

ARROWHEAD LIBRARY SYSTEM

Budget Committee Meeting

Milton Public Library

430 E High St.

Milton, WI

Wednesday July 11, 2018

5:30 pm

Please call the ALS office if you are unable to attend (868-2872)

1. Call to Order
2. Approval of the Agenda
3. Approval of Minutes
4. 2019 Staff Wages
5. 2019 Rock County Funding
6. Set next meeting date
7. Adjourn

The undersigned, as the designee of the presiding officer of the above governmental body, certify that I emailed a copy of this document to the Rock County Courthouse, Administration office for posting on the Rock County website@ www.co.rock.wi.us on 7/5/2018

Anita Schultz – Arrowhead Library System

ARROWHEAD LIBRARY SYSTEM BUDGET COMMITTEE MEETING
ALS/Milton PL
June 13, 2018

- 1) **Call to Order:** ALS Budget Committee Chair Rich Bostwick called the meeting to order at 5:42 p.m. Also present were Bill Wilson, Wes Davis, Jose Carrillo and Steven Platteter.
- 2) **Approval of Agenda:** Bill Wilson moved to approve the agenda, Jose Carrillo seconded. The motion carried unanimously.
- 3) **Approval of Minutes:** The April 11th 2018 minutes were moved approved by Bill Wilson with one correction. Rich Bostwick seconded and the motion carried unanimously.
- 4) **2018 Delivery Wages/Costs:** Platteter discussed that the drivers' hours are now an average of 15 hours per week per driver. He intends to make wage line adjustments in August.
- 5) **2019 Budget Calendar:** Platteter discussed the 2019 budget calendar mentioning the ALS Budget will be due July 23
- 6) **2019 Wages:** Platteter discussed spreadsheets with 0%,2% and 3% increases. As retirement rate has not yet been set, he suggested waiting till the July meeting before making a decision.
- 7) **Set Next Meeting date:** July 11th, 5:30 at the Milton Public Library.

Jose Carrillo made the motion to adjourn and Bill Wilson seconded. Motion carried unanimously. The meeting ended at 5:56 p.m.

Respectfully submitted,
Steven Platteter, Acting Secretary

NOT OFFICIAL UNTIL APPROVED BY COMMITTEE

2019 Budget 0%

Approved by:

Employee Totals

Overtime

Seasonal

GRAND TOTAL

Rock County

Department:

Prepared by:

Division:

Employee Totals	183,175	14,012	11,997	41,000	1,513	180	251,877
Overtime		0		0			0
Seasonal		0					0
GRAND TOTAL	183,175	14,012	11,997	41,000	1,513	180	251,877

2019 Budget 3%

Approved by:

Employee Totals	184,972	14,149	12,116	41,000	1,513	180	253,930
Overtime		0	0				0
Seasonal		0					0
GRAND TOTAL	184,972	14,149	12,116	41,000	1,513	180	253,930

6/28/2018

6/28/2018

2019 ALS Rock County Funding-70% cost of circ.

	2017		2017											

ARROWHEAD LIBRARY SYSTEM

Board Meeting

Milton Public Library

430 E High St.

Milton, WI

Wednesday July 11, 2018

6:00 pm

Please call the ALS office if you are unable to attend (868-2872)

1. Call to Order
2. Approval of Agenda
3. Approval of Minutes
4. Approval of Expenditures
5. Citizen Participation, Communication and Announcements
6. Unfinished Business
 - a. Shared System – SHARE Update
 - b. 2018/19 Budget
 - c. Public Library System Redesign Project – John DeBacher & Bryan McCormick
 - d. Librarians' Report – Sarah Strunz
7. New Business
 - a. Approval of 2019 Arrowhead Library System Charter
 - b. Approval of 2019 ALS staff wages
 - c. Approval of 2019 Intersystem Agreement with Lakeshores Library System
 - d. 2018 Trustee Training week – August 13-17, 2018
8. Communications
9. Adjourn

The undersigned, as the designee of the presiding officer of the above governmental body, certify that I emailed a copy of this document to the Rock County Courthouse, Administration office for posting on the Rock County website@ www.co.rock.wi.us on 7/5/2018.

Anita Schultz – Arrowhead Library System

ARROWHEAD LIBRARY SYSTEM BOARD MEETING

ALS/Milton Public Library

June 13, 2018

ALS Board President Rich Bostwick called the meeting to order at 6:00 p.m. Present were Bill Wilson, Wes Davis, Adam Dinnes, Maribeth Miller (via phone), Eloise Eager, Jose Carrillo, Sarah Strunz and Steven Platteter.

The Agenda was moved approved by Bill Wilson. Wes Davis seconded and the motion carried unanimously.

The April 2018 minutes were moved approved by Bill Wilson. Eloise Eager seconded and the motion carried unanimously.

Expenditures were approved on a motion by Adam Dinnes with Eloise Eager seconding. The motion carried unanimously.

Citizen participation, communication or announcements: Platteter passed out handouts for Trustee Training Week, August 13-17.

Unfinished Business

a. Shared System –SHARE Update:

b. 2018/19 Budget: In regards to the 2018 budget, Platteter mentioned that transfer funds in August to cover delivery costs. For 2019, the ALS 2019 budget is due July 23.

c. Public Library System Redesign Project: Platteter passed out two "Public Library Service Models. For the July meeting, Platteter hopes to have a member of the PLSR Steering Committee come and speak to the Board.

e. Librarians' Report:

New Business

a. Rock County Jail update: Platteter mentioned that he and Rene Bue, HPL, met with Commander Troy Knudson to discuss books for the Jail. ALS will receive \$2000 from the Sheriff's Department for books and ALS will add an additional \$1000.

b. Delivery update: Platteter discussed changes made to delivery in regards to joining SHARE.

c. Approval of *General Records Schedule: Wisconsin's Public Libraries & Public Library Systems & Related Records*: Maribeth Miller moved to approve the General Records Schedule, Eloise Eager seconded and the motion carried unanimously.

d. New ALS Website: ALS Public Information Coordinator Tovah Anderson demonstrated the new ALS website

e. Revised ALS Board meeting schedule:

Communications:

Jose Carrillo moved to adjourn. Rich Bostwick seconded and the motion carried unanimously. The meeting ended at 6:37 p.m.

Respectfully submitted,
Steven Platteter, Acting Secretary

NOT OFFICIAL UNTIL APPROVED BY COMMITTEE

Account Number	Account Name	Inv Date	Vendor Name	Inv/Enc Amt	
51-5000-0000-62119	OTHER SERVICES	06/08/2018	DEPARTMENT OF ADMINISTRATION	1,500.00	
		05/30/2018	WISCNET	519.00	
		06/01/2018	TECHMAX BUSINESS SOLUTIONS LLC	90.00	
	Budge	YTD	YTD	Pendin	Closing
	150,158.00	85,360.07	0.00	2,109.00	62,688.93
51-5000-0000-62410	R & M-VEHICLES	06/05/2018	BURTNESS CHEVROLET INC	49.95	
	Budge	YTD	YTD	Pendin	Closing
	9,000.00	139.27	0.00	49.95	8,810.78
51-5000-0000-63100	OFC SUPP & EXP	05/31/2018	ARROWHEAD LIBRARY PETTY CASH	24.99	
		05/30/2018	AMAZON.COM	77.30	
		06/01/2018	OFFICE DEPOT INC	112.34	
	Budge	YTD	YTD	Pendin	Closing
	1,500.00	383.62	0.00	214.63	901.75
51-5000-0000-63101	POSTAGE	06/06/2018	ARROWHEAD LIBRARY PETTY CASH	12.88	
	Budge	YTD	YTD	Pendin	Closing
	1,000.00	99.32	0.00	12.88	887.80
51-5000-0000-63104	PRNT & DUPLICATI	06/01/2018	DIMAX OFFICE SOLUTIONS INC	178.00	
	Budge	YTD	YTD	Pendin	Closing
	5,000.00	1,711.77	0.00	178.00	3,110.23
51-5000-0000-63108	PUBLIC INFO	06/18/2018	ARROWHEAD LIBRARY PETTY CASH	14.00	
		06/14/2018	DEMCO	111.08	
		06/14/2018	CDW GOVERNMENT INC	911.30	
		06/06/2018	AMAZON.COM	109.05	
		06/15/2018	ORIENTAL TRADING COMPANY INC	137.55	
		06/04/2018	ROCK COUNTY SENIOR FAIR	205.00	
	Budge	YTD	YTD	Pendin	Closing
	5,000.00	183.61	0.00	1,487.98	3,328.41
51-5000-0000-63200	PUBL/SUBCR/DUES	05/31/2018	ANDERSON,TOVAH	152.00	
	Budge	YTD	YTD	Pendin	Closing
	1,500.00	709.99	0.00	152.00	638.01
51-5000-0000-65321	BLDG/OFC LEASE	08/01/2018	CITY OF MILTON	1,166.67	

COMMITTEE APPROVAL REPORT

06/27/2018

Account Number	Account Name	Inv Date	Vendor Name	Inv/Enc Amt	
	Budge	YTD	YTD	Pendin	Closing
	14,000.00	8,166.69	0.00	1,166.67	4,666.64
51-5000-0000-67199	MISC EQUIP	05/24/2018	CDW GOVERNMENT INC		57.09
	Budge	YTD	YTD	Pendin	Closing
	6,500.00	0.00	0.00	57.09	6,442.91
ARROWHEAD LIBRARY PROG TOTAL				5,428.20	

Account Number	Account Name	Inv Date	Vendor Name	Inv/Enc Amt
----------------	--------------	----------	-------------	-------------

I have examined the preceding bills and encumbrances in the total amount \$5,428.20

Claims covering the items are proper and have been previously funded. These items are to be treated as

A. Bills and encumbrances over \$10,000 referred to the Finance Committee and County

B. Bills under \$10,000 to be

C. Encumbrances under \$10,000 to be paid upon acceptance by the Department

Date:

Dept

Committee

Account Number	Account Name	Inv Date	Vendor Name	Inv/Enc Amt
----------------	--------------	----------	-------------	-------------

REPORT COMPLETE!

