Arrowhead Library System
Librarians' Meeting
Wednesday, July 20, 2022
Milton Public Library
430 E High St. Milton
9:30 a.m.

This meeting is being held at the <u>Milton Public Library</u>, 430 E High St., Milton.

1. Call to order 9:30a.m. – Chair – Megan Kloeckner

2. Secretary – Tovah Anderson

3. Approval of the June 2022 Minutes

4. Unfinished Business
    a. SHARE/Technology Update
        1. Statistics
        2. Items for SHARE agenda
    b. Hoopla
    c. WPLC/Overdrive
    d. Gale Courses /Lynda.com/Transparent Languages
    e. Budget 2022/2023
    f. Merger Exploration Update
    g. Covid-19 Updates
    h. Youth Services update- Jeni Schomber
    i. Inclusive Services Update – Rene Bue
    j. Public Library System Redesign Project
    k. ALS Board Report – Sarah Strunz

5. New Business
    a. Joint Merger Exploration Committee Recommendation Report and ALS System Board vote
    b. Rock County Heart Health Kits
    c. 2023 Rock County Funding
    d. Trustee Training Week August 22-26

6. ALS Activities

7. Activities in Member Libraries

8. Adjourn
 Dates to Remember:
ALS Board Meeting – August 10 – 6:00 pm @ MPL

There may be a quorum of the Joint Merger Exploration Committee present, but no business will be conducted on behalf of the Committee.

Arrowhead Library System
Librarians' Meeting
Wednesday, June 15, 2022 at 9:30 a.m.
Edgerton Public Library, 101 Albion Street, Edgerton

This meeting is being held at the Edgerton Public Library, 101 Albion St, Edgerton.

Attendees: Steve Platteter, Sarah Strunz, Kirsten Almo, Ashlee Kunkel, Tovah Anderson, Charles Teval, Michael DeVries, Steve Ohs, Jeni Schomber, René Bue

1) Call to order 9:35 a.m. – Chair – Kirsten Almo

2) Secretary – Tovah Anderson

3) Approval of the May 2022 Minutes
   Motion: Charles Teval; Second: Ashlee Kunkel; Motion Passed

4) Unfinished Business
   a) SHARE
      i) Technology Update: All of group purchased equipment has been received, anticipating scheduling installs in July – if needed sooner submit a help desk ticket. Symphony 4.0 update is completed, working through an issue with a prompt when the RFID security speed doesn't match the speed of checkout. Planning a mid-July server migration, expect slow down during July 12 & 13. Submitted SHARE Anywhere app to app stores. ALS received first of the two state Teach Bills.
      ii) Items for SHARE agenda: None at this time
   b) Hoopla – *Statistics in packet. Slightly up from April.* Start thinking about how much to set aside for the Hoopla budget next year. If system merger happens, the amount the new system supplies will be TBD
   c) WPLC/Overdrive – *Statistics in packet. Slightly up from April.* Discussion going on between the relationship between WPLC and WiLS and the 501(c)3 status of WiL
   d) Gale Courses/Lynda.com/Transparent Languages– *Statistics in the packet*
   e) Budget 2022: County is starting budget process. Possibility of merger leaves ALS in limbo of whether to submitted a budget. Rock county reimbursement numbers are in.
   f) Merger Exploration Update: Voting meeting of exploration committee is June 27th. Last meeting was a draft staff chart, and a draft of the issue papers document including risks of not merging. If committee recommends to pursue the merge, the committee facilitators will create a slide deck to present to county boards and that can be used to update library boards. Committee votes on recommendation. Library boards vote. Present to the 3 counties, at another meeting each county board votes. If any entity votes no, the merger is dead.
   g) COVID-19 Update: Rock County is in high hospitalization rate. Discussion about future meeting format (virtual, hybrid, or in-person). Discussed if any libraries are planning to change mask policies or programming formats due to High level. Doesn't sound like any

libraries are planning any changes, other than posting updated CDC recommendations. July meeting is planned for in-person at Milton – will confirm a week before the agenda goes out.

    h)   Youth Services Update – Jeni Schomber – Youth serviced group not getting together in July. 1000 Books cannot currently be updated online by patrons – only on forthcoming app and paper logs. Discussed whether this option is needed

    i)   Inclusive Services Update – Rene Bue: WLA Inclusive Services SIG meeting is next month. If you have new board members or just want to redo the Inclusive Services training, contact René

    j)   Public Library System Redesign Project – *Nothing new to report.*

    k)   ALS Board Report – Sarah Strunz – *Unable to attend the board meeting.*

5) New Business

    a)   Creativebug Cancellation – SHARE voted to no longer offer Creativebug. LLS reviewed contract and SHARE budget. Currently, we are in a three-year contract. We cancel after any year with 60-days' notice, so we are locked in to the pre-paid year 2022-2023. Creativebug will notified of our desire to cancel for 2023-24

    b)   ALS Board: Have seen additional turnover on the ALS board. New list passed out, version in packet is outdated.

6) ALS Activities

    a)   SHARE Anywhere App Toolkit will be released when app is launched.

    b)   Gearing up for Senior Fair at new location in Janesville.

    c)   Finishing up M&PR check-ins now that SLP materials are done

7) Activities at member libraries

MILTON PUBLIC LIBRARY: Stairwell mural finished; offering passes to the Milton House Museum; In SLP; Eagle Scout is working on tiered-garden by parking lot. Gazebo and metal archway ordered for Story Gardens

HEDBERG PUBLIC LIBRARY: New librarian beginning in mid-July. Is anyone using the "groups" option in workflows for families (statutorily confidentiality issue at ages 16-18) – ALS directors say no; LLS believes it's used but not extensively. Some overnight parkers have been using HPL's city-designated overnight parking lot for months on end – spoke with city about the challenge. Local Author Fest will feature 25 authors and 3 programs–storytime, panel writing outside the box, WI Poet Laureate will offer Keynote. SLP numbers last week were higher opening week than all summer last year. Bookmobile is going really well, and have been adding more local events intentionally connecting with folks not coming in to the library. Most events are planned for indoors, some are planned for outdoors. In-person QuestCon coming back to the library

BELOIT PUBLIC LIBRARY: SLP kicked off last Friday, registered 200 people – No kids performers this year. Indoor Wednesday at the library with food trucks and music. Not impressed with the number of applications fill the head of programming position. Still trying to fill a LS1 position. Beloit city manager is leaving to take a new position in Kansas. DPW

department head is leaving. Trying to get into the library of things, trying to figure out where to store it. Still working on the children's museum in library.

EDGERTON PUBLIC LIBRARY:: Mask-less in-person programming. SLP numbers are on par with the good participation from last year—had about 200 at kickoff – still doing pool party at end of the summer. Board committed to funding half of the upstairs meeting/study rooms project, will bring it to city council. Using Kanopy (HPL, EPL, MPL, & BPL), EPL 20 circs last month. Board opening for school position is still open. Kirsten will retire November 11, 2022.

ORFORDVILLE PUBLIC LIBRARY: Not present.

EAGER FREE PUBLIC LIBRARY: Not present.

8) Adjourned at 11:18 am
   Motion: Charles Teval; Second: Ashlee Kunkel; Motion Approved

Dates to Remember:
ALS Board Meeting – July 13th – 6:00 pm @ MPL

There may be a quorum of the Joint Merger Exploration Committee present, but no business will be conducted on behalf of the Committee.

Circ by station library and owning library

Month					June						
Station Library	BELOIT	B_CURB	CLINTON	EDGERTON	EVANSVILLE	J_BKM	J_NS	JANESVILLE	MILTON	ORFORDVILL	Total
BELOIT	12,219	92	144	357	234		43	1,104	377	95	14,665
BURLINGTON	35	4	17	39	16		7	106	39	11	274
CL-S	51	11	12	27	15		3	126	30	16	291
CL-TL	12	4	3	26	9		1	88	21	5	169
CLINTON	124	19	1,063	76	70	1	15	334	64	58	1,824
DARIEN	16	4	8	23	13		1	39	17	5	126
DELAVAN	62	7	14	33	27		7	185	78	13	426
EAST_TROY	18		4	7	15			47	15	6	112
EDGERTON	101	15	27	5,490	76		8	437	138	31	6,323
ELKHORN	52	9	21	36	36		5	214	68	18	459
EVANSVILLE	118	24	45	138	3,203		7	389	113	50	4,087
FONTANA	15	3	4	19	14		2	71	20	7	155
GENOA_CITY	46	5	16	32	11		2	89	20	12	233
JANESV_BKM						1,503		23			1,526
JANESV_NS	23	10	10	17	8		540	237	17	11	873
JANESVILLE	601	77	137	444	344	232	56	36,228	633	132	38,884
KPL-BKM	15	3	2	5	8			28	5	4	70
KPL-NS	74	10	14	62	29		12	172	70	16	459
KPL-SI	11	2	4	9	7		2	43	15	5	98
KPL-SW	117	24	29	88	48		5	354	97	20	782
KPL-UP	7		2	4	4		1	15	4		37
LAKEGENEVA	31	2	11	36	30		4	121	35	8	278
MILTON	100	24	57	204	111		29	947	6,367	62	7,901
ORFORDVILL	78	8	13	73	37		6	306	48	1,236	1,805
RACINE_BKM	2				7	4		1	17	2	3	36
RACINEMAIN	141	32	49	141	76		11	496	137	65	1,148
ROCHESTER	20	1	15	32	8		3	81	31	16	207
SHARON	17	1	4	11	3		3	77	9	4	129
UNIONGROVE	18	2	10	18	8		2	67	25	6	156
WALWORTH	20	3	9	23	12		1	76	16	3	163
WATERFORD	51	6	26	43	22		3	158	47	13	369
WILLIAMBAY	15	3	9	30	17		3	104	18	7	206
WTFORDHS	3			3	7			5	3	2	23
				1							1
Total	14,213	405	1,779	7,554	4,522	1,736	783	42,784	8,579	1,940	84,295

Circ by station library and owning library

| Month | | | | | June | | | | | | |
Station Library	BELOIT	B_CURB	CLINTON	EDGERTON	EVANSVILLE	J_NS	JANESVILLE	MILTON	ORFORDVILL	Total
BURLINGTON	35	4	17	39	16	7	106	39	11	**274**
CL-S	51	11	12	27	15	3	126	30	16	**291**
CL-TL	12	4	3	26	9	1	88	21	5	**169**
DARIEN	16	4	8	23	13	1	39	17	5	**126**
DELAVAN	62	7	14	33	27	7	185	78	13	**426**
EAST_TROY	18		4	7	15		47	15	6	**112**
ELKHORN	52	9	21	36	36	5	214	68	18	**459**
FONTANA	15	3	4	19	14	2	71	20	7	**155**
GENOA_CITY	46	5	16	32	11	2	89	20	12	**233**
KPL-BKM	15	3	2	5	8		28	5	4	**70**
KPL-NS	74	10	14	62	29	12	172	70	16	**459**
KPL-SI	11	2	4	9	7	2	43	15	5	**98**
KPL-SW	117	24	29	88	48	5	354	97	20	**782**
KPL-UP	7		2	4	4	1	15	4		**37**
LAKEGENEVA	31	2	11	36	30	4	121	35	8	**278**
RACINE_BKM	2			7	4	1	17	2	3	**36**
RACINEMAIN	141	32	49	141	76	11	496	137	65	**1,148**
ROCHESTER	20	1	15	32	8	3	81	31	16	**207**
SHARON	17	1	4	11	3	3	77	9	4	**129**
UNIONGROVE	18	2	10	18	8	2	67	25	6	**156**
WALWORTH	20	3	9	23	12	1	76	16	3	**163**
WATERFORD	51	6	26	43	22	3	158	47	13	**369**
WILLIAMBAY	15	3	9	30	17	3	104	18	7	**206**
WTFORDHS	3			3	7		5	3	2	**23**
Total	**849**	**136**	**283**	**754**	**439**	**79**	**2,779**	**822**	**265**	**6,406**

KCLS **1,906**   LLS **4,500**

Circ by station library and owning library

Month					June				
Item Library	BELOIT	CLINTON	EDGERTON	EVANSVILLE	J_NS	JANESVILLE	MILTON	ORFORDVILL	Total
BURLINGTON	146	30	28	26	9	270	30	17	556
CL-S	104	14	32	19	4	171	27	11	382
CL-TL	63	10	18	11	3	78	16	4	203
DARIEN	6	6	1	3		17	8	2	43
DELAVAN	104	15	17	22	2	144	33	4	341
EAST_TROY	36	5	7	5	2	40	7	1	103
ELKHORN	192	33	43	23	6	235	46	13	591
FONTANA	31	3	8	8		54	3	1	108
GENOA_CITY	60	4	9	11		87	12	5	188
KPL-AD	2					1	1		4
KPL-BKM	42	5	7	3	6	68	6	3	140
KPL-NS	241	30	39	44	11	373	52	13	803
KPL-NSCURB	2	1	2			9	1		15
KPL-SI	28	7	7	4	3	36	6	1	92
KPL-SW	347	45	95	61	12	715	66	26	1,367
KPL-SWCURB	12		4			8	1	1	26
KPL-UP	3					8	1		12
LAKEGENEVA	115	16	26	27	3	193	32	6	418
LAKESHORES	6								6
RACINE_BKM	106	14	21	12	5	151	22	4	335
RACINEMAIN	592	92	135	95	15	954	107	44	2,034
ROCHESTER	37	3	5	9	1	50	10	1	116
SHARON	7	1	3			14		1	26
UNIONGROVE	113	12	20	16	4	132	13	2	312
WALWORTH	21	8	15	3		81	13	1	142
WATERFORD	146	32	29	29	10	204	48	7	505
WILLIAMBAY	64	6	6	7		101	14	5	203
WTFORDHS		1							1
Total	2,626	393	577	438	96	4,194	575	173	9,072

KCLS 3,044   LLS 6,028

Arrowhead - hoopla June 2022

Library Name	Total Registered (All Time)	New Patrons (Last Month)	Patrons Served (Last Month)	Sales (Last Month)	Circs (Last Month)	Sales (YTD)	Circs (YTD)
Beloit Public Library	1725	15	282	$1,888.15	906	$11,163.42	5655
Clinton Public Library	254	1	56	$392.18	175	$2,274.12	1033
Eager Free Public Library	542	4	88	$500.30	243	$2,999.91	1502
Edgerton Public Library	726	12	98	$598.87	273	$3,563.06	1727
Hedberg Public Library	4649	65	921	$5,839.83	2771	$33,043.89	16489
Milton Public Library (WI)	686	11	116	$642.88	311	$3,889.29	1961
Orfordville Public Library	198	0	39	$260.13	121	$1,444.63	721
Total	8780	108	1600	$10,122.34	4800	$58,378.32	29088

2022 June Overdrive Statistics

Library	Ebooks	Audiobook/Music	Magazines	Video/Streaming Video	Total by Library	OD Users	Holds (7-6-22)
Clinton Public Library	80	168	0	0	248	48	168
Orfordville Public Library	96	78	3	0	177	35	132
Milton Public Library	380	376	25	0	781	155	572
Eager Free Public Library	401	549	17	0	967	178	726
Edgerton Public Library	471	478	41	0	990	184	681
Beloit Public Library	873	763	103	3	1742	343	978
Hedberg Public Library	3074	3169	291	0	6534	1131	3067
HPL Mall Branch	9	21	0	0	30	6	19
Total by type	5384	5602	480	3	11469	2080	6343

Arrowhead Library System
Information Center

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Dashboard   **Student Search**   **Reports**   **Resources**

June 2022

| Lifetime | Month | Session | Date Range: | MM/DD/YYYY | to | MM/DD/YYYY |

40	213	21,678
total enrollments	total course logins	total minutes in class

Top 20 Courses

Course	Students
Mastering Your Digital SLR Camera	3
Accounting Fundamentals	2
Administrative Assistant Fundamentals	2
Math Refresher	2
Using Social Media in Business	2
Writeriffic: Creativity Training for Writers	1
Introduction to Natural Health and Healing	1
Discover Digital Photography	1
Understanding the Human Resources Function	1
Computer Skills for the Workplace	1
Introduction to Internet Writing Markets	1
Leadership	1
Secrets of Better Photography	1
Enhancing Language Development in Childhood	1
Grammar Refresher	1
Fundamentals of Supervision and Management	1
Business and Marketing Writing	1
Manufacturing Applications	1
Get Grants!	1
Speed Spanish II	1

View Course Activity

New Courses

Course	Date Added
Introduction to Microsoft Publisher	06/14/2022
Counseling for College Prep	06/14/2022
Managing Remote Teams	01/11/2022
Introduction to Windows 11	01/11/2022
UI/UX Design	09/14/2021
Winning RFP Responses	08/31/2021
Introduction to Machine Learning	05/04/2021
Business Budgeting for Beginners	04/13/2021
Introduction to Microsoft Outlook 2019/Office 365	01/12/2021
Introduction to Artificial Intelligence	01/05/2021

