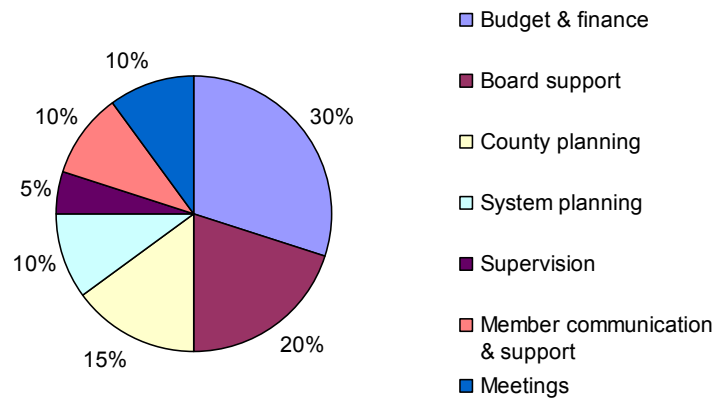
At the top of the chart is the Board of Trustees, which has overall governing responsibility for the Winnefox Library System. The Executive Director of the Oshkosh Public Library also serves as Executive Director of the Winnefox Library System. The library system Executive Director reports to the Winnefox Library System Board of Trustees.

Four positions report to the Executive Director of the library system. These are: the Assistant Director, the Technology Coordinator, the Administrative Services Coordinator, and the Marketing/Development Coordinator (currently vacant). The Administrative Services Coordinator and the Administrative Specialists provide office and clerical support to both the Winnefox library system and the Oshkosh Public Library. Thus, the Administrative Services Coordinator reports to the Assistant Director for Winnefox matters and to the Executive Director for matters pertaining to the Oshkosh Public Library.

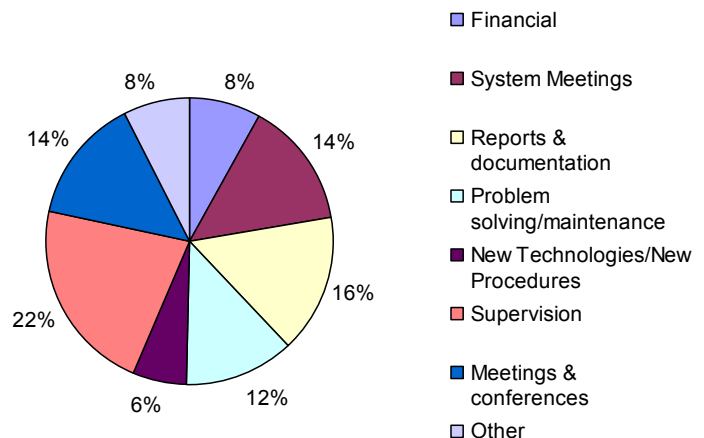
Automation / Technology:

Working through organization chart, from left to right, let us begin with positions concerned with automation technology and its support. The Technology Coordinator supervises both the electronic services

Executive Director - 2007



Technology Coordinator - 2007

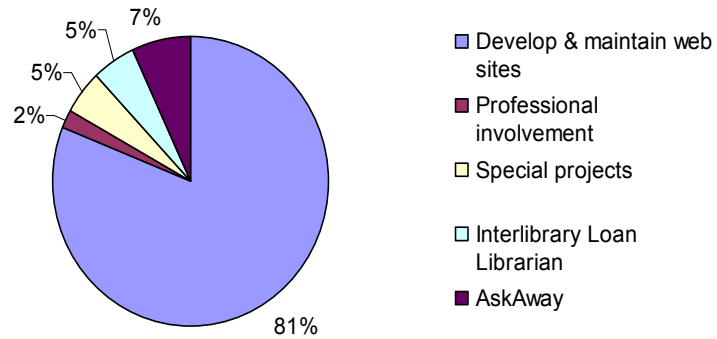


support group, and the Winnefox Automated Library Services group (WALS). This position is funded 87.5% by fees paid by members and associates of Winnefox Automated Library Services and 12.5% by state aid funds.