For Job Numbers: 1760907

Rock County - Production

Budget to Actual Figures

Fiscal Year: 2018

As of: 06/28/2018

Budget: RV

Org Key Title
5150000000 ARROWHEAD LIBRARY

Object	Description	Budget	Actual	Encumbrance	Balance
REVENUE					
42200	STATE AID	453,212.00	453,212.00	0.00	0.00
44120	MISC. FEES	6,103.00	6,103.25	0.00	0.25
45504	INTERGOVT.CHGS-OTHER LIBRARIES	212,764.00	213,564.00	0.00	800.00
46000	CONTRIBUTIONS	2,000.00	0.00	0.00	(2,000.00)
46400	FUNDS FORWARDED FROM PRIOR YR	20,000.00	0.00	0.00	(20,000.00)
	Total Revenue	694,079.00	672,879.25	0.00	(\$21,199.75)
EXPENSE					
61100	REGULAR WAGES	174,669.00	75,567.26	0.00	99,101.74
61300	PER DIEMS	1,500.00	837.62	0.00	662.38
61400	FICA	13,363.00	5,819.06	0.00	7,543.94
61510	RETIREMENT-EMPLOYERS	11,703.00	4,484.98	0.00	7,218.02
61610	HEALTH INSURANCE	41,000.00	20,500.02	0.00	20,499.98
61620	DENTAL INSURANCE	1,513.00	778.14	0.00	734.86
61630	LIFE INSURANCE	180.00	55.28	0.00	124.72
62119	OTHER CONTRACTED SERVICES	150,158.00	85,360.07	0.00	64,797.93
62130	AUDIT FEES	1,200.00	0.00	0.00	1,200.00
62210	TELEPHONE	2,000.00	587.53	0.00	1,412.47
62410	REPAIR & MAINTENANCE-VEHICLES	9,000.00	139.27	0.00	8,860.73
62420	MACHINERY & EQUIP R & M	100.00	0.00	0.00	100.00
63100	OFFICE SUPPLIES & EXPENSES	1,500.00	383.62	0.00	1,116.38
63101	POSTAGE	1,000.00	99.32	0.00	900.68
63104	PRINTING & DUPLICATION	5,000.00	1,711.77	0.00	3,288.23
63108	PUBLIC INFORMATION	5,000.00	183.61	0.00	4,816.39
63200	PUBLICATIONS/SUBSCRIPTIONS/DUE	1,500.00	709.99	0.00	790.01
63300	TRAVEL	3,000.00	651.49	0.00	2,348.51
64200	TRAINING EXPENSE	4,000.00	1,428.00	0.00	2,572.00
64201	CONVENTION EXPENSE	4,000.00	732.55	0.00	3,267.45
64214	ILS COSTS	194,393.00	191,147.42	0.00	3,245.58
64303	EXTENSION MATERIALS	3,000.00	260.53	0.00	2,739.47
64306	RESOURCE LIBRARIES	40,000.00	40,000.00	0.00	0.00
64307	PARTICIPATING LIBRARIES	1,001,938.00	1,001,937.87	0.00	0.13
64309	INTERSYSTEM AGREEMENT	65,771.00	63,709.04	0.00	2,061.96
64904	SUNDRY EXPENSE	1,000.00	87.97	0.00	912.03
64918	MARKETING/PROMOTION	300.00	0.00	0.00	300.00
65101	INSURANCE ON BUILDINGS	5,000.00	2,723.00	0.00	2,277.00
65321	BUILDING/OFFICE LEASE	14,000.00	8,166.69	0.00	5,833.31
67199	MISC EQUIPMENT	6,500.00	0.00	0.00	6,500.00
	Total Expense	1,763,288.00	1,508,062.10	0.00	255,225.90
	County Share (Revenue - Expense)	(1,069,209.00)	(835,182.85)	0.00	(234,026.15)

Rock County - Production **Budget to Actual Figures**

Fiscal Year: 2018

As of: 06/28/2018

Budget: RV

Org Key Title
5150000000 ARROWHEAD LIBRARY

Object	Description	Budget	Actual	Encumbrance	Balance
<hr/>					
	Grand Total Revenue	694,079.00	672,879.25	0.00	(21,199.75)
	Grand Total Expense	1,763,288.00	1,508,062.10	0.00	255,225.90
	Grand Totals County Share	(1,069,209.00)	(835,182.85)	0.00	(234,026.15)

2019 ALS ROCK COUNTY FUNDING REQUEST

2018 Municipal		2017		2017 %		Participating Library Payment			% cost of
Libraries	Appropriation	Total Circulation	Township Circulation	Town. use		2019	% of total	Township Circ	
Beloit	\$ 1,780,877.00	330,164	55,945	16.94%		\$ 301,762.65	29.41%	75.75%	\$ 291,413.68
Clinton	\$ 111,408.00	30,445	10,981	36.07%		\$ 40,182.99	3.92%	81.21%	\$ 34,118.39
Edgerton	\$ 284,313.00	100,851	25,288	25.07%		\$ 71,290.39	6.95%	72.28%	\$ 68,629.30
Evansville	\$ 255,598.00	68,297	16,379	23.98%		\$ 61,297.56	5.97%	80.56%	\$ 60,007.38
Janesville	\$ 3,333,015.00	806,995	106,013	13.14%		\$ 437,850.20	42.68%	83.04%	\$ 432,056.38
Milton	\$ 265,068.00	97,255	30,179	31.03%		\$ 82,252.71	8.02%	72.18%	\$ 85,266.41
Orfordville	\$ 86,635.00	24,046	8,696	36.16%		\$ 31,330.70	3.05%	78.65%	\$ 30,446.33
TOTAL	\$ 6,116,914.00	1,458,053	253,481	17%		1,025,967.20		78.70%	
*PLP is Participating Library Payment									
**** 70% rule applies									
Brodhead	\$ 20,095.00	20,843.00	20,586.00	24,106.00	2015	2016	2017	2018	2019
Lakeshores*	\$ 602.00	\$ 1,929.00	\$ 2,439.00	\$ 1,872.00	\$ 2,566.00	\$ 1,970.00	\$ 3,436.00	\$ 4,123.00	\$ 2,816.00
Board per diem									
Whitewater	\$ 23,802.14	\$ 37,454.58	\$ 45,627.48	\$ 26,149.27	\$ 26,010.78	\$ 27,378.69	\$ 15,874.76	\$ 22,045.60	
Jefferson County	\$ 4,013.85	\$ 5,121.12	\$ 4,368.82	\$ 3,483.78	\$ 3,691.94	\$ 4,147.85	\$ 2,339.09	\$ 2,773.56	
Green County	\$ 2,303.00	\$ 1,692.27	\$ 2,211.00	\$ 3,794.00	\$ 4,318.00	\$ 5,575.00	\$ 4,883.00	\$ 3,394.72	
Dane County	\$ 13,381.92	\$ 13,828.42	\$ 12,957.43	\$ 19,093.87	\$ 16,544.00	\$ 16,708.00	\$ 15,333.69	\$ 12,875.41	
TOTAL	\$ 64,197.91	\$ 80,868.39	\$ 88,189.73	\$ 78,498.92	\$ 73,100.72	\$ 76,401.54	\$ 65,770.54	\$ 72,690.63	
Board Per Diem	\$ 1,004,095.00	\$ 956,132.00	\$ 930,935.00	\$ 926,377.00	\$ 920,775.00	\$ 953,539.00	\$ 1,001,938.00	\$ 1,025,967.20	
Total requested	\$ 1,069,792.91	\$ 1,038,500.39	\$ 1,020,624.73	\$ 1,006,375.92	\$ 995,375.72	\$ 1,031,440.54	\$ 1,069,208.54	\$ 1,100,157.83	
*Reimbursement for Walworth County. Intersystem agreement with LLS uses statewide cost of circ in formula.									
		97%	98.28%	99%	99%	104%	104%	107%	
Average of last three year's appropri \$ 723,122.12									

2019 ALS Rock County Funding-70% cost of circ.

	2017		2017		70% of cost of	
	Total Operating Expenditures	Total Circulations	Cost per Circulation	Township Circulation	Cost of Township Circ.	Township circ
*PLP is Participating Library Payment						
***The formula cost of rural service times 70% based on total operating expenditures - federal fund expenditures divided by total circulations						
Beloit	\$ 2,191,712	330,164	\$ 6.64	60,010	\$ 398,361.53	\$ 278,853.07
Clinton	\$ 137,191	30,445	\$ 4.51	10,981	\$ 49,482.49	\$ 34,637.74
Edgerton	\$ 393,359	100,851	\$ 3.90	25,288	\$ 98,633.25	\$ 69,043.28
Evansville	\$ 317,291	68,297	\$ 4.65	16,379	\$ 76,092.79	\$ 53,264.95
Hedberg	\$ 4,013,724	806,995	\$ 4.97	106,013	\$ 527,273.31	\$ 369,091.31
Milton	\$ 367,216	97,255	\$ 3.78	30,179	\$ 113,950.05	\$ 79,765.03
Orfordville	\$ 110,153	24,046	\$ 4.58	8,696	\$ 39,835.75	\$ 27,885.03
Average Cost/Circ			\$ 4.72		\$ 1,303,629.17	\$ 912,540.42
70% formula is only used if it is higher then Rock County formula						

Public Library Service Model W

June 8, 2018

Model Defining and Refining Conference of the PLSR Steering Committee and CRCs

Included in this document:

- **Model W Global Summary and Diagram**
- **Model W Description**
- **Model W Review Summary Document – from the committee of the whole review of Model W conducted on June 8, 2018**
- **Model W Deep Review Summary Document – from the Model W workgroup (drawn randomly from Steering Committee and CRC Committee) on June 8, 2018**

Public Library Service Model W

Global Summary

What	Focuses on improving local library services throughout Wisconsin through update of library system standards of service and accountability structure, adoption of a more equitable library system funding formula while maintaining the current successful regional library system structure.
Where	Statewide
When	The timeline would need to be determined but changes could be implemented in the near future.
Why	There is a high level of satisfaction regarding library system services among the state's public libraries (see page 4 of " <i>A Report on Findings from the Public Library System Redesign Survey</i> " here). This model builds on successes and offers remedies where inequity and dissatisfaction exist.
How	Creation and implementation of revised library system standards followed by changes in the state's library system funding formula will offer all library systems the ability to provide services that better meet the needs of their member libraries.
Structure	The structure currently in place would remain unchanged. The adaptability and flexibility of the current structure offers opportunities for partnerships described in Workgroup Recommendations.
Governance	The current governance structure would remain in place. However, in its role of overseeing library systems' accountability to revised standards of service, DPI would be able to explore additional leadership opportunities.
Funding	The current state aid to library systems formula in WI Stat. 43.24 (1) (a) would be replaced with the equity-based formula outlined in 43.24 (1) (c). This revised formula factors in shared revenue payments instead of local funding which addresses the equity issues that have been identified in the PLSR project.