GALE COURSES

Transparent Lanuage
June 2022

| Group Name	Start Date	End Date	Total Sessions	Total Circulations	Total Unique Users	Total User Registrations	Total Session Time	Web Sessions	Web Unique Users	Avg. Web Session Time	Total Web Session Time	Mobile App Sessions	Mobile App Unique Users	Avg. Mobile App Session Time	Total Mobile App Session Time	Total Course Downloads	Total Vocab Lesson Downloads	KidSpeak Access Count	KidSpeak Unique Users	Avg. KidSpeak Learning Time	KidSpeak Learning Time
All Admins	6/1/22	6/30/22	1	0	1	0	0:01:38	1	1	0:01:38	0:01:38	0	0	0:00:00	0:00:00	0	0	0	0	0:00:00	0:00:00
All Learners	6/1/22	6/30/22	95	157	10	5	23:02:13	48	10	0:23:26	18:44:56	47	1	0:05:28	4:17:17	0	17	6	1	0:02:23	0:14:21
All Users	6/1/22	6/30/22	96	157	11	5	23:03:51	49	11	0:22:59	18:46:34	47	1	0:05:28	4:17:17	0	17	6	1	0:02:23	0:14:21
Beloit Public Library	6/1/22	6/30/22	17	36	3	1	2:16:06	17	3	0:08:00	2:16:06	0	0	0:00:00	0:00:00	0	0	6	1	0:02:23	0:14:21
Clinton Public Library	6/1/22	6/30/22	0	0	0	0	0:00:00	0	0	0:00:00	0:00:00	0	0	0:00:00	0:00:00	0	0	0	0	0:00:00	0:00:00
Eager Free Public Library	6/1/22	6/30/22	0	0	0	0	0:00:00	0	0	0:00:00	0:00:00	0	0	0:00:00	0:00:00	0	0	0	0	0:00:00	0:00:00
Edgerton Public Library	6/1/22	6/30/22	52	33	3	3	5:18:12	5	3	0:12:11	1:00:55	47	1	0:05:28	4:17:17	0	17	0	0	0:00:00	0:00:00
Hedberg Public Library	6/1/22	6/30/22	0	0	0	0	0:00:00	0	0	0:00:00	0:00:00	0	0	0:00:00	0:00:00	0	0	0	0	0:00:00	0:00:00
Milton Public Library	6/1/22	6/30/22	0	0	0	0	0:00:00	0	0	0:00:00	0:00:00	0	0	0:00:00	0:00:00	0	0	0	0	0:00:00	0:00:00
Orfordville Public Library	6/1/22	6/30/22	24	87	2	1	15:16:25	24	2	0:38:11	15:16:25	0	0	0:00:00	0:00:00	0	0	0	0	0:00:00	0:00:00

Language Usage Report

Start Date: 06/01/2022
End Date: 06/30/2022
Languages: All Languages for All Languages
Reporting Group(s): All Admins (system.admin), All Learners (system.learner), All Users (system.all), Beloit Public Library (BeloitPL), Clinton Public Library (ClintonPL), Eager Free Public Library (EagerFreePL), Edgerton Public Library (EdgertonPL), Hedberg Public Library (HedbergPL), Milton Public Library (MiltonPL), Orfordville Public Library (OrfordvillePL)
Membership: Group members from reporting period
Content: All Content
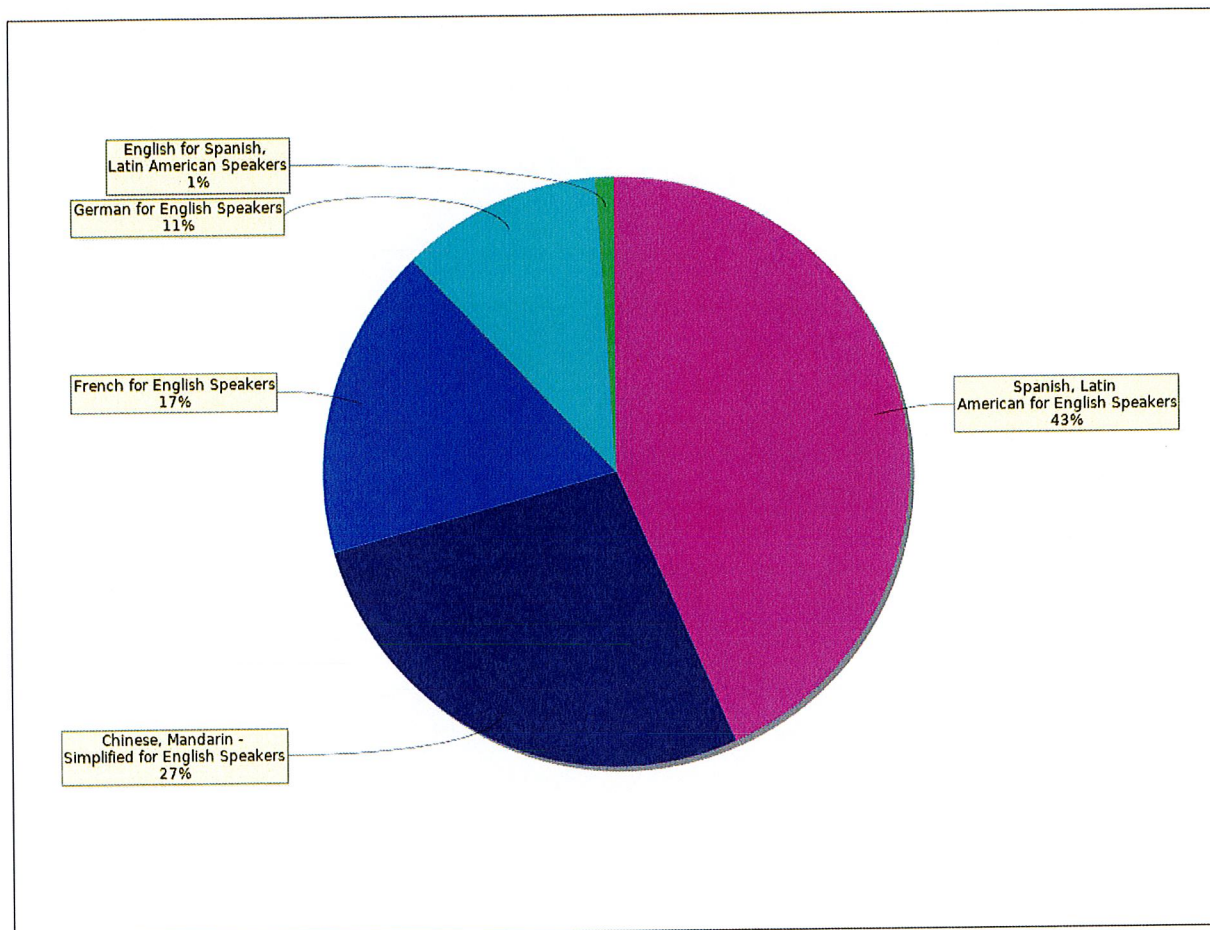
Total Access Count: 99

Language Name	Access Count	Calculated Percentage
Spanish, Latin American for English Speakers	43	43.43%
Chinese, Mandarin - Simplified for English Speakers	27	27.27%
French for English Speakers	17	17.17%
German for English Speakers	11	11.11%
English for Spanish, Latin American Speakers	1	1.01%

Creativebug
June 2022

Date	Class Title	Class Category	Class Duration	Unique View	Average Viewed Duration (min)	Class Completions
2022 June	Landscape Watercolor Painting: Working from Photos	Art + Design	63.9	1	18.7	0
2022 June	Acrylic Pouring 101	Art + Design	20.3	1	20.8	1
2022 June	Color Play: A Daily Practice in Watercolor and Colored Pencil	Art + Design	170.8	1	8.8	0
2022 June	Easy Indigo Dyeing: Make Indigo Dyed Pillows	Art + Design	20.2	1	10.5	0
2022 June	How to Design Fabric	Art + Design	576.7	1	54.4	0
2022 June	Intermediate Watercolor	Art + Design	135.7	1	64.9	0
2022 June	Make Resin Paperweights	Art + Design	86.1	1	50.5	0
2022 June	Painting Repeat Patterns by Hand: A Daily Practice	Art + Design	321.4	1	15.3	0
2022 June	STEAM: Make an Animatronic Owl Figure	Art + Design	40.9	1	2.4	0
2022 June	Teacup Candles: 1/9/18	Art + Design	14	1	28	1
2022 June	Watercolor Lettering - A Daily Practice	Art + Design	224.7	1	15.5	1
2022 June	Beaded Crochet	Crochet	4.1	1	8.2	0
2022 June	Crocheted Stones	Crochet	42.7	1	8	0
2022 June	Plant Talk with The Tender Gardener: How to Choose a Houseplant	Food + Home	39.6	1	8.5	0
2022 June	Jewelry Design with Scotchbonnet!: Working With a Bead Loom	Jewelry	34.8	1	4.2	0
2022 June	Make a Nautical Rope Bracelet	Jewelry	4.6	1	13.8	1
2022 June	Finger Knitting	Knitting	9	1	1	0
2022 June	Furniture Refinishing	Paper	129.4	1	4.2	0
2022 June	Intro to Quilting: Patchwork Basics	Quilting	90.3	1	1.8	0
2022 June	Finishing Embroidery Projects: Three Ways	Sewing	57.5	1	22.3	0
2022 June	Kids Sewing: Infinity Scarf	Sewing	31.9	1	50.5	1
2022 June	Make an Embroidered Floral Patch	Sewing	45.1	1	2	0
2022 June	Make an Ice-Dyed Top	Sewing	8.3	1	10.5	1
2022 June	No-Sew T-shirt Totes: 5/2/19	Sewing	14.5	1	28.9	1
2022 June	Ruler Work for Quilting	Sewing	82.8	1	83.8	1
2022 June	Sew a Dopp Bag	Sewing	23.6	1	4.7	0
2022 June	Sew a Linen Bucket Bag	Sewing	49.9	1	22.1	1
2022 June	Sew a Reversible Apron Dress	Sewing	52.3	1	12.1	0
2022 June	Sew the Ara Quilted Overcoat	Sewing	97.4	1	0.7	0
2022 June	Sew the Triangle Bag	Sewing	21.6	1	22.3	1
2022 June	Sewing a Tote Bag	Sewing	58.1	1	152.2	1
2022 June	Thread Painting: Embroider with Pressed Flowers	Sewing	71.1	1	2.3	0
				32		

Brainfuse
2021

Beloit	Total Usage	Database Usage	Writing Lab	Unique Visits	
january	2	2	0	1
february	13	13	0	2
march	10	10	0	1
april	22	22	0	2
may	0	0	0	0
june	22	22	0	5
july				
august				
september				
october				
november				
december				
	69	69	0	11

Clinton	Total Usage	Database Usage	Writing Lab	Unique Visits	
january	0	0	0	0
february	0	0	0	0
march	0	0	0	0
april	9	9	0	1
may	161	160	0	17
june	2	2	0	2
july				
august				
september				
october				
november				
december				
	172	171	0	20

Eager Free	Total Usage	Database Usage	Writing Lab	Unique Visits	
january	0	0	0	0
february	0	0	0	0
march	0	0	0	0
april	0	0	0	0
may	3	3	0	1
june	0	0	0	0
july				
august				
september				
october				
november				
december				
	3	3	0	1

Edgerton	Total Usage	Database Usage	Writing Lab	Unique Visits	
january	0	0	0	0
february	0	0	0	0
march	2	2	0	1
april	0	0	0	0
may	0	0	0	0
june	0	0	0	0
july				
august				
september				
october				
november				
december				
	2	2	0	1

Hedberg	Total Usage	Database Usage	Writing Lab	Unique Visits	
january	108	98	0	15
february	145	133	3	14
march	69	63	2	14
april	14	14	0	2
may	22	18	0	4
june	7	7	0	1
july				
august				
september				
october				
november				
december				
	365	333	5	50

Milton	Total Usage	Database Usage	Writing Lab	Unique Visits	
january	0		0	0
february	2	2	0	1
march	6	6	0	2
april	15	15	0	1
may	0		0	0
june	31	31	0	4
july				
august				
september				
october				
november				
december				
	54	54	0	8

Orfordville	Total Usage	Database Usage	Writing Lab	Unique Visits	
january	0	0	0	0
february	0	0	0	0
march	0	0	0	0
april	0	0	0	0
may	0	0	0	0
june	0	0	0	0
july				
august				
september				
october				
november				
december				
	0	0	0	0

Mothly Total Usage		Mothly Total Unique Users
Jan	110	16
Feb	160	17
Mar	87	18
Apr	60	6
May	186	22
Jun	62	12
Jul	0	0
Aug	0	0
Sep	0	0
Oct	0	0
Nov	0	0
Dec	0	0

Total	Total Usage	Database Usage	Writing Lab	Unique Visits	
	665	632	5	91

Recommendation Report

from the

Joint Merger Exploration Committee

Arrowhead Library System and Lakeshores Library System

Plan document prepared by:
WiLS
July 2022

WiLS

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Executive Summary

Overview

After careful consideration, the Arrowhead Library System (ALS) and Lakeshores Library System (LLS) Joint Merger Exploration Committee has voted to recommend a joint system merger that will create a new system, made up of the libraries of Racine, Rock, and Walworth Counties. This merger will benefit the member libraries and the public they serve. This merger will also enhance intergovernmental and cross-county cooperation in the region. The Committee asks the existing system boards to approve the merger of Arrowhead and Lakeshores library systems and each county to approve the merger through a formal resolution.

The Issue

Library Systems are important parts of the public library ecosystem in Wisconsin. Systems and their member libraries rely on cooperative agreements and resource sharing to reduce duplication of services, increase buying power, and share costs. However, there are costs to maintaining a healthy system, including those related to staff, space, and resources. In the past decades, technology and process advancements, coupled with evolving library needs, has made library system merger an increasingly attractive way to address service capacity issues.

Both library systems engaged member libraries prior to the start of the merger exploration process; ALS completed a strategic planning process and LLS surveyed its members to understand and respond to library needs as well as to gauge interest in merger exploration. Both systems learned that member libraries desired more services than could be provided by each system's current staff and with current resources. Member libraries were supportive of the idea of merger exploration as a way of expanding capacity and service offerings. The outcomes of this engagement were directly tied to the Committee's creation.

ALS and LLS have a strong history of working together. Exploratory work began in 2016 to evaluate ALS' entry into a shared library automation software platform administered by LLS. This process culminated in a successful migration of the ALS member libraries to the automation system in 2018. As a result, libraries saw reduced costs, and residents of Racine, Rock, and Walworth counties have access to a larger pool of library resources. Between 2018 and 2020, support contracts were initiated between the two systems to provide local IT support to the member libraries of ALS. This project reduced local IT costs for the member libraries of ALS. In 2020, a contract was initiated to provide LLS member libraries with marketing and public relations support by ALS staff, which provided the LLS member libraries with a previously unavailable service. Throughout this entire period, ALS and LLS have collaborated on numerous Federal and State grant projects to the benefit of the combined member libraries of the two systems - regardless of system affiliation.

The two systems have reached their collective capacity to work together as separate entities. Each system has its own board, administration, member library committees and communication channels. Any shared decisions must run through duplicative governance and administrative structures. Thus, a Joint Merger Exploration Committee was formed to evaluate a system merger, and then plan and execute the process up to the point of implementation. To that end, the committee engaged in healthy discourse with all stakeholders to ensure the process was well-researched, transparent, and well-communicated.

Involvement of Stakeholders

The Joint Merger Exploration Committee is made up of board members from each system as well as library directors that represent libraries of varying size in order to ensure that a variety of perspectives were represented in the process. A committee email account, a merger exploration page on the Lakeshores Library System website, where meeting materials were publicly available, and project blog ensured transparency and clear communication with stakeholders.. Finally, the merger exploration process was discussed at various regular system meetings, including director meetings and system board meetings.

In the first phase of the exploration process, the Committee shared a questionnaire with the staff and board members of member libraries and both systems asking for their views on what should be gained through a potential merger and what questions or issues should be considered as part of the merger exploration process. The Committee received 43 responses and the information gathered was instrumental in forming the principles and priorities of the Committee and the process.

Overview of Benefits

There are numerous benefits to a merger including:
- Streamlined decision-making, reduced administrative overhead, and fewer meetings.
- Reduction in operating expenditures achieved through a phased consolidation of physical assets, such as office space.
- A single, integrated staff with complementary areas of expertise.
- Enhanced options for leveraging planned retirements, retaining additional staff, and providing member libraries with access to previously unavailable services.
- A larger pool of member library experts to engage in collaborative problem-solving.
- Reduction in expenditures, increases in efficiency, or both, resulting from a consolidation of library materials delivery services starting in year 2.
- Establishment of a blueprint for similar intergovernmental cooperation elsewhere in Wisconsin.
- Assurance that existing collaborative efforts remain viable and sustainable, regardless of changes in staff and leadership.

Conclusion

After careful consideration, the Committee voted 7-1 on June 27th, 2022 to accept the updated recommendation report as presented with noted minor editing changes and that the committee move ahead with a vote on recommending merger between Arrowhead Library System and Lakeshores Library System.