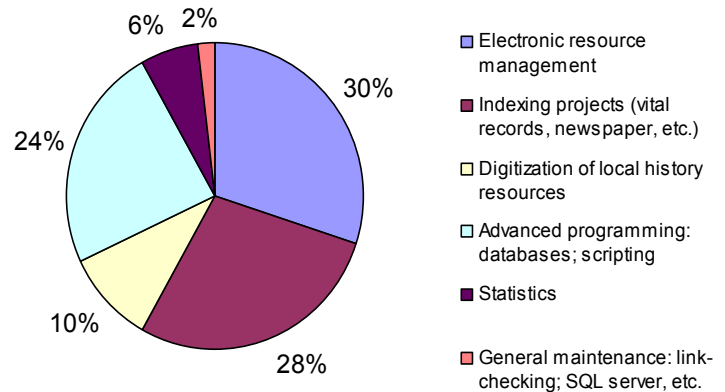
Electronic Services Support Group

The Electronic Services Support group consists of positions that provide support to member libraries for acquisition and configuration of computer hardware, for design and implementation of web sites and web applications, for gaining reliable access to electronic resources, and for the design and implementation of special projects involving digitization and the creation of indexes and specialized databases. The positions in Electronic Services Support group are funded primarily through state aid. However, two of the positions in this group are funded from multiple revenue sources. The Electronic Services Support Specialist is supported 50% by state aid and 50% by the Oshkosh Public Library budget. The Automation Specialist position is funded 50% by state aids and 50% by the Winnefox Cooperative Technical Services (WCTS) budget. The Web Librarian position is a 95% FTE position funded entirely by state aid.

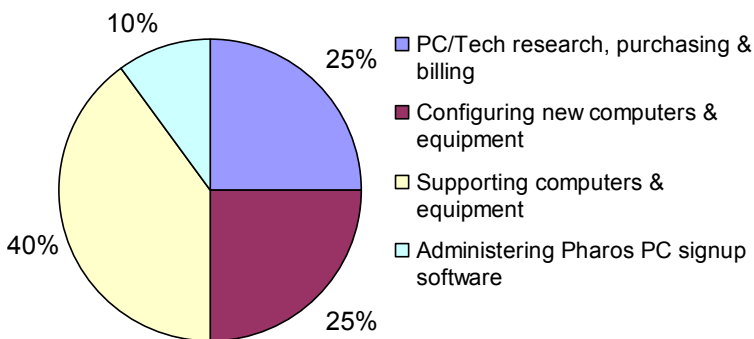
Web Librarian / ILL Librarian - 2007



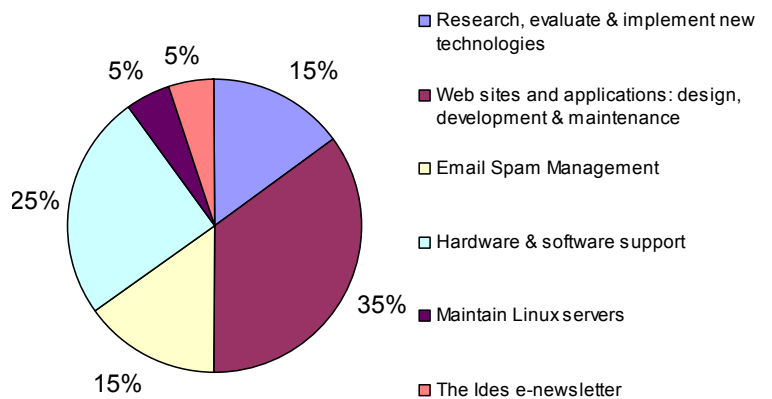
Electronic Services Support Specialist - 2007



Automation Specialist - 2007



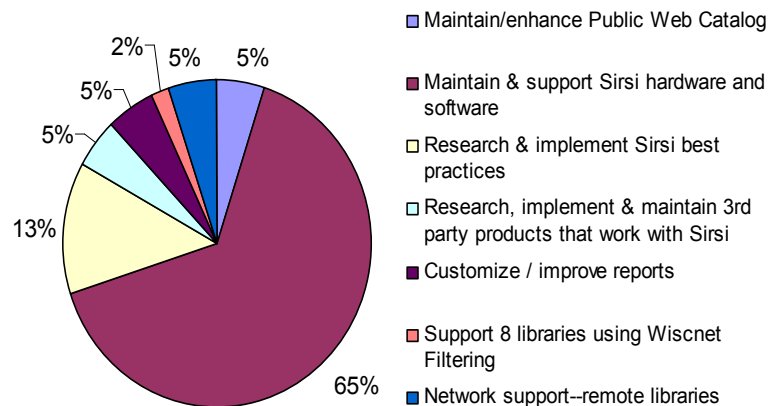
Automation Specialist - 2007



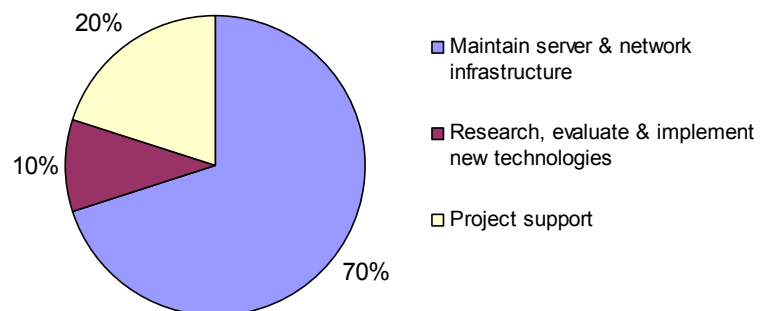
Winnefox Automated Library Services group (WALS)

The Winnefox Automated Library Services group (WALS) consists of positions that provide support for the Sirsi integrated library automation system and for the wide area network necessary for shared access to this system. The positions in this group, provide maintenance and support for the hardware required to run the Sirsi system and network (servers, routers, etc.); for the software that enables such functions as a public catalog, materials acquisition, cataloging, and circulation; and for supporting and facilitating the cooperation necessary to sustain a shared enterprise of nearly 30 libraries of varying sizes.