How Workgroup Recommendations Relate:
--

ILS	Change is not required but is readily possible due to current flexibility and scale of ILS consortia in the state. Statewide discovery layer could be implemented.
ILL	The current library system structure supports the existing interlibrary loan structure.

Delivery	The workgroup model proposed could be implemented with no changes to state library system structure. Greater funding for some library systems could expand opportunities.
Collections	Not impacted, but model allows organic partnerships and responsiveness to changing conditions. Greater funding for some library systems could expand opportunities.
Consulting/CE	A statewide portal for CE and additional consulting could be implemented within the existing library system structure. Greater funding for some library systems could expand opportunities.
Technology Support	No change to library system based infrastructure required but larger infrastructure regions could be built through agreements. Greater funding for some library systems could expand opportunities.
Resource Library	This model wouldn't require change to the state's resource libraries but any changes made to resource libraries could easily be adapted in this model.
Chapter 43	A statutory change would be necessary to revise both the library system standards of service and the library system aid formula. A task force to review library system standards could be convened immediately. Following the work of the committee, a legislative change could be sought for both the standards and the funding formula.

Model W – System based on current model of 16 Systems as illustrated below



Public Library Service Model *W*

Model Title: ***W**isconsin FORWARD – a Flexible, Outcome-based, Responsive Way All Resources are Designed to advance the state’s public libraries*

Summary Description

Maintains current regional library system structure based on county affiliation. Focuses on incremental change in library systems by targeting areas where outcomes can be improved to better serve local library users throughout Wisconsin. Areas targeted for improvement are library system funding formula and library system standards of service.

Current Library System structure is fundamentally sound. The “bottom up” approach gives community libraries a great deal of ownership, keeps citizen boards invested and responsible for oversight, and helps build relationships in a regional area—especially at the county level. The model is cost effective due to economies of scale resulting from sharing costs and resources. Library systems are able to respond to new collaborative opportunities because they are not so large that agility is sacrificed. Incremental change is manageable and risk of failure is minimized.

A task force would be convened to review and revise current library system standards of service using as a springboard the standards recommended in appendices to the 2013 SRLAAW report *Creating More Effective Library Systems*. The new standards would establish an accountability structure that includes measurable uniform feedback from local libraries across the state and would be designed to accomplish improvement at the library system level without damaging services to the member libraries.

Following the work of the task force, legislative change would be sought to incorporate the recommended revised standards as well as to change the state’s library system aid funding formula as outlined below. This revised formula factors in shared revenue payments instead of local funding which addresses the equity issues that are a significant concern and stated goal of the PLSR project.

The current state aid to library systems formula in WI Stat. 43.24 (1) (a) would be replaced with the equity-based formula outlined in 43.24 (1) (c). Rather than wait for the 11.25% funding trigger as specified in the statute, the formula change could be implemented now through a narrow and specific legislative change. An analysis of state aid to library systems allocated for 2019 shows the new funding formula could be adopted at this time without loss of funding to any library system. Library systems in areas where inequity needs to be addressed would see their funding rise, while the funding of other systems would remain stable. For more information see: <https://tinyurl.com/y74dutqm>.

A robust 2019-2021 DPI budget request for increased public library system aid that sustains and builds upon the additional capacity realized in the 2017-2019 biennium would further help alleviate the equity issue.

ADDITIONAL CONSIDERATION: Include an 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. The efficiency of a library system correlates to the number of libraries it serves.

Structure

Local library system board (appointment based on current statute)

Local library system staff (varies by library system funding and priorities)

- System Director

- Consultants

- Technology infrastructure and support

- Support staff such as business managers

Existing statewide services have service advisory groups

Mandatory library system services would be updated through work of a task force

Statewide discovery layer could be implemented

Services offered beyond the revised library system standards are based on regional availability, cooperative partnerships, funding availability, and local priorities

Online portal could be implemented

Greater funding for some library systems could expand opportunities

ILS

Discovery layer could be implemented that supports existing regional networks. Because many of the state's ILS consortia are funded with a large percentage of local dollars, it is important to recognize that it would be difficult for the state to impose a structure for ILS services. ILS consortia that form organically based on geography and relationships are stronger and healthier than ones that are forced. Additionally, because more than 95% of transactions are filled within existing consortia statewide, careful analysis must be made before investing state dollars in improving only 5% of transactions.

ILL

The current library system structure supports ILL. The additional layer of staff for ILL in the workgroup report may be unnecessary given less than 5% of the transactions are interlibrary loan.

Delivery

This model does not require changes to the current delivery system. However, the delivery workgroup recommendations could be implemented within this model.

Collections

The current library system structure supports cooperative collections as evidenced by the WI Public Library Consortium. Additional collections and resources could be added.

Consulting/CE/Professional Development

A statewide portal for CE and additional Consulting could be implemented within the existing library system structure. Collaborations are already in place. Additional collaborations and consulting opportunities could be managed by DPI. The DPI could invest in a portal using WISEdata and WISEdash funds or could ask the library systems to contribute. In fact, the DPI could ask library systems to help fund any innovative project they envision.

Technology Support

This plan, which relies on local funding dollars, could be implemented within the current structure because many of the state libraries already use local funding for technology support. Library Systems could help develop the program and may also be able to help fund the initiative with the new funding structure.

Resource Libraries

This model wouldn't require change to the state's resource libraries but any changes made to resource libraries could easily be adapted in this model.

Chapter 43

A statutory change would be necessary to revise both the library system standards of service and the library system aid formula. A task force to review library system standards could be convened immediately. Following the work of the committee, a legislative change would be sought for both the standards and the funding formula.

Recent legislative successes have been built upon the premise of library systems doing valuable work to the benefit of the public libraries, which interact directly with Wisconsin citizens in all corners of the state. There is no reason to believe this request for legislative change wouldn't be successful especially if there is library community consensus.

This model builds on the positive messages of past legislative success and introduces incremental targeted change to improve outcomes for Wisconsin residents without risk of losing hard-earned legislative support. Additionally, the current model maintains the idea of "local control" within a region. This concept has historic support in the legislature and is far more likely to achieve legislative success than a model that replaces the structural importance of counties in favor of centralized funding and control at a state level.

Key Challenges/Questions with this Model

Determining library systems' desired outcomes and corresponding measurements would be necessary.

Implementation timetable would need to be determined.

Some library systems with a small number of libraries or in areas with more economic stability may not receive additional funding, especially if there is a deduct factor for library system size in the funding formula.

How do we make the process easier for library systems with a small number of member libraries to merge?

Is there a way to incentivize library system collaborations?

It will be important that accountability consequences be designed to accomplish improvement at the library system level without damaging services to the member libraries.

Key Benefits of this Model:

This model continues the regional structure, which is a cost effective way to leverage resources while allowing for the most customer-driven, **and responsive service program**.

This model allows libraries to have a great deal of input into the program of services provided. Service programs are designed based on regional needs.

This model **does not add any additional layers** of bureaucracy.

This model is cost effective because personnel costs are reflective of the unique market conditions for the region.

This model keeps library system staff and board members in place building relationships and investing in the success of their member libraries.

This model is **incremental** which allows for needed analysis on the identified areas of change as recommended in workgroup reports instead of wholesale change that risks failure.

This model keeps library system boards, which continue the important **relationships** at the county level, are invaluable from an advocacy standpoint, and can be partners in **accountability**.

Changing the formula and revising library system standards will require community consensus and corresponding improvements in Chapter 43. However, the formula change is already in the statute and standards revisions developed in 2013 provide a springboard to jumpstart the work of the task force. Under these circumstances, the requested statutory changes to the legislature can be presented as logical next steps for improvement of a structure that has their strong support rather than as a potentially controversial and divisive overhaul.

This model allows library systems to **build on the recognized successes** of the past instead of on the unknown. Additional funding could be used to help the funding formula address known issues.

This model **empowers DPI** to take a more active role in ensuring quality library system services across the state.

This model continues to build strong relationships in each region as well as between regions and within the state. This network is a powerful and positive force for good for the state's libraries.

This model continues to allow and encourage partnerships of library systems when it is mutually beneficial.

This model encourages library system staff synergy and brainstorming that happens when people see each other regularly.

This model continues to enable counties to leave their library system and join another. This choice provides a natural element of accountability in the structure.

This model does not incur the high costs associated with large-scale changes:

- Legal costs
- Unemployment pay
- Contract buyouts
- Hiring and training costs
- Rebranding and reprinting costs
- Lost opportunity costs due to large scale staffing and process change
- Potential cost of losing hard won trust and goodwill adhering to legislative investment in current library system structure

Model W Review Summary Document

Notes taken on June 8, 2018 by DPI liaison to the PLSR Steering Committee and the CRCs John DeBacher during a committee of the whole discussion of the newly proposed Model W. Notes are based upon the flipchart notes recorded by the facilitators Linda and Jeff Russell of Russell Consulting, Inc. and additional comments captured by John DeBacher.