About Public Library Systems
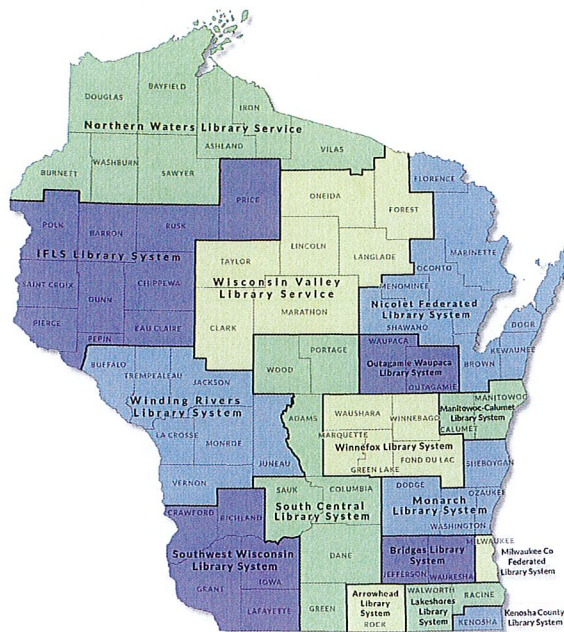
Public Library Systems in Wisconsin exist in order to broaden the reach of resources and services across member libraries and the communities they serve. Systems and their member libraries rely on cooperative agreements and resource sharing to reduce duplication of services, increase buying power, and share costs.

Public libraries and systems are regulated to some extent by the state under Chapter 43. For the most part, these statutes exist to provide a minimum definition and standard of what a library is and how it is governed. In terms of library systems, it defines what minimum services must be provided. Library systems and the statutes governing them were developed in the early 1970s. The first four library systems were established under the new law in 1973. In 1981, Kenosha and Waukesha County Federated library systems were the last of 17 systems to be created. Since then, two changes have been made to the system footprint, both in 2016. Waukesha County and Jefferson County formed the Bridges Library System and the Monarch Library System arose from the merger of Eastern Shores Library System and Mid-Wisconsin Library System[1].

In order to be in compliance with state law, a system must provide/maintain:
- Written member agreements with all libraries
- Back-up reference, information, and interlibrary loan services from system resource library
- Resource sharing and delivery
- Service agreements with adjacent library system
- Consulting services
- Cooperation with other types of libraries in the system area (academic, school, private, correctional institutions)
- Written technology and resource sharing plans submitted to Department of Public Instruction (DPI)
- Additionally, a system can spend no more than 20% of state aid on administrative costs

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[1] See the Eastern Shores Library System & Mid-Wisconsin Federated Library System Joint Mreger Committee Recommendation Report for information about this 2016 merger process.

Systems can certainly provide more than the statutorily required services, and in fact, many systems do so in response to member needs. These services may include, marketing and library promotion, data management of the Integrated Library System (ILS), otherwise known as the shared catalog, Information Technology (IT) services such as network support, the convening of meetings and development of relationships across and among member libraries, and other services as determined by the system board in consultation with participating libraries.

Understanding System Funding

It is helpful to understand that by and large counties do not provide direct operational funding support to public library systems. Any monies that do flow from counties to library systems are typically for county resident library usage reimbursements triggered by state statute. Counties are required by state statute to reimburse public libraries for usage by their county residents who live in a municipality that does not maintain a public library. These communities are sometimes referred to as non-libraried. A library tax is levied to county residents, calculated on the previous year's library usage by that specific population. State statute requires a county to reimburse libraries, both within their county and in adjacent counties, for non-libraried resident usage at a rate of at least 70% of the cost to provide library services.

Public Library Systems receive the mainstay of their funding through state aid appropriations. The state legislature appropriates system aid from the state's Universal Service Fund (assessments placed on telecommunications providers), not from General Purpose Revenue (sales and income tax). **Any efficiencies gained or improved return on investment brought about by a potential ALS/LLS merger relates directly to the spending of state aid by public library systems and will not impact county reimbursements for library use.**

For more information, see FAQ about County Library Funding and State Funding for Libraries - the Universal Service Fund.

Process Background and Overview

History of Merger Exploration

In 2016, The Arrowhead Library System (ALS) ILS Exploration Committee, a committee of the ALS Directors, was charged to work together to identify and review possible ILS upgrade options for the Arrowhead Library System. The Committee was responsible for:
- Investigating and reviewing all ILS upgrade options including possible ILS mergers with neighboring systems.
- Evaluating and rating all potential options.
- Presenting findings and recommendations to the ALS Directors.

After considering several options, including the purchase of stand-alone options and merger with existing ILS systems, the ILS Committee unanimously recommended to the Arrowhead Library System Directors that the Arrowhead Library System pursue an ILS merger with the Lakeshores Library System's SHARE. This ILS merger, typically one of the most difficult steps to accomplish in any system merger process, was successfully completed through the work of a migration committee in 2018.

In 2020, the Arrowhead Library System staff and Board undertook a strategic planning process to guide service decisions that brought together representatives from all member libraries. The plan had three overarching goals, one of which was to develop an exploration process for system merger (see Appendix A ALS strategic plan). ALS recognized that it has limited resources and could face funding decreases in the future and in order to allow for both a continuation of existing successful services and additional services identified in the planning process, merger was one solution to be explored. They also recognized that the process would need to be done carefully and thoughtfully and it must critically consider the benefits and disadvantages for the system and its members.

ALS contracted with WiLS later that year to commence an exploration process and had begun the work. However, Lakeshore Library System had recently completed a member survey to understand member library needs and potentially begin a strategic planning process (see Appendix B for LLS Member Survey and Informational Report). The survey, as well as system conversations, made it rapidly clear that LLS was likely looking at a potential merger as well. The two systems, already well-aligned through the shared ILS and other services, decided to combine efforts and explore a merger between the two systems.

The exploration of merger was of particular interest to the Department of Public Instruction which was (and continues to be) working to implement recommendations from the Wisconsin Public Library System Redesign (PLSR) project, which was a multi-year process to consider new models for how services are provided by public library systems to their member libraries. A main goal of the project was to ensure all Wisconsin public libraries have the capacity to provide equitable access to excellent library services regardless of the race, ethnicity, income, gender, or employment status of the people they serve, or their location within the state. The process was community-led and library and library system staff from all over the state participated.

Reduce the Number of Public Library Systems was one of seven recommendations identified in the PLSR process. The articulated value proposition for this recommendation was:

- There is potential in some areas of the state that a reduction in the number of public library systems will result in higher quality and more comprehensive services than smaller public library systems are typically able to provide on their own.

- Voluntary changes in the territory have the strongest potential to preserve the structures of trust and relationships that are prerequisites for the effective delivery of services to member libraries.

In support of the PLSR recommendation, DPI, through a grant from the Library Services and Technology Act (LSTA) program, provided support for this merger exploration process.

ALS / LLS Connections

ALS and LLS have a history of working successfully together. The systems have cooperative contracts for communication and marketing, IT support, and most notably in their merged library catalog called SHARE. The substantial work done through the ILS merger not only showed the two systems compliment each other, it could potentially smooth the way for a full merger. Many of the difficult decisions in a system merger are related to ILS issues and protocols and the two systems were able to work through that process with relative ease.

Overview of the Joint Merger Exploration Committee

In August of 2021, the Boards of Trustees of the Arrowhead and Lakeshores Library Systems each voted to embark on a journey to determine if the two library systems should merge, thus forming a new regional library system that would serve the counties of Racine, Rock, and Walworth. Acting jointly, the Boards of Trustees of each library system established a committee to evaluate the merits of a system merger. The Joint Merger Exploration Committee consists of two system trustees and two member library directors from each system, balanced-with respect to library size and county affiliation. This committee was given the following tasks:

1. Produce a formal recommendation to both System Boards of Trustees regarding whether a merger should be completed;
2. Create a roadmap of activities that must occur in order for a merger to be successful, and;
3. Should a merger be recommended, create a menu of policy and procedural recommendations to support a rapid "stand-up" of the new system during the period immediately following its formal establishment.

Committee members through the process

Kirsten Almo	Arrowhead	Director, Small
Adam Dinnes*	Arrowhead	Trustee
Laurie Kant-Hull**	Lakeshores	Trustee
Bryan McCormick	Arrowhead	Director, Large
Bob Miller**	Lakeshores	Trustee
Steve Ohs	Lakeshores	Ex Officio
Steve Platteter	Arrowhead	Ex Officio
Joy Schnupp	Lakeshores	Director, Small
Annette Smith*	Arrowhead	Trustee
Gary Tilleros	Lakeshores	Trustee

Bill Wilson	Arrowhead	Trustee
Angela Zimmermann	Lakeshores	Director, Large

*Due to board term ending, Adam Dinnes was replaced by Annette Smith
**Bob Miller was named to the committee after the loss of Laurie Kant-Hull

<u>Overview of the Process</u>

WiLS was chosen to provide third-party facilitation and management services for this process. WiLS (formally Wisconsin Library Services) is a non-profit membership organization that facilitates collaborative projects and services.

There are three phases to the merger exploration process.

Phase I: Building a Shared Understanding and Process took place between December 2021 and March 2022. It focused on the development of a shared understanding of the process and expected outcomes and work included:
- The development of a shared understanding of system requirements, expectations, and the decision-making process
- The development and approval of a process communication plan
- The development and approval of shared principles for the process
- The start of an issues list, used for information gathering in Phase II

The committee met in Phase I on December 15th (in-person), February 7th (virtual), and March 7th (virtual).

Phase II: Information Gathering and Informed Decision-making occurred April 2022 through June 2022. This phase identified questions that needed answers prior to a decision as well as what is better answered in the next phase, should the two systems merge to form a new system. Work included:
- Issue list development and creation of steps to determine
  - What needs to be learned
  - How it is learned
  - Essential question for each issue, including if it needs to be figured out prior to merger or can/should it be done with the new system in place, and
  - Priority order of issues on list to help inform information gathering
- Information gathering for issue list
- Committee recommendations for issues on list

The committee met in Phase II on April 4th (in-person), May 2nd (virtual), June 6th (virtual), and June 27th (virtual).

At the end of this phase, the committee votes whether or not to recommend merger and recommend implementation scenarios.

<u>Guiding Principles</u>

At the first Committee meeting, members completed an activity that identified shared principles to guide the merger exploration process, as well as potential outcomes for a successful merger. Through theming work, a list of outcomes became a streamlined list of criteria that the Committee would use to determine merger viability. **Those key principles were: Do no harm, Enhance efficiency, Improve return on investment, and Improve services**.

Issues Considered and Information Gathered

The Committee members developed an "Issues List," which prioritized information and data collection for decision-making. As part of this phase, the Committee, through the project manager, administered a questionnaire to stakeholders (library directors, library staff, library system staff, library board members, and library system board members) to solicit additional items for the "Issues List." Each response was reviewed by project managers and added to the growing list of questions or issues needing to be addressed.

Each issue was considered through the Committee's "value proposition," and those that would help the Committee understand if and how a merger is an opportunity to improve or expand services, create efficiencies, or grow existing partnerships and strengths to improve services became the underpinnings of the Committee's decision-making process in the merger exploration phase.

When an issue could not be tied back clearly to the value proposition, it was tracked in one of three lists: recommendation topics for phase 3 Committee work, administrative actions in support of merger implementation prior to "go live", or tasks for a new system board and administration after "go live". The Committee attempted to account for all unique issues in this way (see Appendix C for final copy of the Issues List).

There were many important issues raised by process stakeholders, and some, due to order of operations and timing, were not part of the decision making phase. They are, however, represented in the next steps of the merger process.

Each priority issue became an issue paper with data and information for the Committee to review in preparation for their recommendation vote. The prioritized issues, tied to at least one principle of the value proposition, are in the following table:

Issue A: How does this system merger contribute to the **greater good of public library management** in the state.	Improve services
Issue B: Can our study committee show evidence that with a merged system our patrons could have **improved access to materials?**	Improve services
Issue C: How can we ensure **equitable representation** of all libraries, communities, and counties in the new system? How will other member directors and libraries' voices and/or concerns be heard? **Build shared culture.**	Improve services, do no harm
Issue D: How (if it does) will the **relationship change between "SHARE" and Kenosha Library system and other entities that ALS/LLS currently have contracts with, such as SWLS, academic libraries, etc.**	Do no harm
Issue E: Cost(s) to be in the system / How might **member library costs** be impacted?	Improve return on investment
Issue F: How could **existing system staff be mapped to a new, interim system staffing model?** How could a merged system have a staffing model that improves member services?	Enhance efficiency, Improve return on investment, Improve services
Issue F/G: Can our study committee show evidence that a merged system will result in a more **efficient use of staffing** than is currently in place in our two systems? **This has been folded into issue paper E "How could existing system staff be mapped to a new, interim staffing model?" and Issue F, "Opportunities for More Efficient Use of Revenue (Internal/System Focused)"**	Enhance efficiency, Improve return on investment
Issue G: Can our study committee show evidence that a merged system will be more **efficient in the use of revenue?** any reduction in per patron cost?	Improve return on investment
Issue H: What potential, **one time costs** are there to merge (ie IT infrastructure, new signs, legal fees, contract changes, server space, moving costs, etc.)?	Improve return on investment
Issue I: IT Infrastructure: Is the current server capacity and location in the Waterford Public Library of adequate size and the appropriate location if our systems merge?	Improve return on investment
Issue J: What are **potential risks of not merging?**	Improve return on investment

Issue A: Impact on Statewide Library Services

May 4, 2022
Prepared by WiLS
Shared at the June 6 Committee Meeting

Brief explanation of the issue: The committee would like to understand how a system merger might contribute to the greater good of public library management in the state.

Tie to Value Proposition: Do no harm; Enhance efficiency; Improve return on investment; Improve Services.

Findings:
There has been substantial statewide interest in decreasing the number of systems through merger or consolidation in order to enhance efficiency and provide more equitable service across the state. This idea can be found in the following reports:

- "Creating More Effective Public Library Systems" (2013/System and Resource Library Administrators Association of Wisconsin);
- "Lean System Study Work Group Recommendations" (2014/DPI Lean System Study Work Group); and
- "Strategic Vision for Library Systems in the 21st Century" (2015/Council on Library and Network Development).

These various reports and findings led to the most recent and influential example of this, the Final Recommendation Report from the Public Library System Redesign (PLSR) Steering Committee. PLSR was a multi-year process that considered new models for how services are provided by public library systems to their member libraries. It involved hundreds of stakeholders, from library and system staff to board members and staff at other organizations and institutions. The final report contained 7 recommendations from the Steering Committee, one of which was, "Reduce the Number of Public Library Systems." The Committee wrote, "Due to advancements in technology and the evolving needs of libraries, a reduction in the number of regional public library systems may help address service capacity issues."

The Steering Committee also wrote:

- There is potential in some areas of the state that a reduction in the number of public library systems will result in higher quality and more comprehensive services than smaller public library systems are typically able to provide on their own.
- Voluntary changes in territory have the strongest potential to preserve the structures of trust and relationships that are prerequisite for the effective delivery of services to member libraries.

Ben Miller, Director of the Library Services Team at the Division for Libraries and Technology provided a letter (see Appendix D for the full text) for the Merger Committee articulating the state agency's views on the impact of a merger between ALS and LLS, noting,

> *A successful merger between the Arrowhead and Lakeshores library systems will create a win-win-win situation for multiple stakeholder groups. For systems and system staff, it will result in a reduction in duplication of public library system administration and service activities not already collaborated upon. For DLT, it will fulfill an obligation to Wisconsin library stakeholders, who specified a reduction in the total number of public library systems. And, most of all, for residents of Racine, Rock, and Walworth counties, a successful merger will help to provide the best service possible for all member libraries and library users.*

Also of note, Chapter 43 of Wisconsin State Law, which governs public libraries and library systems, changed in 1998 to apply a minimum population to system service. The statute currently states, "no new system may be established unless it serves a population of at least 200,000." Previous to this, there was not a minimum population.

In parallel to a sustained interest in decreasing the number of library systems, there has been a notable increase in cross and inter system collaborations opening the door for deeper partnerships. Examples include continuing education partnerships, marketing collaborations, shared system strategic planning processes, information technology services, and shared library catalogs like SHARE. These collaborations may signal the first steps for other systems to consider merger and these systems will look to examples of successful merger in preparation.

Conclusions:
There has been statewide interest in the reduction of library systems for nearly a decade. It has been seen as a viable method to enhance efficiency and provide more equitable service to public libraries across the state. The state agency, DPI, that oversees public libraries and library systems supports library system merger that occurs voluntarily and organically and sees a successful merger of ALS/LLS as a roadmap for other systems to follow.

See also:
- [Public Library System Redesign Project](#)
- [Chapter 43 of Wisconsin State Statute](#)

Issue B: Opportunities or Potential for Improved Access to Materials

April 18, 2022
Prepared by WiLS with information supplied by the staff of ALS and LLS
Shared at the May 2 Committee meeting

Brief explanation of the issue: The Committee wants to understand how a merger of the two systems might result in (further) improvements to patron access to materials.