Automation Librarian - 2007



Server Specialist - 2007



Marketing / Development:

To the right of the Winnefox Automated Library Services on the organization chart appears the Marketing/Development Coordinator position. This position has been vacant for some time. Library system administration hopes for direction from the planning committee on whether this position should be retained in the organization chart.

System Operations & Services:

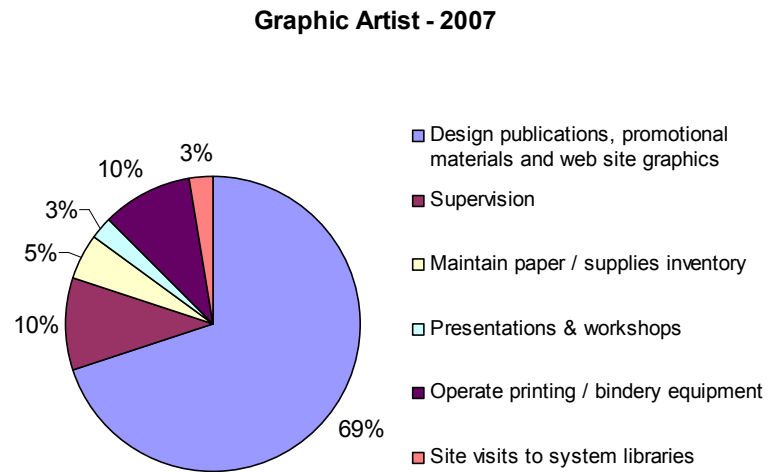
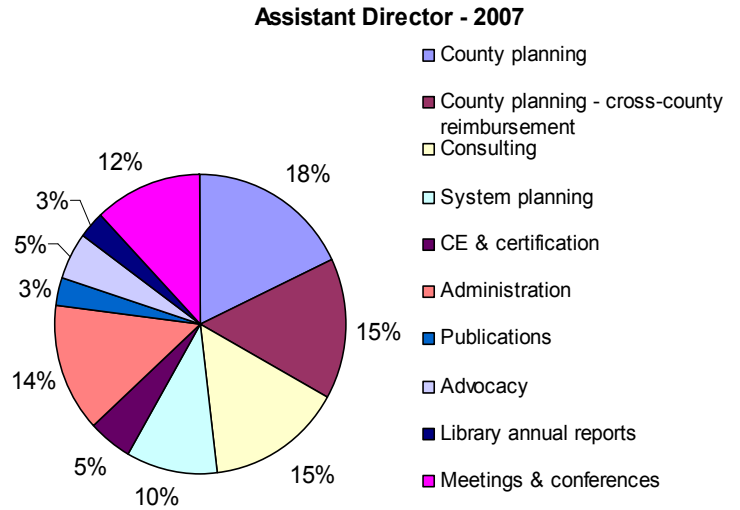
The Assistant Director reports to the Executive Director. The position is funded entirely through state aid. This position supervises the non-automation related operations of the library system and handles most member library support duties (consulting, county planning, etc.)

The Assistant Director supervises the following positions: Graphic Artist, Interlibrary Loan Librarian, WCTS Program Coordinator, and Administrative Services Coordinator (for Winnefox tasks).

The Graphic Artist position supports document design requests from member libraries and supervises the document printing operation provided by the library system. The Graphic Artist position supervises two printer assistant positions.

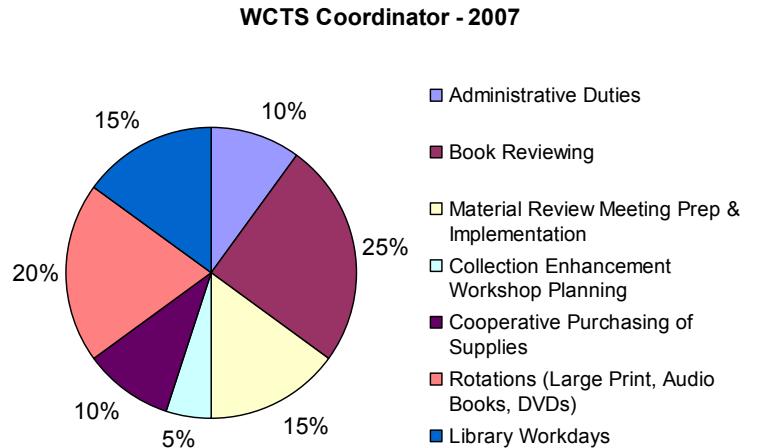
The Interlibrary Loan Librarian position is a 5% FTE responsibility fulfilled by the Web librarian in the Electronic Services Support group. All positions in the system's Interlibrary Loan operation are funded through state aid. The Interlibrary Loan Librarian position supervises the full-time Interlibrary Loan Assistant position.