1. What are the Strengths/Upsides of the Model?

- Increased Funding for All
- Current Boundaries don't shift as much
- Dissipates tension will be limited
- Far less disruption to libraries & system staff
- Addresses inequities through standards & accountability (should improve patron experience)
- Utilizes existing statutes (may be easier to get approved)
- Seeks to directly address population density issue (that may be equity)
- Doesn't add additional organizational structural hierarchies
- Evolutionary rather than revolutionary change
- Collaboration-based; encourages partnerships without mandating them
- Allows current partnerships to be nourished
- Integrates low-hanging fruits (with Steve's additions)

Before proceeding to the next question, the Russell's asked: *Are we all in general agreement with these flipchart notes for this question?* There were no dissenters.

2. What are the potential challenges/downsides of this model?

- Loses potential to be transformative
- Success is based on statutory changes coming through (funding formula change)
- Possible to lose efficiency that may have been gained in other ways
- No new efficiencies of scale
- Issues with technology support -- local libraries may need to dip into local funding
- Would require a legislative tweak to achieve funding change
- Doesn't address redundancies of payroll, boards, inefficiencies
- No easier way to redraw boundaries
- Is this all the change after a 3-year process?
- Using the survey of the library systems creates false issue by lack of awareness
- Assumes new capacities from existing structures
- Assumes that if you use more money you do better - not enough for underperforming (assumes additional funding provides innovation)
- The proposal urges changes to statutes to provide more standards

Before proceeding to the next question, the Russell's asked: *Are we all in general agreement with these flipchart notes for this question?* There were no dissenters.

3. What is the unique contribution/approach of this model?

- DPI has greater involvement holding systems accountable
- Since it builds on the existing model, implementation is eased, less blow-back to get process started
- Seems very system-focused - does it have enough "trickle-down" for the library patron? It was noted that this was also integral in Model X.
- Addresses inequity through funding formula rather than through radical structural or service changes
- Builds on the current strengths of the existing structure
- Doesn't reduce the current number of systems It was noted there is an additional consideration to address that. Possible but not mandatory.

Before proceeding to the next question, the Russell's asked: *Are we all in general agreement with these flipchart notes for this question?* There were no dissenters.

4. Which design principles does this model fully satisfy, partially satisfy, and fail to satisfy?

Note: design principles listed in parentheses indicates a lack of consensus among the group as to whether the model fully satisfies, partially satisfies, or fails to satisfy the principle.

Fully Satisfied Principles:

- 9
- (1)
- (2)
- (3)
- 7
- (8)
- 4

Partially Satisfied Principles:

- (1)
- (8)
- (5)
- 10
- (2)
- 3

Fails to Satisfy these Principles:

- 5
- 6
- 2
- 10

Unclear or Not Sure if this/these Principles are Satisfied

Discussion:

- **#2** - appears in all. the model doesn't drive innovation, but doesn't necessarily incentivize. Also #10 isn't wholly met - hard to
- It was suggested that innovation can be better met since it may provide more funding. Allows for systems to determine how they innovate. The multi-year process as codifying the possible improvements, but this is so status quo. Innovation comes from more than with just system aid.
- **#1** "Partial" because there are different camps - in some systems, more change is needed--that steering committee was trusted to create change--this didn't do much (though some might say it does)
- **#3** Innovation is so subjective, some may think current allows for it; others would not
- **#8** If Standards+, then it is partially satisfied. It misses the opportunity to get there. Others may think so.
- **#5** It's unknown whether things would get more or less efficient. It doesn't necessarily state how they would be made, but since that is already happening, so it happens when/whether it happens. It was noted that the low-hanging fruit helps it be partially met. The workgroup reports can be mined for more efficiencies and even transformative changes.
- **#5** how does it fail to satisfy? Doesn't change status quo enough. Though the funding change addresses inequity so it's partially satisfied.

5. Does this model create perceived winners/losers or does everyone win?

Which library stakeholders are likely to be strongly supportive? Why?

- System staff - systems in general
- Resource libraries
- Systems that are currently under-resources (and their stakeholders)
- Certain municipalities, since less funding burden MIGHT be place on them
- LD&L - could be very laser-focused "makable case" legislative change and budget support
- If funding component works and it leads to higher standards, then the patrons win
- It was asked if the funding model could go on any of the models--this would need to be looked at.
- A large number of the public libraries, since there would be less disruption
- Strong potential for counties to support the model (increased funding, less burden on counties, service improvement)

Which are likely to be resistant? Why?

- Maybe in SWLS (some discussion)
- Tracy noted that this process doesn't necessarily HAVE to be transformative. It was suggested that none of the workgroups suggested "blowing up" the current structure
- Maybe very small systems
- Library patrons might be considered losers (if compared to what PLSR might have provided)

- All of us, if funding disappears. It was noted that great relationships have been built that prevents that and that all models risk cataclysm. It was suggested that the model isn't scalable
- DPI: might be more for them to do (that may make them winners, too)
- Standards may provide a negative, if it would require changes that can't be met
- The group wanted more information on Standards – a standards task force would be used to define these.

Before proceeding to the next question, the Russell's asked: *Are we all in general agreement with these flipchart notes for this question?* There were no dissenters.

6. Suggested Changes to Improve the Model

What changes could be made to this model to improve its responsiveness to the design principles, reduce the downsides, and reduce losses for one or more stakeholders?

- Trying to use the administration code for the standards rather than legislation
- Try to make non-compliance have less impact on local libraries: minimize impact of system standards non-compliance on local libraries
- Integrate more consolidated services (Steve's additions may address that)
- Streamline a process for system boundaries to be voluntarily changed
- A mechanism for funding to go to libraries in need - how to benefit the smaller libraries - Have a way to address inequities within a system, as well as statewide
- Incorporate more encouragement to continue changes - don't just make the initial funding changes and then ignore the workgroups
- Address duplications and redundancies
- Look at ways to address the "uniqueness" of Milwaukee County

Before proceeding to the next question, the Russell's asked: *Are we all in general agreement with these flipchart notes for this question?* There were no dissenters.

7. Questions that Need Answers/Information We Need

What are the questions about this model that first need to be answered to enable us to make a decision about whether this model is worth pursuing? What additional information do we need to inform our judgements about this model? What information is most critical for us to know? Where might this information be available?

- What specific legislative and regulatory changes would be required?
- What happens if the increase in funding is not available or is less than what the model proposes?
- Is there a way to test this against the inequities we're aware of already? How much help would this provide?
- How do we institutionalize the implementation of the workgroup reports' potential? How do then not get forgotten?
- What are potential standards and accountability roles?
- How will transition details be addressed?

The Russell's asked if the group had enough information to assess this model and then distributed "ballot" to the group to rate the model on the 10-point effectiveness scale.

Model W Deep Review

Summary Document

Notes taken during the June 8, 2018 small group discussion. The discussion workgroup was comprised of the Steering Committee and CRCs. Half of the members were randomly assigned to work on this model, the other half on the other model under consideration. This workgroup was facilitated by John Thompson. Documentation by DPI staffers Shannon Schultz and Tessa Schmidt.

1. Suggested Changes to Improve the Model

What additional changes should be made to this model to improve its ability to respond to the current/future needs of public libraries?

- Elaborate and be explicit on the standards, need more definition; e.g. for technology, funding, ratios, etc.
 - Measurable
 - Review of current standards
 - What exists in statutes right now
 - Reporting function
 - Services standards
 - Part of standards tied to state aid, part tied to assurance of compliance statements
 - Accountability standards
 - Discussed possibility of tiers, with \$ tied to it, cost per capita mandates, but tiers can also create inequity... **decided to only have a minimum/core standard; focus on what is ESSENTIAL**
- Does the formula do enough to ensure accountability? What do we know about how much money is needed to make a system like SWLS equitable?
- Address the optics, is this transforming enough? The PLSR charge is not to transform services, but to provide more equitable access. Model W does not explicitly say "implement workgroup model X" but would that help the optics
- The other models didn't allow for discussion about funding formula, but would that have changed things?
- Service models speak to centralization, how does this model work with that idea?
- Benefits of changing administrative code versus standards
- Making clearer the differences between admin code, standards, and compliance
- Making standards flexible for changes in libraries in the future
- Operational funding for updating the discovery layer and dashboard/portal
- Systems boundaries should be able to be redefined more easily; system service boundaries should be more flexible, is this essential for Model W? We need a better understanding of this.

2. Which design principles does this model (now modified by your small group) fully satisfy, partially satisfy, and fail to satisfy?

Fully Satisfied Principles:

- 1(7), 2(4), 3, 4, 6, 7, 8, 9, 10

Partially Satisfied Principles:

- 1(1), 2(4), 5(7), 6, 7, 8, 10

Fails to Satisfy these Principles:

- 5(1)

Unclear or Not Sure if this/these Principles are Satisfied:

- 1, 3, 5, 6, 7(2), 10

3. Does this revised model create perceived winners/losers or does everyone win?

Which library stakeholders are likely to be strongly supportive? Why?

- Systems/system staff
- Resource libraries
- Under-resourced systems and stakeholders
- Certain municipalities (possibly reduces funding burden)
- LD&L- focused for legislative change and budget support
- Patrons will win throughout the state
- Many public libraries-no major disruption to system
- Counties likely to support- increased funding and more support, \$ back to local communities
- DPI- Role is enhanced

Which are likely to be resistant? Why?