Tie to Value Proposition: Improves services

Findings

SHARE has already resulted in several improvements in patron access to materials including:

Inter-Linked Library Collections
Beginning in 2015, the member libraries of two additional library systems (Arrowhead Library System and Kenosha County Library System) joined the instance of library automation software that is operated and maintained by LLS. This resulted in the formation of a voluntary consortium of interlinked library collections called "SHARE". The practical results of this activity are that:

- Any resident of the four-county area served by SHARE may find, identify, and select any book, DVD or other library material regardless of its physical location, and place a request on the title. This resulted in an increase from 750,000 items in ALS' RockCat to 2.15 Million items in SHARE and removed the need for ILL requests for these materials;
- The commonly-shared automation platform prioritizes which copy of the requested title is selected to fill the request based on proximity to the home library of the patron and shortest estimated time in transit;
- The annual number of materials needed from outside of the library system (which often require a longer wait-time) has been significantly reduced;
- "Power user" type patrons have the ability to self-initiate interlibrary loan requests for rare items that are only available outside of the SHARE territory, and these requests are integrated into normal staff work flows, further reducing the amount of specialist staff time that is required to manage interlibrary loan requests, and;
- SHARE offers more robust search features and enhanced account management tools than ALS' RockCat, improving the user experience for patrons.

Interconnected Delivery Courier Networks
In tandem with the regional coordination afforded by the use of a common automation platform, the library systems participating in SHARE have worked to inter-link the three separate delivery

networks that serve the respective systems. This means that requested items can be transited between the furthest reaches of the territory served by SHARE without having to go through the longer process of the supplementary statewide delivery service operated by the South Central Library System.

Enhanced Cooperative Purchasing Model
Over the last several years, the participants of SHARE have begun to purchase a number of electronic resources on a cooperative basis. The practical result of this activity is that any patron in the SHARE service area now has access to LinkedIn Learning (multifaceted training resources for work and leisure), Creativebug (a source of curated activities related to upcycling and crafting), and Brainfuse HelpNow (a resource for homework help in the context of public and private education).

Technology Improvements
For all practical purposes, the ALS and LLS IT departments have been merged since 2019 with the member libraries of both systems integrated into a single Wide Area Network (WAN) administered by the LLS Tech team. In 2020, ALS & LLS collaborated in a joint RFID project that was able to get the major collections of the ALS member libraries tagged, combined with an upgraded RFID sorter at the SHARE delivery hub at Racine PL has greatly increased sorting efficiency providing patrons with faster delivery of materials.

New Opportunities for Improved Access to Materials include:

Greater Parity
Currently both systems offer e-content purchased cooperatively through SHARE but also content purchased individually by system or by library. A merger could allow a more consistent offering to patrons. The member library cohorts of ALS and LLS currently do some cooperative purchasing themselves. For example, the LLS member libraries subscribe cooperatively to the Ancestry.com Library Edition product, while the ALS member libraries do not. A merger of the two systems will present an opportunity to generate greater parity for the combined group of libraries through an "add-only" approach. As an example, the ALS member libraries would obtain access to Ancestry.com. Conversely, the LLS member libraries would obtain access to resources that are currently only subscribed to by the ALS member libraries (Example: the Transparent Languages learning platform).

OverDrive Advantage Accounts
Both ALS and LLS currently manage OverDrive Advantage accounts separately. OverDrive Advantage is a program that allows each library system to provide local funding for additional copies of OverDrive titles to address local demand preferences. A system merger would consolidate the OverDrive Advantage accounts of the two systems into a single account, thereby reducing the net amount of system management time required to administer this service. There would also be an opportunity for the new system to utilize funding offset from other areas to put

toward additional content thereby increasing the number of OverDrive title copies available for borrowing to the residents of the system area (i.e there could be more money to go toward addressing hold queues within the expanded advantage account).

Other E-Resource Funding Opportunities Derived from Funding Offsets

Consolidation of system services in the first 1-3 years of a merged system's existence will more than likely free-up operating funds, through an increased economy of scale and more efficient use of increased state aid, that can add to more e-content funding possibilities. Depending on the priorities of member libraries, the system would have the opportunity to put funding generated by offsets to a number of different uses - one of which being to directly fund new electronic resources, or take-on some of the e-resource expenses that were previously funded by the members. Both scenarios would enhance the collective offering of e-resources to library patrons in the system area. Examples of resource could include:

- Music streaming services
- System-wide access to magazines (to include more popular titles not included in Wisconsin's Digital Library)
- System-wide access to Ancestry
- Movie Licensing
- Virtual meeting/conference subscriptions

Improved Marketing

A newly merged system, with dedicated marketing staff, would have an opportunity to improve effective and consistent marketing of e-content and other materials. The newly merged system could examine who is not using the library and its offerings, why aren't they, and what are common ways the system and members can use to reach them? Additionally, dedicated marketing support at the system could help identify partnerships and community needs that would improve awareness of library holdings and services, offer training on digital offerings and possibly improve outreach and advocacy efforts overall.

Future Data to Consider

It can be challenging to predict exactly where patron access to material will take place, but there are logical data points to track to gauge success and learn valuable lessons. Indeed, local library decisions are a massive influencing factor on measurement of service output and/or quality. In any library system, the member libraries are the entities that provide direct service to the public. Local library boards set service priorities and policies, and it is not the role of the library system to do that. For this reason, measuring service output among a group of libraries in a way that is "apples to apples" can be a challenge. There are some metrics such as physical and electronic usage, expenditures, etc. (reported to DPI on an annual basis) that can be used, but all of these data elements must be considered along with the understanding that libraries do not serve their communities in exactly the same ways. Local budget pressures also exert a significant influence on what libraries are able to do with respect to collection and staff, number of programs they

offer, etc. It is also notable that the COVID pandemic has significantly complicated efforts to compare any data, due to profound effects on patron behavior and library closures in the early days of the pandemic.

That said, there are a number of metrics that could be examined over time to identify trends or outcomes. In each case, due to the variance of local library priorities and policies, data may be better considered library by library, not in the aggregate:

- Gate counts. Most libraries utilize some sort of device to automatically log patrons in the door. These could be examined for trends.
- New patron registrations over time. Annual new patron registrations could be examined over the first few years post-merger, perhaps also compared against pre-merger levels.
- Number of library marketing products delivered. In the case of the LLS member libraries, Marketing and Public Relations is a service they have not historically had good access to via the system. This service area could be compared pre and post-merger as a way to evaluate the extent to which a new service is introduced as a result of a system merger.
- State aid dollars spent by the system for administrative purposes. This area of operating expenses could be compared pre- and post-merger.

Conclusion:
SHARE has already improved access to materials in significant ways and has, importantly, shown both systems pathways for future improvements should a merger occur. Several of the potential methods for increasing access depend upon member library priorities for operating funds derived from offsets gained in a merger process and thus should be determined in an early strategic planning process.

Issue C: Equitable representation of all stakeholders in the process
March 25, 2022
Prepared by WiLS
Shared at the April 4 Committee Meeting

Brief explanation of the issue: The committee wants to ensure that communication is transparent and inclusive of all stakeholders in the merger decision process. To that end, the committee adopted a communication plan to ensure widely distributed information. Additionally, there were several touch points throughout the process to gain insights from all stakeholders.

Tie to Value Proposition: Improve Services, Do No Harm

Findings:
- WiLS designed a communication plan (See Appendix E) that was adopted by the Joint Merger Exploration committee in December 2021.
- A process introduction email was drafted by WiLS and distributed to stakeholders By ALS and LLS system directors.
- Stakeholders were surveyed in February 2022 to gather perceived benefits and challenges to the merger. All responses (See Appendix F) were integrated into the ongoing issues consideration list, committee recommendations, or an actions list for the new system board and staff.
- Currently, both systems operate with a one library/one vote practice in place.
- There has been expressed concern from various stakeholders on developing and maintaining strong system staff and member library culture.
- Equitable representation relies upon multiple communication channels to ensure widespread understanding and dissemination of information across various stakeholder audiences.

Conclusions:
The process has and will continue to be inclusive and involve an equitable representation of all stakeholders in the merger process.

Recommendations to ensure continued inclusivity include:
- The new system board should engage in a comprehensive strategic planning process in 2023 that involves community conversations, surveys, or other feedback mechanisms to solicit input from across the new system.
- The new system board should develop a communication plan that outlines the process for continued feedback from member libraries and board members beyond the strategic planning process.
- The new system board should consider Committee recommendations for a Librarian Advisory Group and a new system board composition.

Issue D: Library System Merger Impact Statement Regarding System Contracts

Originally prepared on March 14, 2022 by Steve Ohs
Edited April 13, 2022 by Steve Ohs
Shared at the April 4 and May 2 Committee Meetings

Brief explanation of the issue: The Committee wanted to understand any potential impacts on contractual arrangements with other agencies, should ALS and LLS merge to form a new system.

Tie to Value Proposition: Do No Harm

Considerations and Dependencies:
- Responds to the Committee's expressed need to understand if and how a merger could impact existing contracts between the systems and other entities. Initially, this issue was focused on other library systems within SHARE, but was expanded to include other contractual relationships.

Finding

System agreements fall into a number of different categories, each described below:

Agreements with member counties to participate in the system

It is a statutory requirement that counties must indicate their participation in a library system.[2] The statutes are satisfied if a county passes a resolution to participate in a library system, and/or maintains a county plan of library service which indicates participation in a given system.

Suggestions:
1. Pre-merger system leadership should develop common language to be inserted into any county resolutions drafted to authorize a merger.
2. Should merger be recommended, pre- and post-merger leadership should engage with each member county of the new system to revise plans of library service on-file to reflect the name of the new system, and ensure that participation in the library system is indicated in the plan, on the preferred timetable of each county.

Inter-system agreements

State statutes require that public library systems maintain what are referred to as "inter-system agreements" with each adjacent public library system. With respect to Arrowhead Library System and Lakeshores Library System, there are six separate inter-system agreements currently in-force. A merger of the two systems would reduce the number of necessary agreements from six to three. The form and language of the current agreements that are maintained separately by

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[2] Wis. Stat. 43.15(4)(b)3

each system vary. Should the two library systems merge, new language for a common agreement should be developed, then taken through a process of negotiation (usually brief) with each adjacent library system.

Suggestions:
1. Pre-merger system leadership should develop a simplified draft intersystem agreement document for implementation on whatever timetable is required by DPI.

Member library agreements
State statutes require that, in order to receive state aid, public library systems must maintain membership agreements with each public library that participates in the library system. In its most basic form, a compliant member library agreement must include language that the member library agrees "...*to participate in the system and its activities, to participate in interlibrary loan of materials with other system libraries, and to provide, to any resident of the system area, the same library services, on the same terms, that are provided to the residents of the municipality or county that established the member library*".[3] Public library systems may include additional content and or provisions in member library agreements, however for the purpose of initiating a new public library system, member library agreements need only be basic and can always be enhanced later.

Suggestions:
1. Pre-merger system leadership should develop a simplified draft member library agreement document for implementation on whatever timetable is required by DPI, either in the months before the merger becomes official, or immediately after the merger becomes official as part of a new system board's first several orders of business.

Resource library agreements
State statutes require that each public library system must maintain a resource library agreement with *at least one* public library in the system area.[4] Statutes further indicate that the library of a given system having the largest operating budget must be offered a resource contract first. Resource library agreements are, according to the statutes, only required to contain a couple of key provisions, largely related to providing backup services to public libraries in the system that are less well-equipped to provide things like highly technical reference questions or other forms of highly technical professional librarian work. However, the statutes do not preclude library systems from maintaining more than one resource library agreement. This means that there is considerable leeway in how a new system chooses to address the question of resource libraries. As one example, a library system may maintain one resource library agreement that is specifically geared to meeting the statutory requirement, while also maintaining one or more additional

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[3] Wis. Stat. 43.15(4)c(4)
[4] Wis. Stat. 43.16

resource library agreements for the purpose of making specifically prescribed services available to the other members of the library system. Both the Arrowhead Library System and the Lakeshore library system have compliant resource agreements on file with the department of public instruction as of this writing.

Suggestions:
1. Should the Committee vote to recommend merger, ALS and LLS Boards of Trustees should vote on an initial Resource Library arrangement for the new system by providing them with a recommendation based on one of the following options:
    a. Recommend a single resource library (Racine Public Library receives first offer, with Hedberg Public Library receiving the offer if Racine Public Library declines), OR;
    b. Recommend that two resource libraries be retained, utilizing the same general contractual terms as before the merger (Racine Public Library would fulfill the statutory role of resource library due to it having the highest operating budget in 2021, while Hedberg Public Library would provide back-up resource library services, as well as cataloging services, and/or other services for member libraries).
2. Pre-merger system leadership should then file the recommendation, along with motions of approval by the existing system boards, with DPI as part of the annual plan filing process during the October prior to any merger becoming effective.

Service agreements with other library systems:
Library systems often maintain supplementary service agreements for specific arrangements that fall outside of the "inter-system" and other agreements required by statute. Lakeshores and Arrowhead currently maintain five such agreements between the systems. Should the systems merge, these five agreements would no longer be necessary. If, related to the resource library topic, original cataloging service is to be provided by Hedberg Public Library, then a service agreement currently maintained between LLS and Kenosha Public Library would also become unnecessary. LLS provides services to two other library systems via three additional agreements. Should the systems merge, the only changes necessary to these three contracts would be to revise them for the selected name of the new system, and revise one of them (SHARE Support and Training Agreement with KCLS) for inflation - which is necessary regardless of whether the systems merge.

Suggestions:
1. Should the Committee vote to recommend merger, it should then draft a recommendation to a new system board indicating that the new system should continue to provide the same contractual services to Southwest Wisconsin Library System, Kenosha County Library System, and the Kenosha Public Library on the same terms as before the merger.

2. Current system leadership should inform the leadership of the three agencies (referenced above) that they will be presented with replacement agreements, updated for the change of system, during the first quarter of the first year of a new system's existence.

Agreements with other types of agencies

Library systems in Wisconsin often develop and maintain agreements with other types of agencies such as schools, community organizations, vendors, freelance workers, and independent service providers. LLS and ALS separately maintain a number of such agreements, including the following:

- Racine Correctional Institution for access to system delivery (LLS)
- Waterford Union High School for access to system delivery (LLS)
- Blackhawk Technical College for access to system delivery (ALS)
- Beloit College for access to system delivery (ALS)
- Wisconsin Center for the Blind and Visually Impaired for access to system delivery (ALS)
- Beloit School District for access to system delivery (ALS)
- Milton School District for access to system delivery (ALS)
- Parkview School District for access to system delivery (ALS)
- Excel Express Courier for primary system delivery services (LLS)
- South Central Library System for extended delivery services (ALS and LLS)

Suggestions:
1. Current system leadership should draft a recommendation to a new system board indicating that the new system should continue to provide the same contractual services with other types of agencies;
2. Current system leadership should draft a recommendation to a new system board indicating that the new system should, during at least the first year of the new system's existence, utilize the same framework of delivery services.
3. Current system leadership should inform the current set of delivery vendors of intent to continue the current delivery model during year one of the new system, while preparing them for a possible holistic evaluation of post-merger system delivery services to occur.

Conclusions:

Administrative Impacts:
1. The overall number of member county agreements will remain the same. System stakeholders and/or leadership will need to communicate with county administrations to ensure that participation in a new system is indicated in any resolutions of approval for a system merger, and update county plans of library service;
2. The overall number of intersystem agreements will reduce. System leadership will need to develop new intersystem agreements to account for any change to system name;

3. The overall number of member library agreements will remain the same. System leadership will need to develop a new basic member library agreement, ensure approval of the new system board and ensure approval by member library boards;

4. The overall number of resource library agreements will either reduce or remain the same (based on the suggestions above). System leadership, advised by the Exploration Committee, will need to develop new resource library agreement language for employment in the fashion recommended by the Exploration Committee and secure system board approval on a timetable required by DPI;

5. The overall number of service agreements with other library systems will reduce, largely due to a number of agreements between ALS and LLS no longer being necessary. System leadership, advised by the Exploration Committee, will need to develop replacement agreement language (largely to accommodate a change in system name) for service contracts with Southwest Wisconsin Library System, Kenosha County Library System, and Kenosha Public Library;

6. The overall number of service agreements with other types of agencies will reduce, largely due to the combination of the SCLS Delivery agreements currently maintained separately by ALS and LLS. System leadership, advised by the Exploration Committee, will need to communicate primarily with the school districts and institutions, and prepare updated agreements to reflect a change in system name. System leadership must also communicate with current delivery vendors to pave the way for maintenance of the current structure through year one of a new system, to be followed by a dedicated process to consolidate delivery service within the new system.

Fiscal Impacts:
1. There will be no fiscal impacts with regard to member county agreements, as these agreements are non-monetary in nature;

2. There will be no fiscal impacts with regard to inter-system agreements, as these agreements are non-monetary in nature;

3. There will be no fiscal impacts with regard to member library agreements, as these agreements are non-monetary in nature;

4. If a single resource library contract is ultimately chosen, the total amount of system funding required would more than likely decrease. If the "two resource library model" option is ultimately chosen, the total amount of system funding required to support resource library services would more than likely remain unchanged. NOTE: this is a simplistic estimation based on assumptions. Other variables may exist, such as the negotiating stances of the resource library candidates, pre-merger system boards, and/or the post-merger system board.

