Exhibit 19

INFORMATION TECHNOLOGY STRATEGY

LEAN WI

A Collaborative Partnership

July 2018 – June 2023

CONTENTS

EXECUTIVE SUMMARY

This strategy guide is a framework for success, outlining categorical service goals shared by LEAN WI partners. It is a reference which supports the annual Library System Plans of respective partners, and which anchors operational technology plans of LEAN WI partners and member libraries. It is also a guide for Information Technology staff of partner systems and member libraries, presenting a clear picture of immediate and long-term goals.

Efficiency is the intended outcome for each goal. The LEAN WI partnership aims to build upon and continue its partners' respective leadership in architecting, implementing, and growing its durable and sustainable service model, maximizing productivity and minimizing resource expenditures. Partners will continue to leverage that productivity across all other departments and member libraries, providing access to the resources necessary to achieve their own goals and working to help them identify and pursue efficiency building opportunities. Standardization, centralization, and deduplication of equipment, management tools, and service containers is core to the enterprise services framework LEAN WI partners have developed and continue to build.

Other intended outcomes include: maintenance of the high quality network and technology services infrastructure which partners have blended and improved since 2015; regular reevaluations of the production technology environment with comparative reporting over time; regular evaluations of new technology concepts and service goal solutions to weigh their potential benefits against the cost of implementation and maintenance; development of new services and programs to help member libraries continue maintaining a high sense of relevancy and value to their public; and regular evaluations and efforts to improve communications.

Over the past decade, economic factors led to a reduction and subsequent flat funding to Public Library Systems in Wisconsin. In response to this, LEAN WI partners increased focus on developing information technology resources and services which would help member libraries maintain and improve the delivery of services to their communities in a strained funding climate. While the funding environment has had positive indicators in the recent short term, efficiency and effective leadership in technology services remain at the heart of the LEAN WI ideology, and is key to continued success in the expansion of high quality, sustainable technology services.

LEAN WI Mission and Purpose

The Libraries and Enterprise Applications Nexus of Wisconsin (LEAN WI) partners cooperate on the joint implementation and support of technology services, sharing resources between partner library systems to the greater benefit of each partner and their member libraries.

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Technology Leadership

Engineering and Operations Lead (Currently IFLS IT Director) – This role works with the LEAN WI Technology Team to develop and implement operational plans which serve the needs of the partner systems and member libraries. This role works closely with the **Long-range Strategy and Business Management Lead** to ensure long term strategies inform and are informed by operational planning and production services and that forecasting of resource needs is feasible and sustainable. This role leads planning and operations for production infrastructure, technology services, and technical support.

Long-range Strategy and Business Management Lead (Currently WVLS CIO) – This role works with the LEAN WI Technology Team to orchestrate the development of information technology strategy and helps the LEAN WI partnership achieve efficiency as advocate and coordinator for the executives and administrators of partner systems and member libraries. This role garners the sense of direction and related needs expressed by leadership in each partner system and works with the **Engineering and Operations Lead** to ensure the technology service framework adjusts to those needs as they change over time. This role leads long term development of services and sustainability planning, business relationships, and business management operations for LEAN WI partners.

Partner systems will continue to coordinate ensuring to the extent possible that CIO, CTO, and any other primary leadership roles are not concentrated in a single partner system. The spirit of the LEAN WI partnership is one of collaboration, cooperation, and joint effort. The distribution of executive leadership and management facets in the department of technology services was intended to create a stronger whole via deduplication of the entirety of efforts a technology manager would otherwise be responsible for in a standalone system. Distributing the roles among more than one partner also acts to reinforce cooperation and collaboration.

Technology Team

The LEAN WI Technology Team is made up of technology staff from partner systems. For this first iteration of the LEAN WI Technology Strategy, the current partners focus primarily on the engineering core. However, staff from any partner may lead one or more specific technology services. A specific goal has not yet been established describing the nature and structure of a broad technology team, inclusive of all staff working entirely or in part to support technology services. Again, the spirit of LEAN WI origins is one of collaboration, cooperation, and joint effort. Therefore, this strategic plan will use the term Technology Team in reference to the engineering core as well as the broad, more inclusive set staff who serve within the LEAN WI technology services stack in any capacity. The Technology Team thus may refer inclusively to those who manage and support technology infrastructure and core applications as well as those who administer and support the Integrated Library Systems (ILS), provide or coordinate training on technology subjects, and provide direct technology services, consultation, and support such as website development and digitization projects.