- Those expecting a lot of change (revolutionaries)[could change as model develops]
- Under-resourced systems and stakeholders- funding increase may not be enough
- Very small systems (cannot clearly define), if there is not financial support to merge or if standards are too expensive
- DPI- more monitoring and evaluation would be required

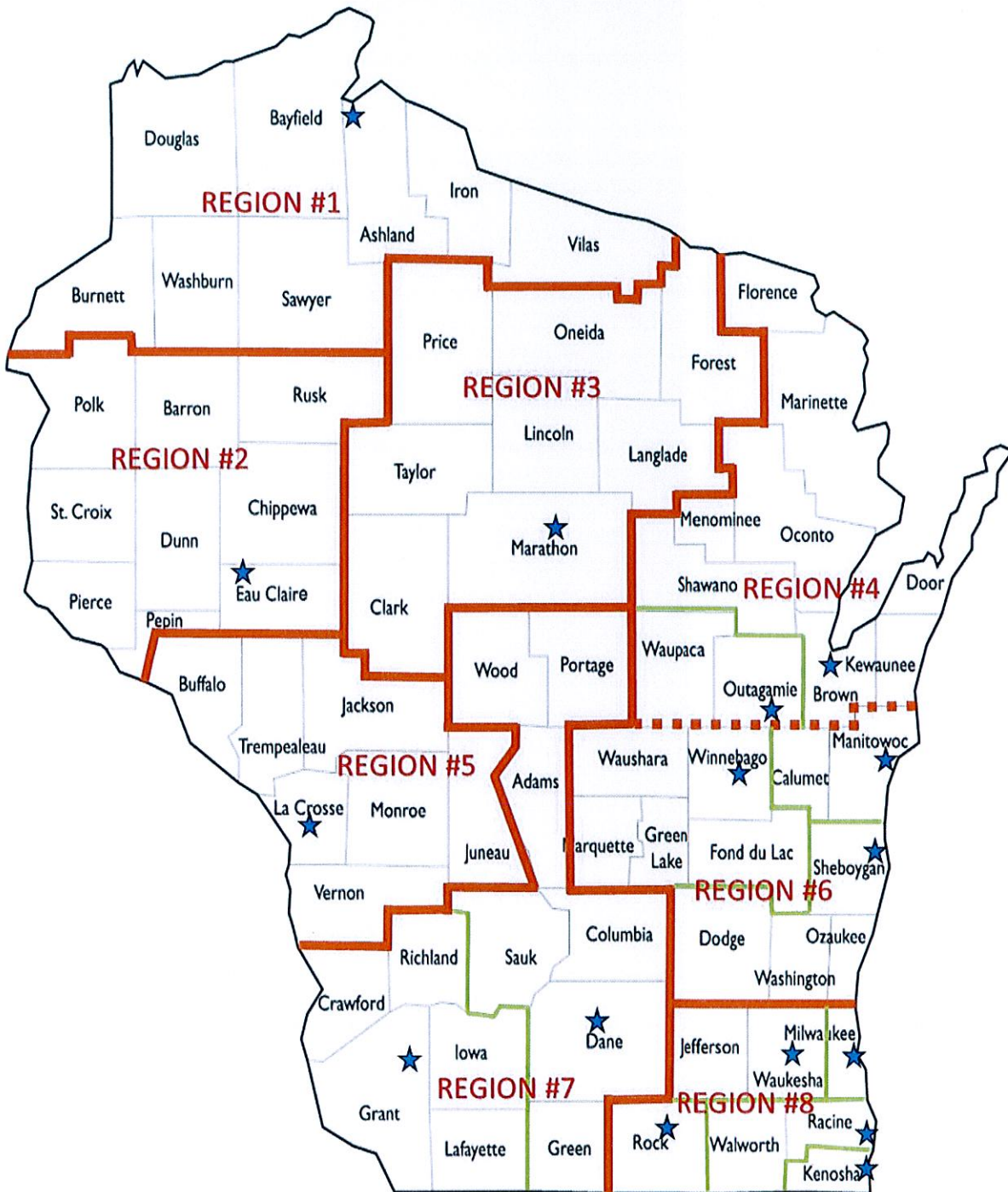
4. Questions that Need Answers/Information We Need

What are the questions about this revised model that still need to be answered to enable us to make an informed decision about whether this model is good at meeting the current/future needs of public libraries? What additional information do we need? Where might this information be available?

- Standards and accountability
- Cost of providing standards, the per capita
- How does MKE's status play into this (applies to all models)

- What happens if increase in funding isn't available or is less than model proposes? -- Models could work without more funding from the funding formula proposed, as work group recommendations could still be implemented
- What specific legislative and regulatory changes would be required? Timing? Likelihood?
- How does equity change if everyone has more funding?
- Is there a way to test this against the current inequities we are aware of?
- What are the potential standards and accountability rules? Other states?
 - Chapter 43 Subcommittee
 - DPI
- How do we institutionalize the implementation of the workgroup potential?
 - Need to flesh out transition strategy
- How nimble is this model if funding source or changes occur (applies to all models)
- Cost for providing standards

Delivery Regions



Public Library Service Model Y

June 8, 2018

Model Defining and Refining Conference of the PLSR Steering Committee and CRCs

Included in this document:

- **Model Y Global Summary and Diagram**
- **Model Y Description**
- **Model Y Notes from Model Y Review Team on May 18, 2018**
- **Model Y Deep Review Summary Document – from the Model Y workgroup (drawn randomly from Steering Committee and CRC Committee) on June 8, 2018**

Public Library Service Model Y

Global Summary

What	Reduces the number of systems to between 6 and 8, based on the delivery regions recommended by the Delivery Work Group.
Where	Changes will take place in all areas of the state, although those with large geographic areas may feel the change less acutely.
When	The timeline would need to be determined.
Why	Increase in scale will create efficiencies.
How	Method would need to be determined
Structure	A statewide management team is responsible for delivering services. Includes statewide portal and discovery layer.
Governance	Provides for a Statewide governing board for all library services, but systems remain with individual governing boards.
Funding	Each of the new systems/regions will see new budgets based on the current formula. The only way the regions will see increased revenue is if the new larger systems include significantly higher levels of population.

How Workgroup Recommendations Relate:

ILS	Statewide discovery layer. No dramatic change needed
ILL	Would align with new system boundaries
Delivery	Boundaries of delivery regions become the system borders. Work group recommendations fully implemented.
Collections	Purchasing pools become larger.
Consulting/CE	Implement online portal
Technology Support	Overlays 3 technology support areas.
Resource Library	
Chapter 43	

Model Y - 6 - 8 Regional Systems

State
(Funding & Appointments)
↓
Statewide Governing Board
↓
State Management Team
(Operations)
↓
Staff
(Execution)

1 ↓ System Board (Governance) ↓ Executive Director (Operations) ↓ Management Team Staff ↓ <i>Mandatory & Discretionary</i> System Services	2 ↓ System Board (Governance) ↓ Executive Director (Operations) ↓ Management Team Staff ↓ <i>Mandatory & Discretionary</i> System Services	3 ↓ System Board (Governance) ↓ Executive Director (Operations) ↓ Management Team Staff ↓ <i>Mandatory & Discretionary</i> System Services	4 ↓ System Board (Governance) ↓ Executive Director (Operations) ↓ Management Team Staff ↓ <i>Mandatory & Discretionary</i> System Services	5 ↓ System Board (Governance) ↓ Executive Director (Operations) ↓ Management Team Staff ↓ <i>Mandatory & Discretionary</i> System Services	6 ↓ System Board (Governance) ↓ Executive Director (Operations) ↓ Management Team Staff ↓ <i>Mandatory & Discretionary</i> System Services	7 ↓ System Board (Governance) ↓ Executive Director (Operations) ↓ Management Team Staff ↓ <i>Mandatory & Discretionary</i> System Services	System Service
Statewide Online State Portal							
Statewide Discovery Layer							
Advisory Committees Local Libraries Local Boards Local Communities	Advisory Committees Local Libraries Local Boards Local Communities	Advisory Committees Local Libraries Local Boards Local Communities	Advisory Committees Local Libraries Local Boards Local Communities	Advisory Committees Local Libraries Local Boards Local Communities	Advisory Committees Local Libraries Local Boards Local Communities	Advisory Committees Local Libraries Local Boards Local Communities	Statewide Service Member Input

Public Library Service Model Y

Model Title: 6-8 Regional Library Systems under a Statewide Services Umbrella

Summary Description

This model aligns with delivery regions which also incorporate one or more shared ILS. A statewide governing board and statewide service management team help provide and monitor service expectations. Creating a statewide service philosophy with a more formalized regional structure.

Structure

Statewide Governance Group

- State Library Board--Representational appointment from each system (member librarian based?)

- State Librarian

- Variations for Statewide Governance Group--Statewide service advisory group(s)

Statewide Service Management Team

- Delivery

- ILS/ILL

- Collections

- Consulting/CE

- Technology

- Variations —Team Leader/Functional Manager versus State Librarian;

- Management team members could be responsible for multiple service areas

Mandatory System Services and Standards to support equity of service (SRLAAW [Creating More Effective Public Library Systems](#) 2013)

Statewide services such as ILL; Technology Infrastructure; Delivery to regional hubs; Electronic Resources (Baseline); Digitization; Discovery Layer; Portal

Regional System Board

- Representation from Region

- Appointment of citizens and library staff

- Geographically diverse

Regional System staff

- Dedicated staff for each service area

- Multiple region staff such as Facilities and Data

Online portal

Statewide discovery layer

ILS

The 8 proposed delivery regions mirror shared ILS regions. Further mergers of ILSs could reduce the number of delivery regions. Existing ILSs could co-exist in larger regions.

ILL

Regional ILL service boundaries can be supported.

State-level ILL Support.

Delivery

The model would mirror the 8 proposed delivery regions.

Collections

Electronic Resources

- Some electronic resources such as Overdrive and BadgerLink are already provided statewide. The statewide approach could establish the baseline of resources along access to additional resources as determined by local needs.

Digitization

- Supports statewide services and regional digitization kits.

Consulting/CE/Professional Development

Consulting staff would be based in system areas.

Add multiple system region consulting staff such as facilities and data.

CE staff could mirror number of regions.

Technology Support

Proposed three technology regions based on the ideal delivery map or similar map.

Delivery regions will support their distribution needs.

Infrastructure (technology regions or Statewide) and regional field offices can be supported by this model.

Resource Libraries

Regional resource libraries to support specialized collections within a region. This is a variation from the workgroup model.

Could add statewide resource library concept in addition to regional resource libraries.