5. There would be several fiscal impacts regarding agreements with other library systems
   a. Several agreements between ALS and LLS would cease to exist by virtue of the merger, primarily being "budget neutral" with a slight effect of decreased staff time to maintain them.

b. If Hedberg Public Library takes-on original cataloging for the new system as part of a resource library arrangement, a contract with Kenosha Public Library for that service will no longer be required, resulting in a savings of $5,000 per year in operating costs.

c. If the new system continues to provide services to Southwest Library System and Kenosha County Library System (IT, Automation, etc.) on the same fiscal basis as pre-merger, the new system will see approximately $99,000 in operating revenue in addition to state aid.

6. Utilizing an assumption that pre-merger agreements with school districts, institutions of higher education, etc. would be preserved on the same terms post-merger, there would be no fiscal impacts other than an ongoing combined revenue of about $5,000 per year. Consolidation of two delivery contracts with SCLS delivery will more than likely prove to be budget neutral or furnish slight unspecified savings. Long-term potential exists for generating savings in the area of delivery service through a consolidation project. Short-term continuation of primary delivery services using the current model is estimated to be budget neutral.

For a complete list of system contractual agreements, please see Appendix G.

Issue E: Member Costs to be in the System

March 24, 2022
Prepared by Steve Ohs
Shared at the May 2 Committee Meeting

Brief explanation of the issue: The Committee wanted to understand if/how member library expenses would change should the systems merge

Tie to Value Proposition: Improve return on investment, Do no harm

Considerations and Dependencies:
- Responds to an expressed concern from Committee members and stakeholders who responded to phase I questionnaire about the fiscal impacts of a potential merger on member libraries.

Findings
Member libraries of Arrowhead Library System and Lakeshores Library System each pay annual amounts of funding to their home system in order to fund a number of cooperative programs. In all cases, these expenses are reviewed and approved by either the system member library cohorts, or the entire membership of the SHARE Consortium. As of March 2022, these expenses fall into several categories:

A. Annual software licensing for an instance of SirsiDynix Symphony library automation software (consisting of the core software product, a number of functional add-ons such as an online catalog, data analysis tools, an annual fee for access to a nationally-recognized bibliographic database, and a contingency fund).

B. Support fees paid by the member libraries of Arrowhead Library System to Lakeshores Library System to offset LLS staff costs in providing the same level of support for the library automation software as LLS provides its members.

C. System-specific license fees paid by the member libraries of Arrowhead Library System for several electronic resources, including Brainfuse HelpNow, Hoopla, and OverDrive.

D. System-specific license fees and access expenses paid by the member libraries of Lakeshores Library System for electronic resources including Brainfuse HelpNow, OverDrive, Ancestry.com, Creativebug, WiscNet, WPLC membership, and a Marketing & Public Relations fund.

E. Payments to Lakeshores Library System in reimbursement for cooperatively-purchased computers and application software (examples: Microsoft Windows, DeepFreeze licenses).

F. Fees assessed by Lakeshores Library System for requested local IT services.

G. Payments to Lakeshores Library System in reimbursement for cooperatively-purchased bulk supplies (examples: thermal receipt paper, RFID tags, and "I Love My Library" bags).

Potential Impacts

A. **Annual software licensing for an instance of SirsiDynix Symphony library automation software.** The total amount of funding required from SHARE member libraries will remain subject to the terms of the associated vendor contracts. The method of apportioning member shares of this expense category will not change unless the SHARE Director's Council votes to do so.

B. **Support fees paid by the member libraries of Arrowhead Library System to Lakeshores Library System to offset LLS staff costs in providing the same level of support for the library automation software as LLS provides its members.** Lakeshores Library System provides this type of support to its members as a system service. Should the systems choose to merge, the new system may choose to take the same view. In such a case, this expense would still exist, but be distributed in a different manner.

C. **System-specific license fees paid by the member libraries of Arrowhead Library System for several electronic resources, including Brainfuse HelpNow, Hoopla, and OverDrive.** The member libraries of Arrowhead Library System purchase several electronic resources cooperatively. Lakeshores Library System also currently subscribes to Brainfuse HelpNow and participates in the statewide OverDrive program as well. Cost shares for these two resources are already apportioned on a SHARE Consortium basis, thus cost shares would not change in the event of a merger. LLS is currently in the process of adopting the Hoopla service using the same model of access as Arrowhead Library System. In the short-term after any potential merger, cost levels could be maintained for the sake of consistency. In the mid- to long-term, the combined membership of the new system or system administration may seek to reevaluate the model of the Hoopla program with respect to appropriating additional system funding to it. Should that prove to be the case, member libraries of the new system may see their Hoopla-related costs go down, **or** see an increase in available content for patrons.

D. **System-specific license fees and access expenses paid by the member libraries of Lakeshores Library System for electronic resources including LinkedIn Learning, Brainfuse HelpNow, OverDrive, Ancestry.com, Creativebug, WiscNet, WPLC membership, and a Marketing & Public Relations fund.** In addition to some of the electronic resources in-common between ALS and LLS indicated in (C above, the member libraries of Lakeshores Library System are assessed funding shares for WiscNet (an internet service of the State of Wisconsin), an annual membership fee in the Wisconsin

Public Library Consortium, and a Marketing & PR fund totalling $20,000 annually. In the case of a potential merger, the new system board and administration would have the option to pay for WiscNet and WPLC out of system funds, thus eliminating those expenses for member libraries. The LLS member library directors established the M&PR fund several years ago by vote. Therefore, member libraries of a new system should have the opportunity to consider whether they wish to continue to pay-in to a supplementary M&PR fund. There is then the possibility that this expense could be eliminated as well.

E. **Payments to Lakeshores Library System in reimbursement for cooperatively-purchased computers and application software (examples: Microsoft Windows, DeepFreeze licenses).** Lakeshores Library System administers an annual group purchase of PC equipment and software licenses, and occasionally purchases equipment for member libraries of both systems on-demand. Equipment and software are purchased in bulk at an economy of scale, and invoiced to the libraries at-cost. Participation in this service is voluntary for each library. On the presumption that this service is valuable to member libraries and that the new system would continue it, the structure of costs to libraries for this service would not change.

F. **Fees assessed by Lakeshores Library System for requested local IT services.** LLS staff assess an hourly fee (and mileage, for physical visits) to perform technical work that is specific to a given library. Participation in this service is voluntary for each library. On the presumption that this service is valuable to member libraries and that the new system would continue it, the structure of costs to libraries for this service would not change.

G. **Payments to Lakeshores Library System in reimbursement for cooperatively-purchased bulk supplies (examples: thermal receipt paper, RFID tags, and "I Love My Library" bags).** LLS occasionally purchases bulk amounts of commonly-needed library supplies, often in response to requests by groups of member libraries. Participation in this service is voluntary for each library. On the presumption that this service is valuable to member libraries and that the new system would continue it, the structure of costs to libraries for this service would not change.

Conclusion

Member libraries of Arrowhead Library System and Lakeshores Library System each pay annual amounts of funding to their home system in order to fund a number of cooperative programs and should the Systems merge, leadership will need, with member library guidance and input, develop a standardized funding/purchasing approach. There are potential ways in which costs could decrease and in many cases the structure of costs to libraries would not be impacted by merger.

Related Issue Papers

- Issue I: IT Readiness for Merger
- Issue H: Potential, One-time Costs to Merge

Issue F: Staffing Model

April 22, 2022
Prepared by Steve Ohs and Steve Platteter with information supplied by the staff of ALS and DPI
Shared at the June 6 Committee meeting

Brief explanation of the issue: The Committee would like to understand how a merger of the two systems could result in a system staffing model that would integrate both existing system staffs and provide opportunities for future additional staff roles.

Tie to Value Proposition: Do no harm, Enhance efficiency, Improve return on investment, and Improve services

Findings

Current Staff Models

Lakeshores Library System currently maintains a staff of six full-time employees. Arrowhead Library System currently maintains two full-time employees, and four part-time employees. There are two staff retirements that are formally pending on the LLS staff; one employee will retire at the end of the 2022 fiscal year, and one employee will retire at the end of February in 2023.

LLS Staff Positions

Position	FTE Percentage	Notes
Administrator	1	
Office Manager	1	Retiring 2.20.2023
IT Manager	1	
System Services Technologist	1	
Interlibrary Loan Specialist	1	Retiring 12.30.2022
Local IT Technician	1	
Total FTEs:	6	

ALS Staff Positions

Position	FTE Percentage	Notes
Director	1	
Office & ILL Manager	0.9	
Public Information Coordinator	1	
Delivery Driver	0.375	
Delivery Driver	0.375	
Delivery Driver	0.2	

	Total FTEs:	3.85	

Initial Future Staff Model

Guided by the process principle, "do no harm," the Committee has indicated a strong interest in providing roles for all of the existing staff. Therefore, this issue paper offers the following staffing model that maintains existing staff positions and the library automation services provided to the SHARE consortium.

Initial Merged System Staff Positions

Position	FTE Percentage	Notes
Director	1	Filled by existing staff
Deputy Director for Consulting Services	1	Filled by existing staff
Finance and Human Resources Lead	1	Initially filled by existing staff
IT Manager	1	Filled by existing staff
IT Senior Associate	1	Filled by existing staff
IT Technician	1	Filled by existing staff
Marketing and Public Relations Coordinator	1	Filled by existing staff
Office and Interlibrary Loan Associate	0.9	Filled by existing staff
Service Consultant (TBD)	1	Open (former LLS ILL specialist)
Driver 1	0.375	Filled by existing staff
Driver 2	0.375	Filled by existing staff
Driver 3	0.2	Filled by existing staff
Total FTEs:	9.85	

There will be several opportunities to replace or change staffing roles due to retirements in the wake of a merger. Strategic planning, ideally occuring in the first or second year of merger, would clarify service priorities of member libraries, better informing staffing of the new system.

Comparisons With Other Library Systems in Wisconsin

A cohort of other library systems in Wisconsin, with a similar number of member libraries as a merged new system derived from ALS and LLS, is below:

System Name	Number of Libraries	Total Paid Employees (%FTE)	Salaries and Wages: Annual Total	Employee Benefits: Annual Total	Staff Expenditures (Salaries+Benefits)
Outagamie Waupaca Library System	16	10.675	$537,486	$221,444	$758,930
New Merged System (ALS & LLS)	**22**	**9.85**	**$582,866**	**$267,902**	**$850,788**
Bridges Library System	24	7.7	$557,946	$176,503	$734,449
Wisconsin Valley Library Service	25	8.3755	$490,052	$218,500	$708,552
Northern Waters Library Service	27	5	$341,764	$144,066	$485,830
Southwest Wisconsin Library System	28	4.875	$166,950	$37,107	$204,057

Process of Staff Integration

Per state statute, the board of trustees of the new system would be responsible for "vesting in a head librarian" the task of directing the system activities, approving job descriptions under advisement from the head librarian (also known as the system director or administrator), and developing the necessary budgeting to support the selected model. Should phase II end in a vote to recommend merger, the Exploration Committee will craft a recommendation for the preferred initial staff structure, which could become the basis of a motion by the new system board to adopt.

Contract Consultants

Both library systems currently utilize a number of contract arrangements to provide consulting services to member libraries:

- Inclusive Services - (ALS)
- Youth Services and Continuing Education - (ALS)
- Youth Services - (LLS)

If the systems merge, these existing consultant service contracts could be rolled into the new system essentially as-is for year one. As with the delivery service, the services provided by these contracts can be evaluated through a strategic planning process. In this way, continuity of service can be achieved in the short-term, while setting-up a process to make well-informed choices based on the needs of member libraries and available system funding.

Compensation and Benefits

There are a number of different ways a new system could address compensation and benefits of a merged system staff. It is important to note that a board of trustees must be established for a new system before any policies related to compensation and/or benefits can be formally adopted. The Exploration Committee strongly recommends that every effort be made to ensure that staff from each system will have access to comparable compensation and benefits should the systems merge.

Conclusion:

There are viable options for achieving an integration of the two respective system staffs into a cohesive unit. The Exploration Committee recommends that any staffing model adopted, created during the latter phases of the exploration process, adheres to the agreed upon process principles, especially Do No Harm, and will provide the initial staff structure necessary to maintain pre-merger service levels, and with minimal disruption to staff compensation and benefits.

Related reports:

Issue J: Risks of not merging

Issue G, Part I: Opportunities for More Efficient Use of Revenue (Internal/System Focused)

April 18, 2022
Prepared by WiLS with information supplied by the staff of ALS and LLS
Shared at the May 2 Committee Meeting

Brief explanation of the issue: The Committee would like to understand how a merger of the two systems could result in more efficient use of revenue and/or any reduction in per patron cost.

Tie to Value Proposition: Improve services; Enhance efficiency

Findings:
The staff of ALS and LLS see many ways that the use of revenue can be made more efficient through a merger especially in the following areas:

Delivery
ALS currently provides five day a week delivery to all seven of its member libraries. It also provides delivery service to six affiliate members and outreach materials to several Rock County nursing homes. To facilitate this, ALS employs three part time drivers and has two cargo vans. Its sorting hub is in the lower level of the Milton Public Library and provides ample sorting room, but does not offer automated sorting. ALS also contracts with a courier service to do a five day a week run between the ALS hub in Milton and the LLS hub in Racine.

ALS leadership and the staff of LLS believe that for the first year of a new merged system, the existing delivery systems should be maintained while gathering the information necessary (member library needs, vendor options, etc.) to generate and implement a converged delivery service in year 2. It is also possible that RFID sorting could be started in Rock County, either at the Milton sorting hub or at the Hedberg Public Library in Janesville. All member libraries of ALS and LLS have now tagged their collections with RFID tags, which would allow the system to explore leveraging the RFID sorting machinery at a few of the libraries, possibly seeking to implement more.

Potential efficiencies could include:
- Savings after studying delivery vendor options. A new system might contract all deliveries to a single vendor, use all staff drivers or use a mix of both. A new system might also be able to work for a Homebound delivery staff member or contractor. A larger system may offer new flexibilities.
- Vehicle insurance, maintenance, and purchases may be reduced or eliminated depending on which option from above is selected.

- Currently, each system wants a new van wrap. A merged system means one design is needed – or may not be needed if contracting solely with an outside vendor.
- SCLS might make only one state delivery stop for ALS/LLS, which may reduce the overall number of system dollars spent on access to this service.
- Office and delivery staff could be excluded from material sorting if automatic sorting equipment was more robust or if there was an additional sorting machine for the libraries that don't currently have a separate sort at Racine.

Staffing

Currently, the activities of ALS and LLS (especially, the activities that are collaborative projects) must be conducted through two leadership structures, two system boards of trustees, and two separate member library advisory committees. Each reports their collaborative efforts via their respective system annual reports in duplicate. A system merger would streamline this work into a single flow, single annual report and system plan, and eliminate the need for the extra synchronization activities that currently take place (special intersystem staff meetings, extra phone calls to check that they are on the same page and not going awry of the preferences of the other system, etc.) The systems further see benefit in having a unified staff structure of email accounts and a single online work environment.

One immediate effect of a merger would be that the LLS Tech Team would be joined with the ALS strength, its Public Relations & Marketing department. Current increases in state aid could also allow for the expansion of one or both. Early strategic planning, in conjunction with retirements will allow the new system to tailor its staff to the needs of the member libraries and find further staffing efficiencies and/or places for cross training that will ensure service continuity.

A merged system would in theory only need one director. However, there are many meetings. Having enough staff to attend and participate in state committees and professional organizations as well as to advocate for the system at the municipal, county, and state levels is a benefit to the system and its libraries as it levels the path and makes hard conversations like funding issues more successful, keeps libraries as community hubs in mind, progresses the profession, and brings invaluable opportunities to the system and its libraries.

Technology

The LLS staff see the largest area of outstanding potential for improvement as related to planning and overhead of IT-related projects. A merger may result in the ability for better negotiated group prices for items such as hot spots, which tend to be a very popular item, machines and service for self-checkouts, gate counters, microfilm readers, calendaring and room reservation software, etc. Additionally, staff currently spend a huge amount of time on the front-end doing planning and coordinating between the systems. A system merger would mean that the decision-making process would be streamlined from the current need to take place within two silos, to a single decision-making process. Staff anticipate a reduction in IT project overhead resulting in a

significant amount of staff time freed-up to focus on direct service to member libraries and "time-on-task."

Facilities

LLS and ALS staff both indicated that the first year or two of the new system will be consumed by the activities necessary to complete the administrative convergence of the merger, do strategic planning, and achieve some operational stability under the new arrangement and facility changes/consolidation should follow.