The assistant position carries out the tasks required to share materials with libraries outside of the library system. This position is responsible for handling both borrowing and lending requests through the OCLC Interlibrary Loan system. The assistant position also supervises 4 Page positions that carry out mail processing tasks.



Winnefox Cooperative Technical Services (WCTS)

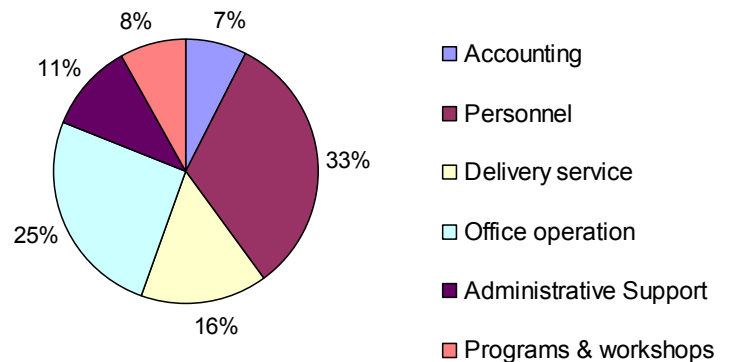
Next to the right on the organization chart is the Winnefox Cooperative Technical Services group (WCTS). WCTS is funded by appropriations from three Winnefox counties: Green Lake, Marquette and Waushara. The WCTS Program Coordinator position has responsibility for supervising daily operations of the unit, which assists its member libraries in the selection, acquisition and physical processing of new library materials. The program coordinator position supervises the WCTS Assistant position and two WCTS Clerk positions.



Administrative Services Group

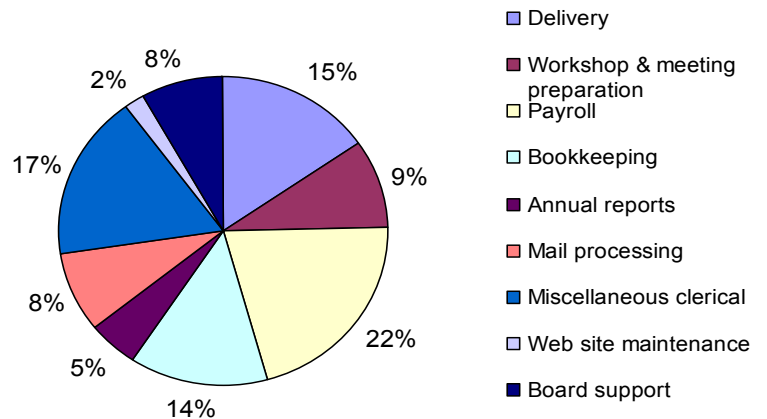
At the far right of the organization chart is the Administrative Services Group. The Administrative Services Coordinator supervises the work of the unit, which provides office and clerical support to both the Winnefox Library System and the Oshkosh Public Library. The Administrative Services Coordinator position supervises the work of 2 Administrative Specialist positions and 4 Delivery Driver positions.

Administrative Services Coordinator - 2007

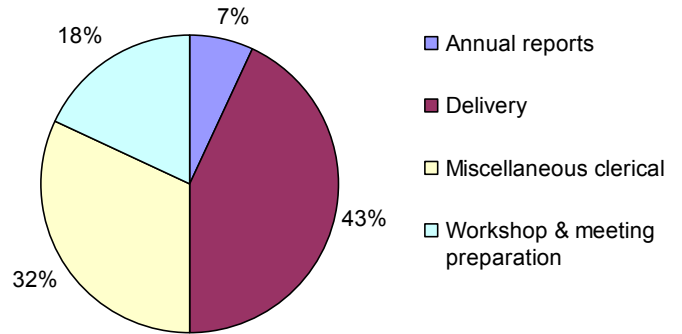


In the 2007 budget, the coordinator and specialist positions are funded 65% by state aid and 35% by the Oshkosh Public Library budget. My analysis of the distribution of job duties performed by the administrative support staff indicates that the positions should probably be funded at 55% state aid and 45% by the Oshkosh Public Library budget.

**Administrative Specialist - 2007
Cannon**



**Administrative Specialist - 2007
Terrell**



Contracted Services From Oshkosh Public Library

WALS contracts with Oshkosh Public Library for support in the areas of technical services, circulation services, and reference services. See Appendix C. Role of Oshkosh Staff within WALS, for in-depth discussion of the tasks performed under this contractual relationship.