Key Challenges/Questions with this Model

1. Coordination of services.
2. Will silos be reduced?
3. Is it too top-heavy? Balance of administration and service.
4. Incentives to merge systems and ILSs.
5. Balancing of state funding between new system areas.
6. Roles for existing library service agencies/providers.
7. Implementation timeline.
8. Can consultants share responsibilities?
9. How to determine qualifying skills for consultants
10. How can we make it easier for entire systems merge with each other?
11. How to create an easier way for a county to realign with a different system

Model Y Review Summary Document

Notes from the Model Y Review Team on May 18, 2018

Public Library Service Model:

Model Y

1. What are the Strengths/Upsides of the Model?

- There would be more state involvement in the systems. Better access to decision makers, drivers of funding.
 - More direct interaction with state policymakers.
 - Both positive and negative. Legislative day is so important, but that could be everyday.
 - Big proponent of marketing and public relations. Libraries fail now, but this opens a door to improve.
- Efficiencies and access to services. More access.
 - For example if there was one person who was an expert on something everyone would have access to that person. One stop shopping.
 - Key basic services would be delivered with equal service excellence throughout the state with ease of access.
 - Assurance of standards of service across the state? More of an issue of shared expertise.
- Statewide governing board with representatives from each region of the state.
- Greater efficiencies. 8 hubs instead of 16 would allow for efficiencies in delivery, collection, administration.
 - Potential to save money.
- Standards would be established for all libraries. We have the new Wisconsin standards. It is important to say you have equal access to services to meet those standards.
- Scale is the main virtue.
- Helps us move towards equity. Local libraries will receive key services where they might be lacking.
 - Inequity has been identified in rural areas of the state with low system funding, so less services provided by the system. This would ensure the state is delivering a certain set of services that local libraries can rely on and expect.
- Filters down to better services for patrons. Help the library directors do their job better and focus their energies to the patron.

- Least resistance, easiest to implement. It isn't a dramatic shift and is a middle ground.
 - Seems realistic as well as progressive.
 - It's approachable and a place we can get to, but it is a move forward and not sitting in inertia. Transformative.
 - One of the fears raised was that nothing would change based on this process.
 - Even this level of change would take courage to enact.
- The statewide governing board in the structure could be made up of member librarians or system staff and could insure flexibility and responsiveness to local library issues.

2. What are the potential challenges/downsides of this model?

- Funding. How will this work with county and cross-county funding?
 - Statutes say you can still bill counties.
 - There might be adjustments needed.
 - How would county government react to this?
 - Some communities don't want to pay for library services. All taxes are seen as negative, so local libraries don't get an increase in funding. This model doesn't address local funding at all.
- A loss of local, regional autonomy. Northern regions will be spread out even further.
 - Geographically, regions will have to be bigger.
 - Further travel for consultants or CE opportunities.
 - Loss of local relationships.
 - How would you structure the new system? If they are structured as they are now, how can you accommodate services? System governance could be set up differently than they are now.
 - More member libraries to serve in some areas.
 - Providing enough attention to all the libraries in a larger system would be a challenge.
 - Staffing would have to be adjusted to accommodate larger demand.
- How do we handle the people (staff) who are in positions now? Furloughs, transitions, etc.?
 - Location and physical buildings also play into this.
 - Will staff have to move their lives to work in the new system?
- Selection of the regional hubs. Where are they going to be?

- What makes it best for our patrons in the state, we could move there gradually?
 - This will be complex and political.
- Where does the centralization process live?
 - If it lives within the state it will be subject to procurement rules.
 - Centralization under what umbrella.
 - How do we centralize without sacrificing flexibility?
- Funding will be based on population size. Milwaukee will be getting all the money again. How do you sell that idea when you're in LaCrosse or Richmond Center.
 - The current formula is based on population. This won't allow for equity.
 - Current formula conflicts with the goals of the PLSR process.
 - Also isn't dynamic
- Funding of state level service could also be problematic, how is it distributed or funneled?
- Ambiguity in relationship between regional and centralized governance?
 - What authority does the regional governance have? Is it advisory?
 - This model implies that not all services are provided at the state level, but it doesn't define what the breaking point is. Needs to be better defined.
- Would like a current organizational chart for how things are defined now vs. what this model is describing.
- What is the statewide governing board?
 - Representatives from each system, state librarian, representatives from advisory groups.
- None of these models take into account that there are other levels of decision making bodies that aren't considered in this model.
 - For example ILS consortia. They could choose to cooperate.
 - Incorporation of existing policy and funding bodies outside systems are not considered.
- A loss of control and status by individuals.
 - Library system boards, library system directors, resource libraries and librarians.

3. What is the unique contribution/approach of this model?

- It balances things. Allows for statewide overall services that will benefit libraries and patrons but also has regional control but allows for regional voices.
- Compromise

- Least dramatic (and traumatic)
- There are things that would really help library directors that will filter down to patrons.
 - Lots of statewide services and access to expertise.
- Good balance between statewide and local needs.
- Regional people on state board would represent the more local views and have a voice to bring issues up.
- Legal questions could be answered via hotline. Expertise is easily accessible.
- This model is based on delivery workgroup and they have strong data.
 - Also implied by many of the other workgroups.
 - Patrons expect speed and delivery so libraries should too.
- Dramatically reduces the number of systems.
 - This was recommended in almost every workgroup.
- Eliminates duplication of effort and gives everyone great access to expertise.

4. Which design principles does this model fully satisfy, partially satisfy, and fail to satisfy?

Fully Satisfied Principles:

- 10
 - This might just be a start, but because of issues around funding it might be partially satisfied.
- 2
 - It isn't extreme, but it has room for movement
- 5
 - Has potential
- 6
 - Member libraries on a system board that interacts with the state
 - Would be flexible and responsive
 - There are differing views in a region that has to filter up to the state
 - Nothing would prohibit individual libraries from collaborating on a greater scale
 - What happens to WPLC, an alliance of 16 library systems?
 - Are systems as flexible as they are now? Goes back to the question of authority of regional governance. If it stays the same as it is now it would stay the same.
- 8

- Will save local library directors time and money
 - Within the context of system services it does fulfill, otherwise maybe not.
 - What is the local municipal responsibility to fulfil these need?
- 9
 - By design, that's what this model does
 - It all has to start with basic standards and guidelines
- 10
 - The model itself gives some libraries things, but it doesn't take away
 - If we assume that funding is adequate, this fully satisfies this requirement

Partially Satisfied Principles:

- 10
- 3
 - Not fleshed out enough
 - Is some of this already in place?
- 4
 - Same amount as now
 - Representation on representative boards

Fails to Satisfy these Principles:

Unclear or Not Sure if this/these Principles are Satisfied:

- 1
 - Hard to say
- 7
 - The funding level for systems is stuck without statutory changes, if you don't change the formula the money has to come from somewhere

5. Does this model create winners/losers or does everyone win?

- I think everybody wins. As long as we talk about full implementation and not during implementation.
 - Delivery will help everyone
 - Libraries will have better access to expertise and higher level resources
- Will small libraries have as strong of a voice in larger regional service areas? Will they be able to build relationships?

- Sacrificing connections can be seen as a loss. Will IT people be able to know what your library cabling looks like
- Perception that Staffing is increased in workgroup models. There would be more constant visits based on new staff.
- Will highly functioning libraries "not lose" instead of win?
 - Everyone comes up to the level of highly function libraries, but this wouldn't do much for those libraries.
- Will things be taken away from some libraries at the local level because services are provided from a larger region of service? That money won't be able to be funded/spent and could be reduced.
- Nicolet has one tech guy for 42 libraries. This is an equity issue.
- Equity issues are the result of a choice made at some point. Are we looking for state funding to replace local funding.
- Consensus: The intent is there to start moving towards having more winners.

Which library stakeholders are likely to be strongly supportive? Why?

- Rural
- Library directors
- Library patrons
-

Which are likely to be resistant? Why?

- Resource libraries
 - Maybe not
- System
- Well funded systems
- Well functioning systems

6. Suggested Changes to Improve the Model

What changes could be made to this model to improve its responsiveness to the design principles, reduce the downsides, and reduce losses for one or more stakeholders?

- Include some sort of transition. Maybe we start with 16 hubs that moves to 8 systems.
- Provide guidance and help for libraries to meet standards through consulting. Define those standards first
 - New system or regional level service?
- Doesn't explicitly state what regional services are, but does define state. That would be helpful.
 - There should be flexibility, but minimum standards are necessary
 - Also standards for those services
 - What will systems even be doing?
 - Systems take responsibility for E-rate application?

- Better explanation of filling out the annual report.
- New director bootcamp?
- Support for budget planning, grant applications?
- These types of activities build a trusting relationship between the system and libraries.
- Examine the population models for regions, the way the funding is distributed now.
 - The delivery map might create winners and losers
 - Not focused on highways
- Define incentives, what could encourage people to start doing this on their own
 - Should there also be penalties for non-compliance?
 - 1% increase in state aid?
 - 5 day a week delivery as an example, it's baked into the workgroup reports
- Define layers of government more clearly
- Customer service representative model. We should expect the service model provider to provide that level of service to keep your business. Account representatives. Even if that person changes, the support should be continue to be delivered at a high standard.
 - Each library should be treated differently and each service provider can't build relationships the same way. One size doesn't fit all.

7. Questions that Need Answers/Information We Need

What are the questions about this model that first need to be answered to enable us to make a decision about whether this model is worth pursuing? In other words, what additional information do we need to inform our judgements about this model? What information is most critical for us to know? Where might this information be available?

- Talk through how things get down to the level of helping patrons. What is the value case to the local library?
- More definition in the statewide governance section. For example: Who appoints the governing board?
- How should a library be representative at a board level when there are disagreements among the libraries they are charged with recommending?
- How do regional concerns get represented adequately at the state level?
- Cost analysis. Price it out a little more.
- Convert percentages to dollar amounts. In the funding report.
- Dig into the funding report a little more.
- Can we assume that this will be fully funded?
 - Is there new money?
- Transition plan? Should be clearer.

On a scale of 1 – 5 how do you feel about the model?

- 4
- 4 – if fully funded

- 4-5
- 3-4
- 5

Feedback from large group discussion:

- "I love it."
- What are the benefits to local libraries?
 - It consolidates expertise and allows local library directors more access to that expertise without requiring them to jump through hoops.
 - Takes state provided core services off of the system's plate. The system would have more opportunity to interact with member libraries and provide the services they need.
- Would delivery be provided at a statewide level?
 - Yes
- ILS is not discussed in the Workgroup report, did you talk about it.
 - It also wasn't addressed in this discussion.
 - Not talking about a statewide ILS
- The model reduces the number of system and aligns to delivery
 - Didn't talk about a specific map, but used the delivery map as a point of reference during the discussion
- Talked about accountability to members, did you talk about accountability from above? What type of oversight would the statewide board provide?
 - Added that to the tweaks that system service standards needed to be defined.