Points discussed include the following:

- Both systems (and their member libraries) have collectively learned a lot from the COVID pandemic with respect to development of an effective hybrid work model, and that may influence system choices with respect to the optimal physical footprint.
- A merged system will ultimately require a certain amount of space to store system assets, including document storage and server space Storage needs vary according to time of year (for example: co-op PC purchases require a fair amount of space to store and configure incoming and outgoing equipment).
- The delivery service model will also exert influence on physical space needs (for example: ALS uses current facility for sorting). The extent of "in-house" delivery-related activities will need to be considered, providing further reasoning for waiting to make facility decisions until a clearer picture of what delivery will look like emerges.
- Possible reductions could be made, eventually, to office space, contracts on phones, printer/fax/copy machines, and insurances and it may be possible to reduce delivery hub locations
- ALS currently leases office space in the basement of the Milton Public Library at an annual cost of $14,000.00, renewable on an annual basis. LLS currently leases office space on the upper floor of a small commercial office building in Waterford at an annual cost of $22,032.00, on a three-year lease (ending November 30th, 2024).

Decision making and administration

Decision making would be much more streamlined with a single administration and board. It should also be noted that while Rock County has been very supportive of library services, there may be some administrative advantages of ALS merging with LLS. These advantages include access to benefits as well as fiscal agency that can respond to library and library system specific needs and opportunities.

Conclusion:

Both systems identified numerous ways that revenue would be used more efficiently should a merger occur. Immediately, decision making, administrative actions, and meetings would become more efficient. Other efficiencies would be gained after the system merged and was able to better learn the needs of members and system staff, and then make changes, particularly when considering delivery, staffing, and facilities.

Related Reports:
Issue E: Costs to be in the System
Issue J: Risks of Not Merging

Issue G, Part II: Opportunities for More Efficient Use of Revenue (External/Member and Patron Focused)

April 18, 2022, Prepared by WiLS with information supplied by the staff of ALS and LLS
Shared at the May 2 Committee meeting

Brief explanation of the issue: The Committee would like to understand how a merger of the two systems could result in more efficient use of revenue and/or any reduction in per patron cost.

Tie to Value Proposition: Improve services; Enhance efficiency

Findings

The staff of ALS and LLS see many ways that members and patrons would benefit from a merger and more efficient use of revenue.

One of the biggest areas of efficiency would be simplified meeting needs. For example, activities that require meetings for SHARE and two separate library advisory committees can reasonably be combined into a single blended meeting on a frequency chosen by the stakeholders. The new system could also consider instituting director travel stipends, which some other systems have done. Assuming the same model of communication and joint co-op budget setting would apply to the new system, libraries will continue to have a direct role in the levels of library funding they each choose to commit to their participation in the system.

If the systems choose to merge, there are significant opportunities to do more for member libraries with the same amount of combined state aid/operating revenues. A consolidation of leadership structures, key services such as delivery, and staff retirements will all accrue to create an opportunity to re-tool the service offerings of the system to more effectively provide the services member libraries need. This process should be informed by a strategic planning process that takes place during the first year of a merged system's existence.

In system staff discussions, several specific areas of service improvement a system merger might afford were identified:
- Expanded staff consultant positions. Examples include a full-time youth services consultant, an adult services consultant, a community engagement coordinator, grant assistance/expertise, etc. Consultants could maximize services while saving library directors much of the research, planning, and meeting time
- Consolidation of expert staff coordination groups (example: youth services committees, adult programming) with dedicated system staffing to facilitate their activities and translate ideas to action. Essentially, members will have a bigger pool of expertise to draw from.

- The LLS Storywagon program could be broadened to all members of the merged system, enhanced through additional funding and staffing, or otherwise improved upon. It may be possible that libraries could see a reduced cost for a performer series Note: the LLS Storywagon program has, historically, provided each member library with programs for children and families each summer, and dates back to the earliest years of the system's history.
- Better technology for virtual meetings would be available
- A larger return on investment as far as a reorganized and efficient system staff – could offer more with the same net inputs to the system.
- Depending upon available resources, the new system may be able to offer stipends and grants (ALS currently offers Continuing Education scholarships)
- In the case of the ALS member libraries, they would no longer need to fund the ILS Support Agreement with LLS.
- The new system could also fund additional e-content and/or databases.

There is also potential for cost savings that could result from a bigger buying pool or reductions in cost through merger, including:
- Two WiLS memberships will be reduced to one (estimated savings of $200)
- Two WPLC memberships will be reduced to one (either budget neutral, or a slight unspecified reduction)
- Two WISCNET memberships will be reduced to one (estimated savings of approximately $1,000)
- Two movie licensing contracts will be reduced to one (estimated slight unspecified savings)
- Two separate sets of insurance coverage will be reduced to one set (estimated savings unspecified)
- Two sets of system audit costs will be reduced to one set (estimated savings unspecified)
- Possible cost savings from cooperative purchases and a bigger buying pool (although SHARE has done much of this already)

Actual cost to the member libraries will depend upon efficacies gained through the merger, available state aid and the cost of the services requested by the member libraries. Several library systems offer a considerable number of services to their member libraries but can only afford to provide these services by charging back to the member libraries.

Ideally, savings for libraries can result in improved offerings for the public. The overall area served by the two systems now will not change as a result of a merger, thus producing the same state aid per capita as before a merger. However, a merger will help that state aid go further.

Conclusion:
The staff of both systems identified multiple ways that a merger could result in a more efficient use of revenue to better support the needs of member libraries. In some cases, there would be a reduction in costs, mostly through a de-duplication of efforts/expenditures, and in other cases, members would benefit from a larger system staff and a larger pool of experts in member libraries to draw from. While there are many manners to improve efficiency of resource use, the exact ways should be determined through early strategic planning.

See also:
- Opportunities for More Efficient Use of Revenue (Internal/System Focused) Issue Paper

Issue H: Potential One-time Costs Related to Merger

May 23, 2022, prepared by Steve Ohs, Steve Platteter, and WiLS
Shared at June 6 Committee Meeting

Brief explanation of the issue: The Committee wanted to better understand what potential, one time costs might occur should the systems merge (ie IT infrastructure, new signs, legal fees, contract changes, server space, moving costs, etc.).

Tie to Value Proposition: Improve return on investment; Do no harm

Findings:
A review of the Eastern Shores Library System and Mid-Wisconsin Federated Library System Joint Merger Committee Recommendation Report (see Appendix H), the most recent merger of two systems, showed that the greatest anticipated one-time expenses were tied to Library Management Software (referred to as an "Integrated Library System, or "ILS"). In fact, nearly 90% of the one time costs of this merger, estimated to be $240,334, were associated with the ILS. This type of one-time costs will not exist in the case of a merger between ALS and LLS as consolidation of library management software occurred when ALS joined SHARE. The Eastern Shores/Mid-Wisconsin Joint Merger Committee also anticipated one time costs for other software licenses, relocation expenses, legal/auditor expenses, rental truck space, and logo creation to be $28,250.

Relatedly, current leadership of Bridges Library System has provided written (see Appendix I for full response) and anecdotal information about one-time expenses, including that the largest single one-time expense incurred by the process of Jefferson County joining Bridges consisted of vendor fees and staff time directly associated with migration of the Jefferson County libraries into the Bridges instance of library management software (ILS).

The Directors of ALS and LLS anticipate the following *possible* one-time costs (all numbers are estimates):

Google (or other) Workspace Accounts	$500
VOIP Phones	$1,000
Phone Accounts	$1,000
Logo development	$1,000
State/Federal Charges & Fees for Establishing Status as a New Entity	$1,500
Creation of shared branded materials	$2,000
Year-1 Supplementary Accounting Consulting	$5,000
Quickbooks Migration Consulting	$5,000
Strategic Planning Consulting	$10,000
Retirement agreement benefit to one LLS employee	$15,000
Space costs (After Year-1)	Unknown

Moving costs (After Year-1)   Unknown

It is estimated that both systems maintain a combined $550,000.00 in reserve funds as of May 2022. Therefore, the above costs are within the capability of a newly-merged system.

Conclusion:
Although one-time costs associated with a merger of the two library systems are inevitable, the sum of one-time costs incurred through a merger of ALS and LLS would be significantly lower than the one-time costs incurred by other library systems that have undergone changes in system territory. The availability of a healthy source of reserve funding indicates that a newly-merged system will have the resources necessary to bear the necessary one-time costs even if they exceed the estimated figures above.

Related Reports:
Issue F: Staffing Model
Issue I: IT Readiness for Merger

Issue I: IT Readiness for ALS / LLS Merger

Last edited April 13, 2022 by Jim Novy and Steve Ohs
Shared at the March 7 and April 4 Committee Meetings

Brief explanation of the issue: The Committee wanted to understand if the current server capacity and location in the Waterford Public Library is of adequate size and the appropriate location should the library systems merge. The issue, after consultation with the Committee, was expanded to include other issues related to Information Technology.

Tie to Value Proposition: Improve return on investment, Do no harm

Considerations and Dependencies:
- Responds to an expressed concern from Committee members about the ability to provide seamless service to member libraries.

Findings

Pre-Integrated Architecture
The library-facing IT infrastructure that provides services for the ALS and LLS libraries has largely already been combined. In 2018, the ALS libraries were brought into the SHARE consortium's SirsiDynix ILS instance that provides the shared circulation system, database and other library-specific applications. Then in 2019, an LSTA grant was made available for enhancing system IT collaborative efforts, which LLS applied for jointly with ALS and SWLS. During the summer of 2019, network equipment was upgraded at ALS, LLS and SWLS to accommodate the change. Since that was put in place, all Internet transit from the 3 systems has been routed through a central head-end in Waterford. More recently, LLS was awarded an LSTA ARPA grant for ALS and LLS to upgrade networking equipment that should provide enough capacity to get the systems through the next 5+ years.

Existing Budget Infrastructure and Planning Process
Server replacement and enhancement funds are contributed to by all of the libraries that participate in the SHARE Consortium, including the member libraries of ALS and LLS. This funding is separate from the respective operating budgets of the two systems, and is specifically earmarked for future upgrades as they are needed if LSTA grant dollars are less available in the future. Both of the existing system administrations have been heavily involved in setting-up the processes and sources of funding that support the servers and network environments that serve the libraries participating in ALS, LLS, and SHARE as a whole.

Costs
If the systems decide to merge, the new system will eventually need to address the infrastructure that supports the system office staff. This includes moving to common email, phone, and

file-sharing platforms. Depending on what decisions are made, the largest one-time costs will likely be several additional VOIP (Voice Over IP) phones. Ongoing costs would be limited to monthly provider fees associated with new phone devices. If staff from both systems are moved to a single location, there could be one-time fees associated with changing providers or expanding/moving the location(s) of service. While it is difficult to predict what the specific choices will be, the following costs might reasonably be anticipated under current staffing conditions:

GoToConnect Phone Accounts	$264/year	3 Needed	$792
Google Workspace Accounts	$72/year	3 Needed	$216
Polycom VVX 350 Phones	$239/one-time	3 or Fewer Needed (Spares in Current Inventory)	$717
		Total Year 1:	$1,725

Information Security

The general information security environment (also referred to as "cyber security") would not require significant changes, largely due to the fact that the Wide Area Network that serves both systems already relies on a combination of WISCNET/BadgerNet infrastructure, and is already protected by a network firewall appliance with an up-to-date array of security features. The LLS tech team has also implemented a series of Virtual Networks (VLANS) within the greater network to achieve further security-minded segmentation.

Conclusion:

A system merger between ALS and LLS will not present significant additional costs, staff overhead, or information security risk to the system or member libraries.

Issue J: Risks of Not Merging

April 19, 2022
Prepared by WiLS with information supplied by the staff of ALS and LLS
Shared at the May 2 Committee meeting

Brief explanation of the issue: The Committee would like to understand what risks, direct or indirect, not merging may pose.

Tie to Value Proposition: Improve services; Enhance efficiency ; Do no harm

Findings
There are potential direct financial risks associated with not merging at this time.

- Merger exploration costs are being subsidized currently by LSTA funding and there is a strong likelihood there will be further LSTA funds to help subsidize some costs related to merger. Obviously, if systems do not merge, they will not be eligible for these funds.
- If the systems merge, there may be additional funding opportunities to defray costs associated with changes to the delivery service. Not merging would preclude the system(s) from taking advantage of that opportunity.
- As mentioned in other issue papers, there are duplicated costs between both systems.

Indirect risks also exist and are significant.

- Some of the collaborative arrangements in place between the two systems, such as SHARE, IT contracts, and Marketing/Communication contracts, may be vulnerable without a successful merger.
- If a merger fails, pressure may mount to alter the relationship between the systems into one that is purely transactional. ALS and LLS staff and system leadership have excellent rapport and prioritize cooperation in order to bring the two systems together for shared successes.
- Currently, member library directors are very comfortable working together, but quite a few new directors are coming in and these new members do not have the institutional memory of the improvements made over the last 5 years and may not feel the same goodwill or need to merge.
- Both systems have experienced firsthand what can happen when one key leadership position changes - it can slow and even end cooperative efforts.
- There is also the possibility that SHARE might not be inspired to make its independent 501(c)(3) status a reality.

Conclusion
One of the most challenging aspects of systems mergers is catalog integration, which ALS and LLS have successfully maneuvered. The formalization of the system's relationship through SHARE was a formative first step, but there are other aspects of their collaborative work that are at risk

should a merger not occur. Formalizing the relationship between the two systems would ensure that the collaborative efforts remain viable and sustainable, regardless of changes in staff and leadership.

Appendix A: Arrowhead Library System Strategic Plan 2020-2023

Arrowhead Library System
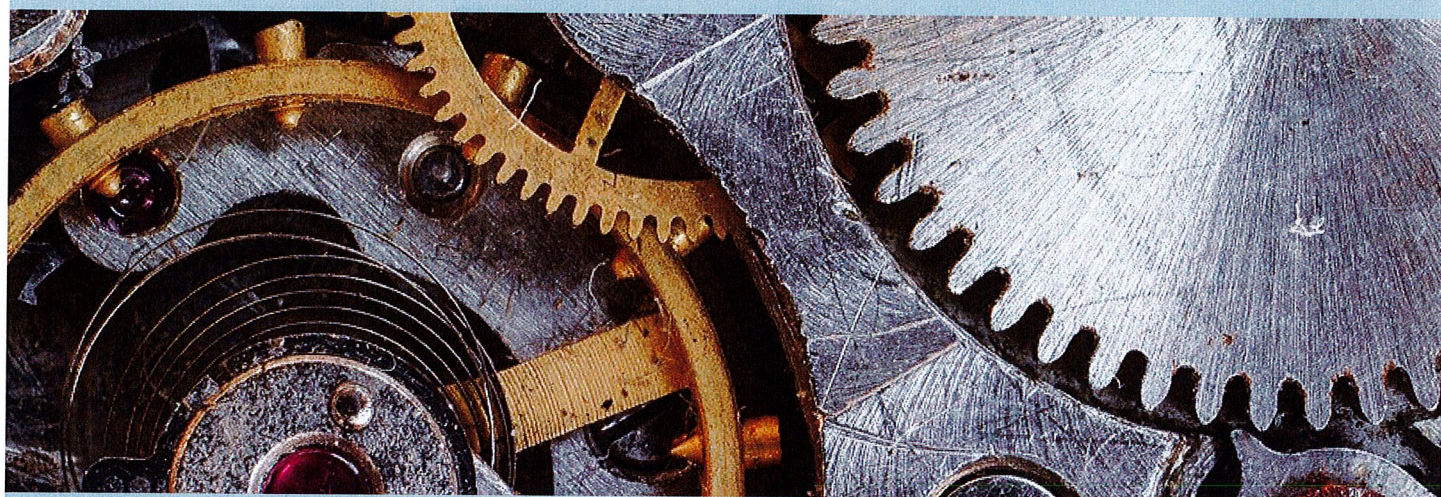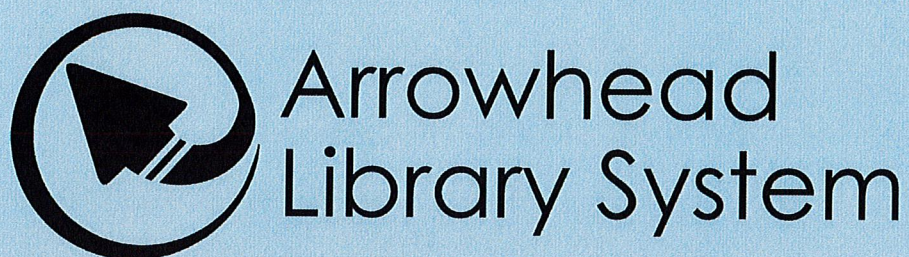
Strategic Plan
2020-2023

The mission of ALS is to facilitate equitable access to information and improved library operations to provide cost-effective and responsive services for all users. In support of this collaborative effort, the system is defined as its member libraries, System Staff and the System Board. ALS is not a substitute for local and county planning and financial support.

Introduction and Overview

Arrowhead Library System was established in 1974 to coordinate and expand Rock County's public library services. All Rock County residents benefit from enhanced, cost-effective library services through the continued cooperation of ALS and its member libraries. ALS provides members with delivery services, access to consulting and continuing education resources, interlibrary loan support, contracts with Lakeshores Library System to provide full support of the shared integrated library system (ILS) that all ALS member libraries use, and provides outreach and marketing expertise.