Reference: In the area of reference services support, WALS contracts for two hours per week of the Head of Reference and Adult Services position and two hours per week of Librarian position time in the Reference and Adult Services Department. These positions have provided support for user interface issues in the shared automation system and for record maintenance connected with the former Winnefox 2-1-1 Information & Referral service. These support activities have fallen to a low enough level that I will recommend removing them from the 2008 WALS budget.

Circulation: In the area of circulation services support, WALS contracts for four hours per week of the Head of Circulation Services position and four hours per week of the Page Supervisor (assistant to the circulation department head). These positions provide support to WALS members and associates in the areas of training, troubleshooting, problem replication, forming and testing new procedures, and documenting new procedures. The demand for these services varies greatly from time to time, peaking during automation system software change.

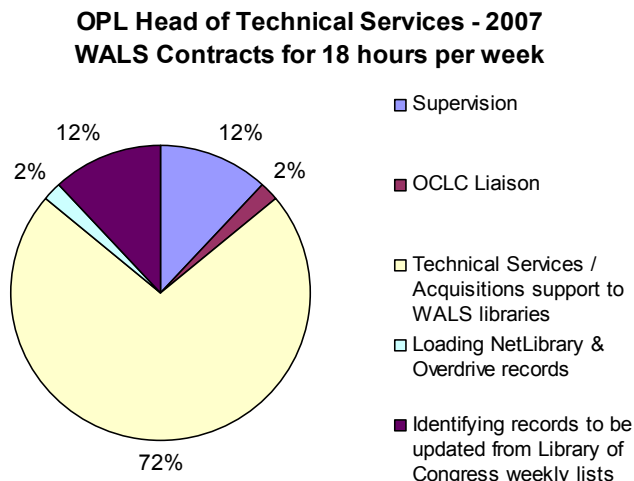
Cataloging:

The shared automation system has always had centralized control and management of the bibliographic database, including authority control. Oshkosh Public Library has always been reimbursed for this responsibility. Because it is a shared database, with multiple libraries attaching their holdings to the same bibliographic record, the idea of billing for the first use of a record was rejected. The reimbursement to Oshkosh was based estimate of the time needed to adequately support the shared database. That work is done by six staff members (2.3 FTE) in the Technical Services Department.

In addition to cataloging work, these staff positions provide support in the areas of training, troubleshooting, problem replication, forming and testing new procedures and

documenting new procedures. What follows is a description of the particular Technical Services Department positions supported by the WALS budget and the functions carried out by each.

Eighteen hours per week of the Oshkosh Public Library's Head of Technical Services position are paid for by the WALS budget. This position directly provides a number of services in support of acquisitions and cataloging functions as well as supervising the other Technical Services Department staff whose positions are supported by WALS funds.



The Cataloging Librarian – twenty hours per week. – does original cataloging for items not already present in the OCLC WorldCat database. After several searches of the short-record report over several weeks, if a record is not found on OCLC, the Cataloging Librarian creates one on OCLC then downloads it into our database.

Three Library Assistant II positions (one at 20 hours per week and two at 17 hours per week each) perform a variety of cataloging tasks for the benefit of all libraries participating in the WALs shared automated system, including the following:

- Downloading OCLC bibliographic records for replacement of short records entered by other member libraries;
- Replacing (overlying) short records with full OCLC bibliographic records;
- Editing records to match local practice for subject headings, edition statement wording, etc.;
- Downloading OCLC authority records and do authority control work in the database for names, series titles and subjects;
- Work on database cleanup remaining from merging of Fond du Lac items into the WALs database as well as cleaning up other database issues as they come to light; and
- Fixing item record / copy problems as they are reported by member libraries.

Finally, 15 Page position hours per week are dedicated to printing overdue and hold notices for all member libraries. About 400 notices are printed each day.

Appendix A. Funding Sources for Winnefox Staff Positions

WLS FUNDING (STATE AID)						
Amount	Hours	Percentage	Positions	Location	Tasks	
	40	100	ILL Assistant	Winnefox		
	46	100	ILL Clerical Assistants	Winnefox		
				Winnefox		
	20	50	Electronic Services Support	Electronic Services		
	69	100	Delivery Drivers	Winnefox		
	40	100	Graphic Artist	Winnefox		
	34	100	Printer Assistant	Winnefox		
	40	100	Assistant Director	Winnefox		
	30	75	Marketing Community Relations	Winnefox		
	40	100	Web Librarian/ILL Librarian	Winnefox		
				Winnefox		
	60	75	Computer Support Specialist	Electronic Services		
	84	70	Admin. Services Coordinator and Admin. Services Specialists	Winnefox		
	5	12.5	Head of Automation Services	Winnefox		
			Director and Business Manager	Oshkosh		
				PL		
<hr/>						
\$697,025						
<hr/>						
FTE 13.0075						