Model Y Deep Review Summary Document

Notes taken during the June 8, 2018 small group discussion. The discussion workgroup was comprised of Steering Committee members and CRCs. Half of the members were randomly assigned to work on this model, the other half on the other model under consideration. This workgroup was facilitated by Steven Ohs. Documentation by DPI staffers Gail Murray (document capture) and Benjamin Miller (flipchart recorder).

1. Suggested Changes to Improve the Model

What additional changes should be made to this model to improve its ability to respond to the current/future needs of public libraries?

- Y should be more fleshed out in the manner that W was so that we're comparing apples to apples
- Since large group likes both Y and W, can we meet in the middle? Maybe a transition plan showing how 16 systems would eventually end up with fewer. Lacking a transition plan or maybe this should be pared down to be closer to W. Group expresses agreement that all models need transition plans
- More than just a transition plan is needed – what will happen to staff, buildings, vans, etc. etc.
- If we are basing this off of delivery, is it freeway compatibility? County lines? Need more detail in order to have a reasonable conversation by the end of July. "Boundary principal."
- If this is the alternative to the thing we know (W), when it's nebulous it remains scary. It's an unknown.
- Funding is still the biggest unknown. It's hard to compare with W because theirs is based off of modification of funding formula. Y needs a funding model/element and how Chapter 43 affects that.
- Hopes that we can find the good in both W and Y.
- Systems could be "experts" in one area – one does all consulting, another does marketing, etc. This is a good compromise if we are scared to take these services from systems and put them at a higher level.
 - Or, we could create a system where these kinds of things could just emerge naturally due to conditions/incentives/etc.
- What is the legislative/regulatory strategy for both Y and W?
- What are technology standards at library level?
- Praise for Y model for being able to provide better system services, e.g. building assistance
- What's the new definition for resource libraries in Y? There's no standard of services provided by them
- W addresses equity via statute – interested in adding that to Y as well (Equity equalizer in financing model)
- How much power does the state have over systems in Y?
- Thoughts on structure?

- Main difference is governing board – seems key to this model, to make a statewide view of system services happen. Not necessarily the enforcer though – that would still be DPI.
- Otherwise, not a lot different
- How will systems relate to one another? Boundary issues – town vs village, system agreement conflicts, etc. How can we move away from that?
 - Depends on how systems are drawn but this could solve some of these issues. Fewer systems would result in fewer points for conflict, but it will be a big adjustment and conflicts will still exist.
- Can systems still freely associate to create bodies like WPLC to get around state procurement issues? In this model, seems like yes they can.
- A compromise between two models isn't far away, just need ways to fund state overlays
 - This model has discovery defined and more about what Steve laid out in his model, which is missing in W
 - Incentives for system consolidation/create a simplified process
- Logistically, does it make sense for systems to be grouped around delivery hubs? Geospatial logistics
 - Consultants don't necessarily need to sit in the same space as delivery, etc.
- Don't like how this cuts out some systems – 8 isn't the magic number, it could be 12 or 14. Hard to put weight fully behind Y because it seems likely a hybrid will develop.
- Some libraries currently feel really far from system hubs. This could exacerbate that, but others think it doesn't have to be that way, system staff can travel, etc.
 - More work needs to be done on outreach to smaller libraries, geospatial logistics again, etc. What's the proper service level? A library gets visited once a month?
- Both models lack focus on marketing/PR/publicizing libraries
- Collaborating on services with bigger regions frees up systems to be more flexible in the services they provide

Do we have consensus?

- Many are more things that need to be fleshed out vs. overt changes. All are in agreement on all items identified as Suggested Changes (captured on flipchart pages)

Item added after-the-fact, after completing #2 below

- Legal implications, resources available for accomplishing a transition – is this all part of a transition plan?
 - Legal, administrative, buildings to sell, organizational culture – consensus that this doesn't need to be decided at this level, it's complicated, and it will be part of the transition plan once we get to that point.

2. Which design principles does this model (now modified by your small group) fully satisfy, partially satisfy, and fail to satisfy?

Fully Satisfied Principles:

- 2
- 3
- 4
- 5 – Collapsing systems, there had better be efficiencies
- 6
- 7
- 8
- 9
- 10

(7,8,9,10 depend on the addition of an equity equalizer)

Partially Satisfied Principles:

- 1
- 3 – Expanding committees to be less local seems like it could cause loss of transparency

Fails to Satisfy these Principles:

- None

Unclear or Not Sure if this/these Principles are Satisfied:

- 1 – Transitioning, geospatial logistics make this unclear
- 6 – No guarantee that a larger geographic area of service would encourage libraries to innovate – context is subjective
- ~~7 – Same reasoning as 6. Larger areas of service change relationship with small/rural libraries, so it's unclear how this will change trust, support to try new things, etc. On the flip side, if there is a lot more money you would theoretically be able to provide better services. With an equity equalizer, 7 moves up to fully.~~

3. Does this revised model create perceived winners/losers or does everyone win?

Which library stakeholders are likely to be strongly supportive? Why?

- Large library systems – they would have to change the least
- Library directors and patrons. Directors would have better access to resources for their patrons
- Could go both ways. "Being small and insular is our brand."

- Stakeholders could appreciate the "lean"-ness of this model – legislators, funding authorities, etc. would appreciate the proactive measures taken
 - This assumes systems/libraries aren't asking locally for more money, which you probably are in order to kick off some changes to save money down the road
- Improved service philosophy – change needs to happen to provide better services
- Under-resourced systems, libraries, and counties.

Which are likely to be resistant? Why?

- Anyone who doesn't like change could resist; those most impacted by the transition
- Folks who feel the brunt of redistribution of funds or diminished services
 - Large, well-funded systems who have to take on smaller libraries with less funding
- Smaller systems asked to merge with larger – disparate power relationships – "you're joining us"
 - Example of systems cooperating and when writing memos, have to alternate which name appears first
- Anyone afraid for their job (system staff) – high risk, potentially low reward at system level but not at library level
- Small libraries – local control
 - Also big winners – depends on perception and where you live, could go either way

4. Questions that Need Answers/Information We Need

What are the questions about this revised model that still need to be answered to enable us to make an informed decision about whether this model is good at meeting the current/future needs of public libraries? What additional information do we need? Where might this information be available?

- Risk/Reward dynamics for stakeholder groups (somewhat covered in 3 but less adversarial)
- Local control considerations
- Cost analysis/funding
- (lots of what could go here is already covered in 1)
- Deemed most important by the group:
 - **Legislative strategy**
 - **Transition Plan**
 - **Pros & Cons for local libraries**

CHARTER

ARROWHEAD LIBRARY SYSTEM

2019

Objectives and Standards

The key objective of the Arrowhead Library System (ALS) is to facilitate equitable access to information and improve library operations to provide cost-effective and responsive services for all users. It will be accomplished by satisfying the following commitments:

- A. Public Service Commitment - To provide open access to information and library service to all Rock County residents as effectively and cost efficiently as possible.
- B. Intergovernmental Commitment - To work with local, county, state and federal agencies to coordinate and provide library services in ALS in compliance with state mandates.
- C. Management Commitment - To be accountable to the Arrowhead Library System Board, County Board, and the Division for Libraries and Technology (DLT) for managing the programs of the ALS in an effective, efficient and professional manner. To be responsible for performing functions required of the ALS under Wisconsin Statutes.

Service Statements and Tasks

- A. Provide open access to quality library service to the 35,000 county residents of Rock County who do not maintain their own library.
 - 1. Equitably reimburse the public libraries in Beloit, Clinton, Edgerton, Evansville, Janesville, Milton and Orfordville for providing library service to residents outside these municipalities. 43.12
 - 2. Maintain and monitor reimbursement program to the public libraries in adjacent counties for serving Rock County residents. 43.12

- B. Provide Rock County residents with access to materials in school, academic and special library collections in Rock County, and to libraries in the rest of the State.
1. Maintain area-wide interlibrary loan program and participation in statewide interlibrary loan network. 43.24(2)(d)
 2. Promote and monitor the Infopass Program.
 3. Provide Rock County residents walk-in access to public libraries throughout the state by means of agreements with 14 other Wisconsin library systems. 43.24(2)g
 4. Provide a shared Rock County Catalog – SHARE for the 7 member libraries
 5. Integrate SHARE into the WISCAT Z-Catalog to insure the accuracy of Rock County's WISCAT records.
 6. Continue multitype library system services through a "fee for service" program for non-public libraries in the system area. 43.24(2)(L)
 7. Provide delivery service five days a week to all Arrowhead Library System public libraries. 43.24(2)(fm)
 8. Participate in the State-wide Delivery Network.
 9. Maintain contract with Hedberg Public Library, Janesville to provide back-up reference services to member libraries. 43.24(2)(b)
- C. Expand and coordinate the cost effective use of computer and communication technologies by ALS and system libraries.
1. Assist ALS libraries in the use of technology to provide better and more efficient library services.
 2. Assist area librarians in becoming knowledgeable about and taking advantage of, developing technologies to provide improved reference and resource sharing in Rock County.
 3. Provide shared access to fee-based reference products via the Internet.
 4. Provide ALS libraries access to and assist them in the use of the Internet for information and communication.
 5. Assist residents of Rock County in effective use and evaluation of electronic resources.
- D. Enhance and improve the knowledge and skills of library directors, staff and trustees. 43.24(2)(e)
1. Support the continuing education needs of library staff. 43.24(2)(e)
 2. Select books and journals for the professional collection in coordination with area libraries in order to minimize duplication.
 3. Consult with libraries on problems and areas of concern on a regular basis and by special request. 43.24(2)(h)

- E. Together with area libraries and other service institutions, provide inclusive services to library users. Inclusive services reflect equity and accessibility for all members of the community. 43.24(2)(k)
1. Provide deposit collections of books and other library materials in Rock County's nursing homes, health care and correctional institutions.
 2. Continue to encourage and assist libraries in providing materials and services to combat illiteracy and unemployment, and to respond to the special needs of the elderly and visually and hearing impaired persons.
 3. Work with member libraries to implement provisions of the Americans with Disabilities Act.
- F. Increase awareness about library services by Rock County residents.
1. Distribute public service announcements to radio and television stations in the area.
 2. Send out regular news releases to area newspapers.
 3. Produce flyers, brochures, bookmarks and other materials.
 4. Work with libraries in developing and implementing their own public information programs.
 5. Coordinate countywide library special events and observances.
 6. Provide a newsletter, the Monthly Memo, to all member libraries.
- G. Provide special programs and services for children and adults, which supplement individual library programs and services.
1. Coordinate special activities during the Summer Reading Program.
 2. Coordinate activities, which foster reading readiness for preschoolers.