SECTION A – TECHNOLOGY STRATEGY: A VISION FOR TECHNOLOGY LEADERSHIP

In any organization, the strategic planning, implementation, and management of information technology resources is a continually evolving process. Innovation leads to changes and divergence across usage models, sometimes altering an environment subtly, sometimes driving significant change before people are ready. The very way we assess new services is fluid and dynamic, with social pressures, economic factors, and manners of maintaining relevancy continuously changing. Determining when to adopt new trends, and when to maintain an existing system of services is no simple task.

Why LEAN WI Technology?

LEAN WI partners empower libraries to accomplish amazing things. Our vision is to ensure that all libraries have access to the technology they need to succeed, period. LEAN WI is both idea and embodiment of convergence. Partners connect libraries physically and personally, working with members to cultivate a strong network of capital, information, and resource sharing.

How do we Achieve IT?

Trust, cooperation, shared resources, mutual benefit, selfless service.

What IT is.

Information technology services needed by libraries are similar to those of most organizations with multiple physical locations spanning large regions: Support for information creation, discovery, consumption, and sharing. Desktop and web application access, information security tools, multiple shared Integrated Library Systems (ILS), supporting infrastructure, local technology strategy and planning consultation, and education are also important components. LEAN WI envisions a technology service environment where library administrators, staff, and public users in any library can focus more on the business of library service without worry of technology capacity, constraints, or compatibility.

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The LEAN WI Technology Strategy establishes a cohesive long-range vision across these high-level categories:

- Common and Divergent Goals
- Evaluation and Assessment
- Benefit

- Objectives
- Resources
- Equitable Service

The LEAN WI Technology Operations Framework provides structure and focus for evolving operational plans adopted to meet current and future objectives:

- Enterprise Service Architecture
  (Libraries Win)
- Viability and Continuity

- Infrastructure
- Business Management
  (Consulting and Advocacy, B2B)

SECTION B - TECHNOLOGY STRATEGY: OPERATIONS FRAMEWORK

LEAN WI partners will work cohesively to unify technology resource management and sharing, offering all member libraries consistency in the available and supported information and technology services necessary to empower efficiency and productivity, enabling efforts which positively impact their communities.

LEAN WI Technology Objectives

These strategic objectives inform the Strategic Technology Plan. The plan details the current position of the WVLS Information Technology department and describes the process and tools which are to be used to complete these objectives.

Enterprise Service Architecture – Libraries Win

The origins of the LEAN WI partnership are rooted firmly in a large project undertaken by Indianhead Federated Library System, Northern Waters Library Service, and Wisconsin Valley Library Service to explore the value, feasibility, and overall desirability of the convergence of nearly one hundred libraries across twenty-five counties in Wisconsin toward a single ILS consortium and application. Though the project, called Project WIN (for WVLS, IFLS, and NWLS) did not lead to ILS merger, the community of professionals sharing information and crafting micro-models of resource sharing scenarios enabled two of the systems to work instead on the core technology resource sharing endeavor which was eventually dubbed LEAN WI. In honor of the time, effort, and admirable professionalism which system and member library colleagues put into that project LEAN WI leadership appropriated the librarieswin.net and librarieswin.org domain names used to host the Project WIN website and information resources and subsequent dubbed the technology services layer "Libraries Win."

Principal Outcomes:

- Standards Based Core Services
- Unified Support Structure
- Identity Agnostic
- Facilitation vs Restriction\Limitation

- Durable
- Sustainable
- Simple / Elegant

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Infrastructure – LEAN WI

The core of LEAN WI is the infrastructure interconnecting the libraries with internet, Libraries Win services, and other services or service frameworks. The assets are jointly owned, past capitalization ignored with priority on current and future maintenance and sustainability. Recognizing that a particularly significant barrier to collaborative effort is perception of fairness conflicting with consistency and equitable service across a partnership, a core tenet of LEAN WI is value over fairness. It is more valuable for each partner to contribute resources equally irrespective of diversity in any number of metrics. Each partner gets more out of the partnership than it puts in. Fairness is a distraction which is not as valuable to pursue as continuity of partnership, and thus partners are free to focus on strengthening the infrastructure layer with minimal complexity in evaluating cost distribution formulas or usage levels.