WCTS FUNDING (COUNTY)						
Amount	Hours	Percentage	Positions	Location	Tasks	
			WCTS Assistant Prog.			
	40	100	Coordinator	WCTS		
	40	100	Clerk	WCTS		
	23	100	Clerical Assistant	WCTS		
				Oshkosh		
			Director and Business Manager	PL		
				Winnefox		
	20	50	Computer Support Specialist	Electronic Services		
<hr/>						
\$147,682						
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FTE 3.116						

WALS FUNDING						
Amount	Hours	Percentage	Positions	Location	Tasks	
	35	87.5	Head of Automation Services	WALS		
	40	100	Automation Librarian	WALS	shared system management, problem solving	
	40	100	Automation Specialist	WALS	server manager, network	
<hr/>						
\$229,043						
WALS						
FTE 2.875						
	18	45	Head of Technical Services	Oshkosh PL	problem solving, cataloging/database, procedure development	
	20	50	Librarian (S. Thomas)	Oshkosh PL	cataloging	
	54		Library Assistant II Positions	Oshkosh PL	cataloging	
	15		Pages	Oshkosh PL	cataloging	
	4	10	Head of Circulation Services	Oshkosh PL	training, problem solving, procedure development	
	2	5	Head of Reference Services	Oshkosh PL	I&R database work	
	4	10	Page Supervisor	Oshkosh PL	Notice production	
			Director and Business Manager	Oshkosh PL		
	2		Reference Staff	Oshkosh PL	I&R	
<hr/>						
\$186,533						
OPL FTE 3.0365						
Total						
FTE 5.912						

OPL FUNDING					
Amount	Hours	Percentage	Positions	Location	Tasks

	20	50	Electronic Services Support	Winnefox Electronic Services	
	36	30	Admin. Services Coordinator and Admin. Services Specialists	Winnefox	

\$83,251

FTE	1.4
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Appendix B: Winnefox Ongoing Technology Support Responsibilities January 2007			
Major area	Activities	Primary Staff	Impact/Notes
Infrastructure			
	Servers and Associated Equipment	Bryan, Karla, Jody	16 Windows servers (Bryan), 2 Unix servers (Karla), 4 Linux servers (Jody), firewall, backup devices
			Server functions:
			WALSDOMAIN servers (2)
			WALS.LOCAL servers (2)
			Winnefox File server (1)
			Fond du Lac File server (1)
			Web and Database server (1)
			Web and Anti-Spam server (2)
			E-mail server (1)
			Pharos servers (2)
			Unicorn Server (1)
			Web Catalog server (1)
			Backup server (1)
			Oshkosh CD-Rom server (1)
			Wireless Firewall Server (1)
			Test servers (5) (Some are PCs functioning with server operating systems)
	Upgrades		Software updates for all packages as well as hardware upgrades as needed to improve performance or longevity of equipment
	Patches		Routine patches as security updates are posted as well as special patches for particular applications, to fix specific problems, service packs, etc
	Interoperability		300+ users working across 16 Windows, 4 Linux, and 2 Solaris servers. No server or service can interfere with any other.
	Adding new servers		On average 2-3 servers are added a year which must be coordinated into the mix
	Decommissioning and Re-purposing older servers		
	Backups		
	Monitoring		Log files are kept on all servers, these logs are monitored as needed to ensure continuing functionality of all servers
	Licensing		Licenses for the server operating systems as well as specific services (e-mail, database, Pharos, etc) must be tracked and maintained
	PCs and Peripherals	Pete	PCs, printers, barcode scanners, image scanners
	Configuring and ordering new		There were 73 new PCs added in 2006
	Maintaining software		MS Office, anti-virus, VNC, VPN, Firefox
	Maintaining training lab		

		equipment		
		Support, including upgrades and patches		There were nearly 50 support calls per month in 2006; 480 PCs were fixed or modified. Some on site, some in-house, some via VNC
		Public PC Management	Pete	
		Pharos		Currently 12 libraries, over 130 public PCs
		PC security software		Deep Freeze, Centurion Guard, etc.
		Networked printing		
		Telecommunications Network		30 Routers, 20 Switches, many Hubs
		Firewall setting changes	Karla, Bryan	
		Paperwork for Erate discounts	Karen	
		Coordination with BadgerNet	Karla	
		Public Wireless Access	Bryan	
		User Accounts	Bryan	
		Adding and deleting accounts		
		Access lists		
		Passwords	Pete, Jody	
		Email system		
		Outlook	Bryan, Pete	
		Web access	Jody	
		Managing spam	Jody	
		Internet and Filtering	Pete, Karla	Service via WiscNet
		Shared Automation System		
		Bibliographic Database	Kathy	
		Add, delete, maintain bibliographic records		Includes overlaying short records with a full OCLC records. Approximately 1100 short records are created each month.
		Add, delete, maintain authority records		
		Maintain OCLC holdings		Additions and deletions
		Maintain WisCat holdings	Karla	Currently done via a Z39.50 connection