Rock County

FORM A - Personnel Detail Sheet

2019 Budget 0%

Department:

Prepared by:

Division:

Approved by:

[illegible]

Rock County

FORM A - Personnel Detail Sheet

2019 Budget 2%

Department:

Prepared by:

Division:

Approved by:

[illegible]

Prepared by: _____

Approved by: _____

[illegible]

2019 INTERSYSTEM AGREEMENT
between
Arrowhead Library System
and
Lakeshores Library System

Whereas, it is to the advantage of the people of the Arrowhead Library System and the Lakeshores Library System that library materials be accessible to them; and

Whereas, library systems have been developed to promote access to materials available in organized collections in locally supported public libraries;

Therefore, the parties to this agreement, in order to fulfill their obligations and purposes in accordance with Sec. 43.17(6) and Sec. 43.24 of the Wisconsin Statutes,

Hereby, do agree on behalf of the people in their areas and the public libraries that constitute their systems to allow any person holding a valid borrower's card from any library belonging to either system to have access to all of the libraries belonging to either system. This arrangement, generally referred to as reciprocal borrowing, will be subject to the following conditions:

1. Patrons who borrow materials under this agreement are required to:
 - a) conform to the rules and regulations of the library from which they borrow;
 - b) present a valid borrower's card issued by their local library or by their library system as evidence of their eligibility for this service;
 - c) pay promptly all delinquency charges which may accrue against them.
2. The systems agree to assist each other, if necessary and upon request, in recovering materials.
3. Participating libraries may limit reciprocal borrowing to specific classes of materials at their discretion, but are encouraged to provide unlimited access to materials that are available locally.
4. The systems agree to replace materials which are borrowed by their participating member libraries and are lost or destroyed as a result of intersystem borrowing in accordance with this agreement. They further agree that reasonable efforts will be made to reclaim such material or its value from the patron or library responsible for such loss or destruction.
5. Materials may be returned to any member library of either system; it will be the system's responsibility to return the materials to the originating library.
6. Should the circulation of materials from any member library to residents of the other system exceed five hundred (500), the member library may request remuneration according to Wisconsin Statutes 43.17(11), and may refuse to honor valid borrowers' cards if the request is denied by the other system.
7. Beginning in 2009, reimbursement to libraries for use of those libraries by residents of counties residing in areas not served by a public library will be increased or decreased by 5 percentage points per year until the 70% reimbursement level is met. The library systems involved will extend their financial services to disburse funds as provided for with local formulas.

This agreement shall become effective January 1, 2019, and remain in force until the end of the calendar year. This agreement shall be subject to such modification as may be mutually agreeable. Should either party wish to terminate this agreement, notice must be received by August 1.

- MEMORANDUM OF AGREEMENT -

**Arrowhead/Lakeshores Library System
2019 Intersystem Agreement**

70% state average unit cost - previous year	\$	4.65
times Walworth Co. circulation to ALS residents without libraries		865
	\$	4,022
70%	\$	2,816

ALS formula payment to LLS for Walworth County Libraries **\$ 2,816**

70% state average unit cost - previous year	\$	4.65
times ALS circulation to Walworth Co. residents without libraries		7,470
	\$	34,736
70%	\$	24,315

LLS formula payment to ALS for Walworth County Libraries **\$ 24,315**

*Arrowhead Library System agrees to pay Lakeshores Library System in two equal payments on or before April 30 and September 30: **\$2,816.***

*Lakeshores Library System agrees to pay Arrowhead Library System in two equal payments on or before April 30 and September 30: **\$24,315.***

Arrowhead Library System Board

Lakeshores Library System Board

Board President *Date*

Board President *Date*

System Administrator *Date*

System Administrator *Date*

Friday, August 17

Crafting Your Library's Story with Data



Jody Hoelsy
Data Services Consultant,
South Central Library
System

Libraries collect and generate a lot of data. How do we use that data along with data from other sources like the U.S. Census to tell our library's stories? In this webinar, you'll learn to craft questions that can be supported by data to support library services or initiatives, identify and access relevant datasets, and recognize available visualization tools. The heart of the presentation will focus on stories and how you can combine questions with visual data to craft your library's story.

Jody brands herself as an "Information Engineer," joining her 10 years of experience in the library profession with over 10 years of experience as a mechanical engineer. In her current position she designs and develops data resources to support libraries. Prior to joining SCLS, Jody's library career included working as an academic librarian for the UW-Madison College of Engineering and as a teacher-librarian for the New Glarus School District.

Register Online:

www.wisitrusteetraining.com

You must register for each session individually. Sessions will begin at 12 p.m., are 60 minutes, and will be recorded.

Questions?

Contact Jean Anderson
South Central Library System
608-246-5613
jean@scls.info



Wisconsin Trustee Training Week was coordinated by the South Central Library System, and is supported by the following public library systems:

Arrowhead
Bridges
Indianhead
Kenosha County
Lakeshores
Manitowoc-Calumet
Milwaukee County
Monarch
Nicolet
Northern Waters
Outagamie Waupaca
Southwest
Winding Rivers
Winnefox
Wisconsin Valley

Support is also provided by the Division for Libraries and Technology and the Institute of Museum and Library Services (IMLS).

Other Trustee Resources

- Trustee Essentials: A Handbook for Wisconsin Public Library Trustees
<https://dpi.wi.gov/pld/boards-directors/trustee-essentials-handbook>
- United for Libraries, a Division of the American Library Association
<http://www.wla.org/united/>
- Wisconsin Library Trustees & Friends, a Division of the Wisconsin Library Association
<http://wla.wisconsinlibraries.org/wlhf>
- Trustee Training Week Webinar Archive
<http://www.wisitrusteetraining.com/archive>



August 13-17, 2018
12-1 p.m.

www.wisitrusteetraining.com

Monday, August 13

Orientation for New Library Board Trustees



Krista Ross
*Executive Director
SELCO, Rochester, MN*

Becoming a new trustee can be an intimidating experience. There's that huge DPI Trustee Manual, there are all those acronyms to learn and the decisions you have to make can affect people in your area for years. Krista will simplify the process of orientating new trustees. A few basic principles to know and understand will enable new trustees to hit the ground running, be effective early, and set the tone for continuous learning of all the information they need to know to represent their library or system in an efficient manner.

Krista is the Executive Director of the Southeastern Libraries Cooperating (SELCO). SELCO is an 11-county regional system serving public, academic, school, and special libraries. She has more than 24 years of experience in various areas of the library world, including positions as library clerk, reference librarian and library director. Prior to joining the staff at SELCO, she served eleven years as system director in the Southwest Wisconsin Library System, providing services to 28 member public libraries in a large geographic area with diverse needs.

Tuesday, August 14

Effective Boards Have Effective Meetings!



Christine Hage
*Director, Rochester Hills
Public Library &
Division Counselor, United
for Libraries*

Meetings may sound boring to some but in fact, they are the best place to discuss your library's policies, how busy the library is, and how well the library is meeting its goals. Surprisingly, many boards do not function well. There may be a bully on board, someone might dominate the conversations, or there might just be plain personality clashes. This program will show you how to resolve any issues you may have and how to prevent them from happening in the first place.

Christine has been a full-time public librarian for 45 years and has been responsible for five major library construction projects. Recognized as Michigan's Librarian of the Year in 1997 she has published and presented widely on various public library subjects both nationally and internationally.

Within ALA Christine is a past president of the Public Library Association and a past president of United for Libraries. She also served as an ALA Councilor for 12+ years, and Chair of the Office of Information Technology's America's Libraries for the 21st Century Committee.

Wednesday, August 15

From Advocate to Activist



Patrick "PC" Sweeney
*Political Director for Every-
Library & Lecturer for San
Jose State University iSchool*

In this session, we will challenge the traditional model of advocacy for libraries and instead look at how we create activists for libraries to build the public support we need to survive.

We'll look at how our current advocacy model is failing libraries and causing massive funding and closures and we'll explore many of the strategies and tactics used by some of the best community organizers, political action committees, and politicians to build real actionable support from networks of change through community organizing and political action. We will emphasize the resources and skills that librarians and library staff need to develop if they want to have the political and community support that they need in order to increase support and funding.

Patrick is co-author of *Winning Elections and Influencing Politicians for Library Funding*. He is the former Administrative Librarian of the Sunnyvale (CA) Public Library and Executive Director of EveryLibrary California, a statewide initiative to support library propositions, and a lecturer at the San Jose State University iSchool.

Thursday, August 16

Wisconsin Public Library Standards, 6th Edition for Trustees



Shannon Schultz
*Public Library Administra-
tion Consultant,
Wisconsin Department of
Public Instruction*

After an exhaustive two-year process, the DPI's Public Library Development Team has released the 6th edition of the WI Public Library Standards. Utilizing a work group of more than 30 library directors, trustees, and system staff from all regions of the state, the team has radically changed the layout and structure of the Standards, including a new approach to the quantitative values. This session will explore and explain the challenges, including those pertaining specifically to public library trustees.

Shannon brings over 15 years' experience to the library profession. Her library experience ranges from offering reference and instruction in academic science libraries to consulting and planning in public libraries. A self-proclaimed renaissance woman, Shannon's work history includes such diverse jobs as clinical microbiologist, clinical laboratory manager, interior designer, and mixologist.