Principal Outcomes:

- High Quality
- Bidirectionally Scalable
- Resource Efficient
- Enables Libraries Win Service Success

- Durable
- Sustainable
- Simple / Elegant
- Inclusive

Viability and Continuity

Without assurance of continuity, a resource holds little long-term value. Viability of partnership, vision and direction of strategy, production operations, and serviceability is critical to cross departmental and member library adoption of services and trust in platform. The theme of simplicity, scalability, durability, and sustainability propagates through all layers from the business relationship maintaining the LEAN WI partnership through infrastructure and service framework to individual services and service teams, non-partner platform consumers, internal staff users, member library users, and the vast array of micro-dependencies therein.

Principal Outcomes:

- Team Unity
- Broad Service Awareness
- Resource Availability Forecasting
- Inclusion of New Partners

- Professional Development
- Fiscal Prudence
- Documentation Management
- Communication

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Business Management

As a strong infrastructure must be relevant to the service layer it supports, strong business management must be relevant to the operations it supports to successfully ensure the viability and continuity of partnership, platform, and services.

Principal Outcomes:

- Service Coordination
- Needs/Demands Aggregation
- Resource Planning
- Partnership Development

- Consultation
- Fiscal Prudence
- Vendor Management
- Succession Planning

Wisconsin Statute 43.24(2)(m) (https://docs.legis.wisconsin.gov/statutes/statutes/43/24/2/m) reads:

> *"Planning with the division and with participating public libraries and other types of libraries in the area in regard to library technology and the sharing of resources. By January 1, 2000, and by every 5th January 1 thereafter, the public library system shall submit to the division a written plan for library technology and the sharing of resources."*

LEAN WI Technology Leadership recognizes and places appropriate priority on the value of presenting long term strategy to their respective Systems' Boards of Trustees as well as the State of Wisconsin, but they also understand the fluid nature of relevant technology operations. Thus LEAN WI partners maintain an adaptive and evolving strategic technology plan to facilitate immediate service needs in a manner which supports the long-term technology strategy.

Goal: Provide comprehensive and holistic technology consultation to library administrators, assisting in the development of locale-relevant technology plans and budgets in concert with other libraries.

- **Objective:** Provide libraries with access to technology expertise and technology consulting.
- **Objective:** Meet regularly with library technology staff to consult and advise on technology infrastructure and workflow practices.
- **Objective:** Facilitate coordinated procurement of technology capital, third party services, and software licensing for libraries.

Goal: Facilitate technology training for library staff.

- **Objective:** Support LEAN WI partners in meeting Library System Plan goals and objectives for technology training and training in other service areas.

Goal: Provide a high quality, durable, and scalable technology infrastructure and enterprise service framework capable of meeting current and planned service requirements.

- **Objective:** Facilitate and maintain a secure and adequately provisioned network for data communication between libraries, the LEAN WI partner headquarters, and the LEAN WI Data Center.
- **Objective:** Monitor the health of the network. Log and assess usage by libraries including bandwidth utilization, equipment capacities, and other metrics as deemed relevant or necessary over time.
- **Objective:** Procure, implement, host, maintain, and manage shared applications and databases for core and primary technology services used by libraries.
- **Objective:** Implement, maintain, and manage high quality technical support for core and primary technology services utilized by libraries.

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SECTION D - MILESTONES AND PROGRESS EVALUATION   (DYNAMIC)

These milestones are established to help evaluate the progress and success of implementation and operation of the LEAN WI technology strategy.

A plan for establishing and evaluating progress towards milestones will be developed by July 2020. The first progress evaluation will be complete by December 31st, 2030 and subsequent reports will be developed within the plan mentioned above. The progress evaluations will be added to this document, in Section D, immediately following the listing of milestones and incrementing this document's revision number and last date of publication.

June 30, 2020:

- Complete First Milestone Development Process

December 31, 2020:

- <Insert Milestone>

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APPENDIX A – REFERENCES

This appendix will reference the collection of documentation across LEAN WI partners which describe the entities, services, service models, and comprehensive plans the LEAN WI technology strategy is intended to serve and support.

Online Documentation:

The most recent versions of all LEAN WI partners' respective planning documents can be found at:
- LEAN WI Technology Strategy Guide – http:// .
- System Plans – http:// .
- ILS Plans – http:// .
- ?Other? – http:// .

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