	Acquisitions	Kathy	Used by Oshkosh, Neenah, Menasha, and Fond du Lac
	Barcoding Procedures and Problems	Kathy	
	Circulation, Patron Database and Holds-- Procedures and Problems	Vicki	
	Circulation Policy Files	Karen	
	User Accounts and Access	Karla	
	Online Catalog	Karla	
	Maintain and develop the interface		
	Process records for content enrichment		
	Handle unsorted emails from catalog users		Some emails go directly to each library.
	Client Software (WorkFlows)	Karla	
	Toolbars, properties, upgrades, troubleshooting		
	Server Software (Unicorn)	Karla	
	Upgrades, troubleshooting, interaction w/ other software (Pharos, 3M)		
	Reports and Statistics	Karen	Manage daily, monthly, annual, special
		Karen, Karla, Kathy	Manage parts of the automation system that are done via reports (removing withdrawn items, Syndetic loads, OCLC record loads, etc)
	Web sites		
	Web Authoring Software	Joy, Jody	
	Dreamweaver & Contribute		
	Typo CMS		
	Drupal CMS		
	Web Tools and Applications	Jody	
	Calendaring software		
	Web statistics	Jody, Keetra	
	Maintenance (link checking, etc.)	Joy, Keetra	

	Extranet	Joy, Jody, others	
	Calendars	Jody, Keetra	
	Domain Name Registrations	Joy	
Local Databases and Content Development			
	Local Databases and Indexing	Keetra	
	Vital Records Databases		
	Newspaper Indexes		
	Fond du Lac Bookmobile Schedule		
	Digitization	Keetra	
	CONTENTdm		
	Other (i.e. Oshkosh city directories)		
	WCTS Ordering System	Keetra	
Electronic Resources		Keetra	
	Resource pages for library websites		
	Statistics		
	Remote authentication		
	Support		
	Contracts		
	New product testing		
Financials			
	Budgets and Fees	Karen	Preparation of preliminary documents for approval by the Executive Council and the WLS Board
	Invoice processing	Karen, Pete, Office	
	Billing	Karen, Pete, Office	
Virtual Reference		Joy	AskAway chat & email service. Manage questions received from 30 WLS libraries; review chat transcripts & follow up or refer as needed; participate in AskAway consortium re: marketing and continuing education
Library 2.0		Joy, Jody, Keetra, others	Support for various new efforts

Appendix C. Role of Oshkosh Staff within WALs

Karen Boehning, Technology Coordinator

May 2007

Background and Philosophy

When the first libraries joined WALs in 1990, there were discussions about compensating Oshkosh for the time it would be spending in maintaining the system and the shared database. At the time, all of the staff were employed by Oshkosh. Oshkosh staff had, and still have, detailed hands-on expertise with the library automation system modules and functions: Circulation, holds, acquisitions, cataloging, and barcoding.

Training

Oshkosh is reimbursed for training new libraries at startup. Oshkosh is NOT reimbursed for training new staff at already automated libraries. New library directors are encouraged to spend the major part of a day at Oshkosh working at the circulation desk with Vicki Vandenberg learning the system in a high-volume, varied-transaction situation. Some libraries also send new assistants. Kathy Grace works with the new hires on barcoding issues.

Printing notices

Oshkosh staff print the paper notices that are mailed. About 400 a day are printed, taking 2-4 hours per day.

Procedure development and documentation

Oshkosh staff test new procedures, and assist with or write documentation for those procedures. Examples of these procedures include withdrawal, teacher card, duplicate patron records, in process, etc.

Oshkosh technical services is working on procedures for getting short, vendor-supplied bibliographic records in the database sooner/faster. This eliminates the need for staff to enter the records manually. Processes have been developed for Quality Books. Procedures for handling orders from Maris Associates are being investigated.

Problem solving

Oshkosh staff replicate problems reported by other libraries. Some problems can be fixed, others need documentation before logging them with SirsiDynix. Some problems are not fixable.

Cataloging

The shared automation system has always had centralized control and management of the bibliographic database, including authority control. Oshkosh has always been reimbursed for this responsibility. Because it is a shared database, with multiple libraries attaching their holdings to the same bibliographic record, the idea of billing for the first use of a record was rejected. The reimbursement to Oshkosh was based estimate of the time needed to adequately support the shared database. That work is done by six staff (2.3 FTE) in the Oshkosh technical services department.

The basic “cataloging” procedure used by each of the WALs libraries is not really cataloging. Each library is responsible for creating the call number and copy record for each item added to the collection for their library. (WCTS does this step for the items it processes for its members.) That process includes deciding the call number for the item (classification), the Item Type, the Item Location, and the Item Category. For each item, the database is searched. If a record is found, the call number and copy record are attached to that database record. If a record is not found, the library (or WCTS) enters a short bibliographic record and then proceeds with the call number and copy record.