In order to guide decisions and priorities for the next years, the Arrowhead Library System staff and Board undertook a strategic planning process that brought together representatives from all member libraries. Building a strategic plan with the membership as part of the process guarantees the work of the system is always centered around those it serves. This has always been the case, but the context in which this plan was written makes this even more important.

This plan, especially the goal to develop an exploration process for system merger, leaves both the system and its member libraries both prepared and empowered. ALS has limited resources and may face funding decreases in the wake of COVID-19, library closures, and the resulting economic challenges. It is critically important that decisions made allow for both a continuation of existing successful services and additional services identified in the planning process. One way to meet member needs is to merge with another system, thus increasing capacity and resources. However, that process must be done carefully and thoughtfully and it must critically consider the benefits and disadvantages for the system and its members.

Fortunately, the system has a strong foundation and recently went through an instructive and ultimately successful process to identify and review possible ILS upgrade options for the Arrowhead Library System that resulted in an ILS merger with the Lakeshores Library System's SHARE. The ILS merger process had representation from member libraries and any merger exploration process must have the same. It must also be based upon data, a shared and articulated vision of the process and its outcomes, and must rely upon consensus. Just like all aspects of system operations, the work accomplished is for the greater good of all the libraries and the communities they represent. Therefore, consensus is critical even in the creation of the exploration process.

When this strategic planning process was begun, library and system operations were occurring as expected. Doors were open, books were delivered amongst members, meetings took place in shared spaces. Nobody expected a global pandemic to interrupt those operations, but it did and the system and member libraries responded to it with flexibility and composure and saw the unique conditions as an opportunity to think about system needs when faced crisis, whether a pandemic, catastrophic flood, power outage, or some other large scale disaster.

This plan articulates the important directions for our library system during this time of historic change and acts as guide for us we work to continually improve services to our members so they in turn can continue to provide the very best service to the communities they serve. Because of the nature of the plan's objectives, this plan is in effect 2020-2023.

Process

The process and timeline originally conceived was modified in light of the COVID-19 pandemic and the Safer at Home orders that closed libraries and limited travel. However, through flexibility and creativity, the goals of the process were met through planning team surveys and a virtual meeting to determine the goals and objectives of the plan.

Information gathering and understanding of member needs were critical. Two surveys were administered to ALS Trustees, Staff, and Member Library Directors during the process. The initial survey was made up of two sections, the first asking for input to determine what support and leadership roles the system could fulfill or enhance, if any, and the second exploring bigger picture strategic options. The survey was completed by 21 people, 10 ALS Trustees, 7 member library directors, and 4 system staff persons. The results made the following clear:

- Overwhelmingly, respondents indicated the primary support roles for the system were related to education, coordination and collaboration, and making connections in areas such as developing partnerships, marketing and communication, and programming support, and
- There was wide support for the development of an exploration process for system merger, though the process, and any possible merger, would need to be inclusive and carefully constructed.

With these results in mind, a second survey was administered to more fully understand what a merger process might look like. It was at this point that the Safer at Home order was put in place and libraries faced massive and sudden change. Therefore, the survey asked about immediate needs related to the pandemic and needs that might have been exposed that should be considered in longer term planning. This survey was completed by 12 respondents, 5 library directors, 4 board members, and 3 ALS staff members. The survey results indicated:

- Support for a merger exploration process that is inclusive, data informed and will examine both the benefits and the costs of a potential system merger,
- Need for system guidance, advocacy, and priority support for priority services during a time of crisis; and
- A need to find new and strengthen existing collaborations to improve services and build upon each other's expertise, especially related to consulting and continuing education.

With the survey results as its basis, the library system director and consultants at WiLS drafted a framework of strategic goals and objectives, along with potential activities to accomplish the objectives. This framework was reviewed and improved at a virtual meeting held on May 11 and attended by system staff, trustees, and member library directors. A revised draft was then shared with system library directors at a monthly meeting.

Approved August 12, 2020

Goals and Objectives

Strategically Supporting Member Libraries Through Crisis

The COVID-19 health crisis has made clear that ALS members have unique needs during a pandemic, however, the System can support members through this crisis and future crises, from flooding to power outages, by sharing guidance, providing advocacy and advocacy tools, and supporting critical services and the missions of the member libraries.

Objectives

- Develop or share guidance and best practices by working with experts and partners across the state to ensure safe work environments, best meet community needs, and reduce duplication of efforts.
- Library advocacy is always a critical need, but even more so during a time of crisis. ALS will help member libraries tell their stories to stakeholders, with action and tools, to ensure libraries have resources to continue offering critical community services.
- Resource sharing, library material delivery, technology support, and the literacy mission of libraries are critical services, especially when communities are faced with crisis. ALS will continue to support critical services in critical times.

Develop a System Merger Exploration Process

ALS is made up of member libraries that are highly collaborative and has a system staff with incredible talents. There is a high level of satisfaction with current system services, but member libraries are interested in developing and coordinating connections and increasing their access to consulting and learning opportunities. A system merger could increase partnerships and access to resources, but any merger would need to be accomplished through a careful process of learning and planning. ALS will work with stakeholders to develop an inclusive, data informed process to examine both the benefits and the costs of a potential system merger.

Objectives:

- Create an exploration process that is inclusive of and responsive to the different needs of participants, including system staff, member libraries and the communities they serve.
- Articulate and document the objectives that should be met for a successful merger to occur, with a clear and shared understanding of the criteria that should be considered in the exploration process.
- Perform an analysis of past library system merger examples to learn from the processes and outcomes.
- Consult experts to understand and form the best merger process possible.

Supporting Member Libraries Continuing Education and Consulting Needs

Even as the System forms an exploratory process for a system merger, member library needs must be supported. ALS will find new and strengthen existing collaborations to improve services and build upon each other's expertise.

Objective:

- Facilitate coordination of group efforts and collaborations among member libraries and with other libraries or partners to provide access to consulting services and continuing education.

Implementation and Communication

The ALS Director and staff will work in conjunction with the ALS Board of Trustees to prioritize, identify service goals, and coordinate activities from this plan. The System will consider available resources, including funding and staff time; changing conditions locally, regionally and statewide; and opportunities that arise to innovate during the implementation of the plan.

The ongoing planning process for the library will include project management, assessment, communication and re-prioritization activities to ensure the goals of the plan are realized with flexibility to adapt as needed. The System will regularly communicate progress made on the goals laid out in this plan to both the Board of Trustees and System members.

Appendix B: Lakeshores Library System Member Survey Highlights

Lakeshores Library System
Member Survey Highlights

Dates of Survey: 2/1/2021- 2/19/2021

Written and assembled by WiLS, March 2021

Question 1: What is your library?

All member libraries responded to the survey

Question 2: For each area, you will be asked to indicate the appropriate role for the system to fulfill from the following options (While the system can fill multiple roles, please select the role you think they best fill)

All 15 libraries answered this question.

A few items of note:

- *Data and reporting to improve operational and strategic decision making, effectiveness, and efficiency* was clearly seen as a role for the System to fill. (13 responses were System Role; 1 was Coordination & Collaboration; 1 was Education)
- *Keeping library technology up to date and relevant with current trends, including preparing for 5G, virtual programming, and remote work* as a System role had strong support (11 responses were System Role; 2 were Scale & Leverage; 1 was Coordination & Collaboration; and 1 was Make Connections)
- *Building projects* had a fairly clear No System Role response (10 responses of No Role; 2 were Make Connections; 1 was Scale & Leverage; 1 was Coordination & Collaboration; and 1 was System Provided.

It appears that members view many of the services to fall under system roles of Coordination & Collaboration; Education; and Make Connections.

System Role by Overall Vote

Category	Value
Reduce Duplication	8
Scale & Leverage	14
No System Role	49
System Provided	70
Make Connections	72
Coordination & Collaboration	74
Education	88
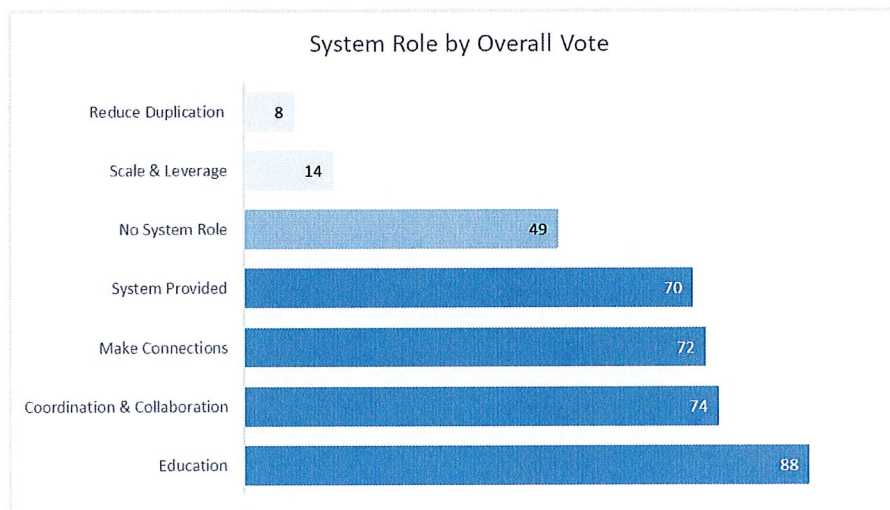
- *Makerspaces and related programming* (8) and Enhanced technology training for library staff (9) had the most interest under **Education**.
- *Helping libraries with marketing and communications support*, including assistance with developing marketing plans (8) had the most interest under **Coordination & Collaboration**.

Question 3: Is there any other service or resource that the Lakeshores Library System might have a role in supporting or providing that was not listed? If so, please share the service/resource and what you see as the role of the System.

- Although they are helping a lot already, I would ask that they be as involved as they can with the filing of the Annual Report by Directors.
- Education regarding Library Boards and how they function (Education role). Liaison between DPI and system (System role).
- Website design and template availability -
- Improving access and library exposure to the 20-50-year-old market
- Trendspotting
- Playing an active role in the PLSR initiatives and moving toward the future.
- I would suggest finding/vetting an attorney who is well-versed with library versus municipal issues and Chapter 43. When member libraries need legal advice, there would already be a trusted name. Each member library would then pay the attorney fees.
- Allowing Library Directors to meet and share services, bring up issues and solve problems.

Question 4: One a scale of 1 to 5, with 1 as the least important and 5 as the most important, how important are each of the following for the system to provide or support?

There were very few items that were not considered important or very important by most respondents.

IT support and services were considered among the most important services provided by the system. 4 of the top 5 services ranked related to IT support, access, and services. Delivery of materials was also considered very important. The following were services ranked the most important by respondents:

- System-wide access to and support for custom-developed enhancements to the SirsiDynix ILS and related tools
- Low cost local IT support services for individual libraries
- Delivery of library materials five days per week.
- System-wide IT services
- IT HelpDesk

System-level management of interlibrary loan requests coming from outside of SHARE had nearly half of respondents rating this as neither important or unimportant, not very important or not at all important (7).

Question 5: If a new service or resource is clearly needed by system members, please rank the following as methods for the system to support that new service or resource (1 being the least comfortable and 3 the most)

Respondents were split regarding solutions. Development of partnerships (especially with other library systems) was the solution that respondents were the most comfortable (6) with and the least comfortable (5) with.

Respondents were less divided about Let go less valued services as a solution with most answering this as their 2 choice; only 1 respondent ranked this as the most uncomfortable solution.

Increase member fees was the solution fewest respondents support. 7 respondents ranked this as the solution they were least comfortable with.

Question 6: What do you think are the successes and pros of larger-scale models for providing services to libraries?   What have LLS libraries gained by being part of SHARE? What could LLS libraries gain from other large scale collaborations (i.e. ideas raised by the PLSR process or possibly a system merger)?

Biggest benefits are:

- Potential for cost reductions
- Access to skills, specialties, and materials could be increased
- Existence of SHARE was paved the way for some to see the benefits/possibilities

Question 7: What do you think are the challenges of larger-scale models for providing services to libraries?   What have LLS libraries lost by being part of SHARE? What could LLS libraries lose from other large scale collaborations (i.e. ideas raised by the PLSR process or possibly a system merger)?

Potential difficulties:

- Loss of voice in a larger system
- Small libraries could be marginalized
- Potential wait time increase related to technology service

Areas that should be considered:

- Communication throughout system
- Number and types of meetings

There was some indication that the SHARE network has already introduced some the challenges and benefits. Overall, there was no strong voice against merger and a few that were supportive.

Appendix C: Issues Roadmap for Joint Merger Exploration Committee

Issue/Question/Need	Possible Action to take	By Whom	By When (what meeting)	Tie in with Value Proposition
Issue A: How does this system merger contribute to the **greater good of public library management** in the state.	Ask for statement from DPI?	WiLS asks DPI	May	Improve services
Issue B: Can our study committee show evidence that with a merged system our patrons could have **improved access to materials**?	Need to answer the following question(s): Might there be an opportunity for new e-content to patrons in new system? Can shared IT result in focused app development to increase patron access? Set benchmarks for future analysis that articulate how access could increase: Example: increase in circulation, program attendance, and gate counts because of stronger marketing; increase in programming attendance and patron satisfaction because of unified calendering	WiLS develops spreadsheet, System staff completes	WiLS by April, System staff by May	Improve services
Issue C: How can we ensure **equitable representation** of all libraries, communities, and counties in the new system? How will other member directors and libraries' voices and/or concerns be heard? **Build shared culture.**	How can we ensure **equitable representation** of all libraries, communities, and counties in the new system? How will other member directors and libraries' voices and/or concerns be heard? **Build shared culture.**	WiLS starts a draft, shares with system directors for feedback	April	Improve services, do no harm
Issue D: How (if it does) will the **relationship change between "SHARE" and Kenosha Library system** and other entities that ALS/LLS currently have contracts with, such as SWLS, academic libraries, etc.	Draft a statement on how the merger will impact KPL and other partners.	System directors	April	Do no harm
Issue E: Cost(s) to be in the system / How might **member library costs** be impacted?	Compare current member library costs	System directors/Steve Ohs will draft initial version	April	Improve return on investment
Issue F: How could **existing system staff be mapped to a new, interim system staffing model**? How could a merged system have a staffing model that improves member services?	Develop preliminary, interim/transitional system organizational chart. Chart could include future wish-list positions.	System directors draft, committee reviews.	WiLS by April, System staff by May	Enhance efficiency, Improve return on investment, Improve services

Issue/Question/Need	Possible Action to take	By Whom	By When (what meeting)	Tie in with Value Proposition
Issue F/G: Can our study committee show evidence that a merged system will result in a more **efficient use of staffing** than is currently in place in our two systems? **This has been folded into issue paper E "How could existing system staff be mapped to a new, interim staffing model?" and Issue F, "Opportunities for More Efficient Use of Revenue (Internal/System Focused)"**	Develop preliminary, interim/transitional system organizational chart, and a secondary aspirational org chart - longer horizon org chart. Look at staffing levels or structure at comparable systems.	System directors draft, committee reviews. WiLS pull comparable system data.	WiLS by April, System staff by May	Enhance efficiency, Improve return on investment
Issue G: Can our study committee show evidence that a merged system will be more **efficient in the use of revenue**? any reduction in per patron cost?	Describe potential costs savings in areas such as delivery, staffing, technology, facilities, reduction in meetings, etc. Identify potential for cost savings that could result from a bigger buying pool. Ask staff to identify areas where a larger	WiLS develops spreadsheet, System staff completes	WiLS by April, System staff by May	Improve return on investment
Issue H: What potential, **one time costs** are there to merge (ie IT infrastructure, new signs, legal fees, contract changes, server space, moving costs, etc.)?	Identify one time costs - could interview Monarch Library System to see what their startup budget was? Staff could review and add in potential costs they see.	WiLS drafts, System directors review	WiLS by April, System staff by May	Improve return on investment
Issue I: IT Infrastructure: Is the current server capacity and location in the Waterford Public Library of adequate size and the appropriate location if our systems merge?	IT staff draft a statement indicating the IT infrastructure is adequate for merger.	System staff	April	Improve return on investment
Issue J: What are **potential risks of not merging**?	List indirect risks to not merging: ie: continued inefficiencies with two system decision making processes, loss of DPI incentives (merger exploration subsidy), staff time devoted to this work now, etc.)	WiLS develops questions, System directors answers	April or May (ask Steve O)	Improve return on investment
What is the **main reason we tell all stakeholders** as to why we're thinking of merging and what benefits everyone would see.	Build a narrative incorporating the data from this spreadsheet to justify merger. Showcase how the goals of the value proposition were met.	WiLS consultants	June	Ideally, should encompass all

Issue/Question/Need	Possible Action to take	By Whom	By When (what meeting)	Tie in with Value Proposition
Identify any disruption in service to our patrons during a potential merger and develop timelines and communication plan				
Determine what (if any) changes are needed to ILL delivery for continued success, including answer questions such as How will delivery change? Is there evidence that our delivery system will be more efficient with a merged system?				
What is the Committee's Resource Library recommendation for new system (What will be the role of the resource libraries? Can we have two resource libraries? Is there one for the whole to-be system or will the existing resource library always function in theory as the RL in their county?)				
Recommendation for new system board characteristics: size/number of seats and apportionment by county, when it will be formed				
Initial new system administrator/director recommendation developed for new system board				
Initial general staffing policy approved by new system board				
Year-1 roadmap of system activities and service priorities recommendation developed for new system board				
Initial budget structure recommendation developed for new system board				
Research needs to be done to explore process of separating from Rock County to better understand potential pain points				
Develop recommendations related to HR planning. Staff benefits - (how will their benefits be determined - same retirement system? sick days/vac days/etc)				
Develop initial salary & benefits policy recommendation developed for new system board				
Ensure clear, open communication and consider: How will the public be notified about the merger, will the public have the ability to comment, will anything about the merger be explained in plain language to the various system customers.				
Develop recommendations for training and transitional communications for staff.				