Things Oshkosh technical services does for the shared system:

1. Download OCLC bibliographic records.

The basis for all of the records in the database is an OCLC record. Oshkosh staff search OCLC for a bibliographic record at the time Oshkosh does its own ordering.

Oshkosh puts in short records if there are no OCLC records.

2. Overlay short records with full OCLC records.

Oshkosh runs reports that list short records that have been added by all of the libraries—usually about 1500 short records each month. Oshkosh staff search for the titles on OCLC and when a match is found, use Unicorn procedures to overlay/replace the short record with the full OCLC record.

3. Edit records (copy cataloging) to match local practice.

Each OCLC record is reviewed to clean up subject headings, dropping the subdivisions United States, Juvenile works, etc. This improves the display results in catalog searching by consolidating material.

Specific information for specific types of material is moved or added so the titles display consistently on the hit-lists in the online catalog:

- Large print is moved to the edition statement
- Wide screen/full screen is moved to the edition statement
- Unabridged/abridged is moved to the edition statement
- The General Material Designator (GMD) in the bibliographic record is changed to a specific designation. Videorecording is changed to DVD; audiorecording is changed to Cassette or CD, etc.

Staff review subject headings for audio formats of books to make sure they have the same subject headings as the print book.

4. Download OCLC authority records and do authority control work—for names, series, and subjects

As part of the copy cataloging process, staff use Unicorn routines that compare headings in the record to the authority records. Headings that do not match against the authority file are marked as unauthorized.

For unauthorized headings, staff search the bibliographic database to see if there are other occurrences of the heading. If there are three or more matches, an authority record is downloaded from OCLC.

Authority work also includes managing headings that LC has changed. Oshkosh regularly retrieves changes from the LC website, overlays the existing authority record, and, if necessary, runs Unicorn routines to update old headings in the database.

Since LC is no longer maintaining or creating series authority records, Oshkosh is doing that locally. This applies in particular to paperbacks and children's books.

5. Original cataloging--Add new records to OCLC and the local system for items from all libraries that need original cataloging.

After several searches of the short-record report over several weeks, if a record is not found on OCLC, Oshkosh creates one on OCLC and then downloads it into our database.

6. Work on database cleanup—removing duplicate records from the Fond du Lac database load.

Due to differing cataloging practices, there are about 1200 duplicate records in the database just for books. (Oshkosh and Fond du Lac frequently chose a different OCLC record for the same title.) After complaints and error reports from libraries, Oshkosh started a manual review process to identify the duplicates, transfer the holdings to one of the two records, and then remove the duplicate. This is done as time permits.

7. Ongoing data cleanup

Fixing problems by changing headings when problems are noticed or reported. Some of this is also due differences in local practice between the WALIS database and Fond du Lac's—removing United States, etc. Others are typos, requests for added headings, etc. There are about 50 items done per month from online forms submitted by library staff.

8. Add and manage magazine titles

Each year Oshkosh adds a new bibliographic title for each magazine so the copies for the year can be attached to the correct year.

Oshkosh maintains a master list of magazine titles owned by other libraries but not owned by Oshkosh. This list is reviewed before titles are added so if a library has dropped its subscription, a new record doesn't get added. (There are 287 unique title owned by other libraries and not owned by Oshkosh.)

Item/Copy/Barcoding Issues

9. Handle item/copy problems.

Libraries report situations that they cannot fix. Some are fixable by Oshkosh; others need to be logged with SirsiDynix. There are only several of these per month, but they usually reported by email or a phone call and need more immediate fixing so the item can circulate.

Acquisitions (Used by Fond du Lac, Menasha, Neenah and Oshkosh)

1. Review and fix errors in acquisitions reports.

When invoice reports error out because of missed step on the part of a library, Oshkosh retrieves the appropriate file from the server and forwards it to the library for handling. (This happens about twice a month)

When order reports fail because of missing ISBN numbers, Oshkosh resubmits an amended report after the library has done the correcting. Some libraries need to be contacted by Oshkosh to make to correction. Others monitor their own reports. (This happens at least twice a month.)

Monitor the invoice reports that are run once for all of the acquisitions libraries. When these fail, identify the problem and report it to the library. This happens infrequently.

2. Do annual acquisitions account roll-overs

This involves running a series of five reports for each library, timed for the actual closing of the library's books for the fiscal year.

OCLC updating

Oshkosh staff manage the process of maintaining accurate OCLC holdings. Holdings are set on OCLC by submitting a file. The file is created with a Unicorn report. Oshkosh does this quarterly.

Holdings are deleted annual with another set of files created by other reports. This could also be done quarterly, but libraries would not get an annual count of withdrawals. They would then get quarterly withdrawn reports.

When the files are processed by OCLC, they return a file of exceptions—titles that they can't process for a variety of reasons. Oshkosh handles these manually.