Actions	Assigned to	By When
Annual reports of "old" systems completed		
System plan for "new system" completed & filed		
Member library agreements for "new system" drafted, completed, signed, and filed		
Process identified for transferring records from old systems to new system		
Federal & state legal status for new system applied-for and active		
At least one WI LGIP account established for new system		
At least one business-level consumer banking account established for new system		
Contract with a resource library for new system completed, approved by new system board, and filed		
Development of procedure to migrate pre-merger combined financial data into a selected bookkeeping platform		
Update any existing service agreements to account for the merging of the two systems		
Create a new technology and resource-sharing plan for the new system		
Rock County non-resident circulation payments -first year		
Rock County non-resident circulation payments-following years		

County Resolution process for each county

Issue	Proposed or possible action
Determination of System Services including: *What further services are we gaining or any enhancements in resources/services *What IT and PR services will be provided to members libraries as part of their membership? *What services will still need to be "contracted? (currently in ALS, member libraries pay an hourly fee for some IT services & I think some LSLS libraries pay for PR services like website support).	Implement committee recommendations related to strategic planning to determine system services
Would there be a grant-writing/application potential systemwide? Meaning, we could benefit from the same set-up/services across the board for universal access for our patrons.	
Would there be an opportunity to focus on data via graphs or some sort of visualization and metrics at the individual, county and system levels to help demonstrate the efficacy of libraries?	
Process to address consolidation of delivery service	
Bylaws of new system board created and approved by new system board	
Where will the new system offices be located? Will that be a burden to existing/continuing system staff if one office is closed?	
Administrator/Director appointed by the new system board	
Administration/Leadership	
Initial salary & benefits policy approved by new system board	
Year-1 budget approved by new system board	
Compare minor policies of the two old systems and converge into an initial policy structure for new system	

What will the name of the new system be?	
Determine resource library (using recommendation from the merger exploration committee)	
Develop schedule to review key documents: member library agreements, resource library agreement, etc. at a future date - 1 year post merger? 2 years post merger?	

Appendix D: Letter from Ben Miller to Arrowhead and Lakeshores System Merger Committee

Date: Wednesday, April 20, 2022

To: Arrowhead Library System Board of Trustees
             Lakeshores Library System Board of Trustees
             Steven Platteter, Director – Arrowhead Library System
             Steve Ohs, Director – Lakeshores Library System

From: Ben Miller, Director
             Library Services Team
             Division for Libraries and Technology

Subject: Arrowhead and Lakeshores System Merger

In the opinion of the Division for Libraries and Technology (DLT), a merger between Arrowhead Library System and the Lakeshores Library System would contribute to the greater good of public library management in Wisconsin. System mergers are voluntary and ultimately a matter of local concern but DLT staff see statewide advantages to this merger specifically.

History has shown that changes in territory of public library systems have the best service outcomes when they are voluntary, and that attempts at territory change can be challenging for many reasons, including perceived loss of local control, trust issues, fiscal challenges, and transition processes that are in any way unclear. During the past two years, strong connections have been established between system leaders at a statewide level. This has cultivated a cohort of system directors working together to share their knowledge and expertise for the betterment of all systems, which makes this an ideal time for a merger.

During the Public Library System Redesign (PLSR) project, Wisconsin library stakeholders advised DLT to "apply the approaches of enhancing collaboration and reducing barriers to support voluntary changes in territory served by public library systems with the ultimate goal of reducing the current number of public library systems." This merger will directly address this goal and provide DLT with the opportunity to develop a guide to assist public library systems in effectively planning for any future system mergers or expansion, as the PLSR Steering Committee recommended in their implementation plan. DLT is committed to providing incentives and support to assist Arrowhead and Lakeshores as they move forward with this merger with the intent of creating a model for statewide support of potential future merger explorations.

Due to ongoing advancements in technology and the evolving needs of member libraries, mergers between any systems in the state are generally expected to help address service

capacity issues experienced by library systems individually. This would result in higher quality and more comprehensive services than smaller public library systems such as Arrowhead and Lakeshores are able to provide on their own.

While Arrowhead and Lakeshores have already combined a number of key services essential to a successful merger, a fully merged system could expect even greater efficiencies by combining the assets of the two systems, including state aid payments. This would allow the new system to better leverage increased resources and capacities to improve services for all member libraries and library users. Examples may include: reduced space and utilities for a system headquarters, enhanced administration and administrative support, as system staff may be able to focus on new and innovative services rather than duplicative work. A merged system may see additional savings through streamlined accounting practices and shared procurement.

A successful merger between the Arrowhead and Lakeshores library systems will create a win-win-win situation for multiple stakeholder groups. For systems and system staff, it will result in a reduction in duplication of public library system administration and service activities not already collaborated upon. For DLT, it will fulfill an obligation to Wisconsin library stakeholders, who specified a reduction in the total number of public library systems. And, most of all, for residents of Racine, Rock, and Walworth counties, a successful merger will help to provide the best service possible for all member libraries and library users.

Cc:

Tessa Michaelson Schmidt, Assistant State Superintendent — Division for Libraries and Technology

Shannon Schultz, Public Library Administration Consultant — Library Services Team

Appendix E: ALS/LLS Library System Merger Exploration Communication Plan

Library System Merger Exploration Communication Plan

Goal: Open, transparent, two-way communication

This exploratory process will rely on transparency and will hinge on open, honest communication. The Committee will be responsive to stakeholders and receptive to their input throughout the process.

Committee Email Account

The Exploratory Committee's email account, als-llsjointcommittee@wils.org, will be checked by the process facilitators daily. All communications will be shared with the Committee in advance of the upcoming meeting.

Committee Meetings

The Lakeshores Library System will create a Merger Exploration page on their website.
Agendas and minutes will be posted to this site along with communications sent to the Committee. Meetings will be posted on System websites a week before, along with an agenda and if virtual, a link for the public to join the meeting. Draft minutes will be posted within one week of the meeting and final minutes will be posted as soon as approved by the Committee.

Committee Members

Because the Committee is made up of library directors and system trustees there is a likelihood that a quorum of the body may be present at any meeting of the system boards or the system library advisory councils. When this occurs, the committee members may share information and gather feedback, however, no business of the Committee should be discussed or acted upon.

Communication Materials

Materials created and shared throughout the process will be saved in a Google Drive folder containing all public documents related to this ongoing process.

Communication Matrix

Tactic	Stakeholder(s)	Timing	Description
Blog posts	Member libraries, trustees, municipal and county leaders, community members	Monthly, within a week of preceding Committee meeting	Short post that will be shared on the project web page that provides highlights of Committee work.
Newsletter articles (using existing system newsletter)	Member libraries and trustees	Monthly; in newsletter that follows most recent meeting	Short article that provides highlights of Committee work.
Updates at System Board Meetings - standing agenda item	System trustees	Monthly	Brief updates, provided by the planning committee as bullet points, to be shared by a member of the planning committee
Updates at Directors Meeting for each System - standing agenda item	Member libraries	Monthly	Brief updates, provided by the planning committee as bullet points, to be shared by a member of the planning committee
Updates at county meetings	Government officials and stakeholders	As needed, phase II or III	System directors should request time for a brief update and conversation on meeting agenda
Updates at/for member library boards and municipal leaders, as appropriate	Member libraries and trustees; municipal leaders; and community members	As needed, phase II or III	Brief updates, provided by the planning committee as bullet points, to be shared by a member of the planning committee; Committee members may request time on agendas for updates and conversation
Press releases / newspaper article content	Community members	As needed, phase II or III	Short article that provides highlights of Committee work.

Appendix F: ALS/LLS Merger Exploration Stakeholder Questionnaire Results

What is your role?	What do you think should be gained through a successful system merger? Multiple ideas are welcome.	If a merger did occur, what exists in the systems now that is important to preserve? Multiple ideas are welcome.	What questions or issues do you think it is important for the Committee to answer or understand prior to making a merger decision? Multiple answers are welcome.	Is there anything else you would like to share with the Committee?
Member Library Director	More services for our Patrons.	Our wonderful van delivery. Communication between members.		
Member Library Director	I believe the primary purpose is to move forward with the PLSR recommendations. In this case eliminating both a single county and two county library system and creating one three county system. There should be benefits in administrative costs and other areas of duplication (one delivery system for example).	The most important thing is that SHARE continues uninterrupted. Other mandated services will continue so there shouldn't be concern there. Staffing is somewhat of a concern since the merged system is actually a new system.	It is very important that the committee understands that merger does create a new system. I think SHARE helps in this area. We are used to working with each other, however it needs to be understood that both Lakeshores and Arrowhead will cease to exist.	Exercise caution when looking at Bridges and Monarch. Just because they have merged or added a new county doesn't mean they did it well. They are still struggling and I'm not sure they are addressing what is causing issues for them.
Member Library Director	Greater collaboration between member libraries; an excellent venue for the exchange of ideas.	IT service is our single most vital Lakeshores service. We hope to see this service expand as the consortium grows.	A library consortium exists to empower and serve its member libraries. As the consortium grows, it is vital that all member libraries keep their unique voice, and not become marginalized.	
Member Library Director	Cost savings for shared resources and services	IT support	Improve processes for increased efficiency - ensure productive meetings and reduce delays in decision-making time and implementation. Find the most efficient and effective balance between gathering input from member libraries but not allowing many voices to delay initiatives.	
Member Library Director	I think that a successful merger means first and foremost a cohesive and collaborative library system. What should be gained is strength in numbers, for example, purchasing power and resource sharing.	Great technology support, yearly director check-ins, Trustee dinners, and Storywagons.	Making decisions across three counties, the two systems' cultures and histories, and how best to deliver services.	
Member Library Director	Cost savings; more efficient access to materials for our patrons, increased support for staff in areas such as IT, marketing, policy development.	Delivery service & turn around time for patron holds is very important to preserve. Up to date ILS that keeps up with new features. For staff, quick support from system staff (ie staff aren't needing to do more with less).	Hold algorithms and delivery routes - large impact on patron experience. How will IT & PR support be handled. Currently, each system has expertise in 1 area and I imagine this may now be spread to both systems?	Questions and concerns don't imply that this is a "problem" - just something we want to clarify and make sure all parties understand the process.
Member Library Staff	Continued CE opportunities across the system, continued PR collaboration, continued SHARE catalog, continued tech support	All of the above	Will there be one System Director? Or a System Director and an Assistant Director?	Keep up the good work - open communication, brainstorming, collaboration - your efforts are appreciated
Member Library Staff	Efficiency, shared knowledge, shared costs, shared resources, better marketing and social media presence, and a better library community.	Shared catalog, delivery system, responsive system staff. Our current system staff for both systems are helpful and responsive.		Please look to the existing staff of each library in each system first when new employment opportunities come up.
Member Library Staff	A stream-lined and cohesive service between libraries, especially when it comes to how items are handled, cataloged, due dates and fees	Librarian patrons to a specific library has priority to that library's items when it comes to holds.	How does it affect electronic resource usage: i.e. database subscriptions at one library.	
Member Library Staff	cost efficiencies in administration, increased consistency in policies, increased sharing of physical and digital resources.	Friendly and responsive tech support (like Jim and David), Friendly and responsive system support staff (like Anita and ALS delivery drivers). Clear communication channels (we need to be clear about who to talk to about what issues. Ideally we would have a tool like our HelpDesk ticket database for tech issues). Professional Public Relations Staff person/people (critical to smaller libraries who cannot afford a staff person to do this otherwise).	How do we balance / share / allocate / the availability of / access to / funding for / more than one resource library? How do we maintain efficient delivery of physical materials. How can we allocate more shared funds for improved digital resources.	This process has been hanging on for more that three decades! THANK YOU for finally taking action and making it happen to the benefit of all involved libraries!
Member Library Staff	Outcomes that result in direct support to library members. Help on technical issues related to shared systems such as ILS or apps through processes such as help desk requests. Help coordinate or support initiatives that can be overwhelming for member staff, such as writing or administering grants, finding or coordinate trainings, responding to patron questions or troubleshooting digital services. Having a larger pool of financial resources and ability to negotiate costs for shared services. Possibly streamlined or coordinated policies for shared materials. Training or potentially helping to recruit for library board vacancies. Support for member libraries who are desperately trying to retain employees. Assist member libraries with practical things they can do to support, acknowledge, and sustain their workforce. Also, communication about the merger needs to be done regularly with staff, but also needs to be done with the public, and in plain language.	I'm embarrassed to admit that I don't know very much about what the current system does for the library. Many of the things I listed in the previous question may already be done at the system level, but I don't think system level communication or the extent to which systems are problem solving always trickles down to staff. I'm aware of some marketing support and some support of shared resources provided by the system. I'm not very tuned into system level governance.	How will a system merger affect the bottom line. How will member library budgets or ability to offer certain materials or services be affected. Will there be a rebalancing and what will that look like. How does this system merger contribute to the greater good of public library management in the state. What is the reason for merging now. How will the public be notified about the merger, will the public have the ability to comment, will anything about the merger be explained in plain language to the various system customers.	Library staff focused on the day to day
Member Library Staff	Broader collection; historical collections	Patron access to their own library collection before others, especially new or limited items.		
Member Library Staff	Classes/Workshops, additional materials	Uncertain other than more availability	Any negatives, disadvantages, services no longer available	Valuable materials, educational and technology services are so necessary
Member Library Staff	A merger would help solidify the relationship we already have developed with our SHARE system. We could also benefit from shared resources whether those are funds, staff, etc.	I can't think of anything at this time.	Funding; use of resources; shared staff, policies (shared and for individual libraries)	I think that this is a positive move for both systems as long as the details are considered in a thorough way. This survey is a start to making that so.
Member Library Staff	shared collection, networking between member library departments (ie, Youth Services), fine free throughout system for children's materials at the very least, possibility (but not requirement) to do some shared/cross programming	shared collection, Youth Card at HPL, teacher card, independent library programming		
Member Library Staff	Reduction in redundancy. Review of efficiencies. Greater access for public.	Autonomy is important for each community library. Branding, collection development, and other decisions that are driven by community needs should remain in the hands of each library.	How does the merger create access and efficiencies for both the public and for staff? What tasks can be shared at a system level?	
Member Library Staff	Easy ability to search materials through database, ease of placing materials on hold and getting materials transferred, formatted WorkFlows same across libraries	ability to place holds and share materials easily	make sure sharing materials is in the best interest of the community	

What is your role?	What do you think should be gained through a successful system merger? Multiple ideas are welcome.	If a merger did occur, what exists in the systems now that is important to preserve? Multiple answers are welcome.	What questions or issues do you think it is important for the Committee to answer or understand prior to making a merger decision? Multiple answers are welcome.	Is there anything else you would like to share with the Committee?
Member Library Staff	Reduction in costs, more services to libraries, access to more "essential" digital services for patrons like access to on demand digital collections, efficiencies in administration - delivery - and policy making decisions.	Each library's voice is not only heard, but treated with individuality and consideration. Not every consulting service is an extra fee to libraries.	• What are libraries/systems gaining? • What are libraries/systems losing? • What is the timeline for rolling out changes and decision making before and after the merger? • When do you expect things to run as normal after a merger? • What training and transitional communications are needed for staff. • What if anything changes for our patrons and who will tell them? • What about the board? Who are they, do they know our libraries? • Is this actually going to be better for everyone or will some libraries get the short end of the stick? • Is now the best time? Why? • What are the monetary repercussions as far as funding, reimbursements, and member costs? • What does the system structure look like? • With a larger system is it still 1 library, 1 vote - how will the little libraries not lose their voice in a bigger pool?	There's a lot of "if it's not broke, don't fix it." What is 'broke' and how is this fixing it?
Member Library Staff	Continuity, Team Work, Potential to save money by 'removing redundancy.	SHARE already provides the management to handle the important decisions.	All things related to funding, reserve funds, how money will be spent in the future. It caused the most problem when LLS looked at merging with MidWisconsin. Job responsibilities of System Staff should be reviewed and understood. I would also think that location of offices, meeting locations would be important.	
Member Library Staff	Access to more materials and services for all of our users	Culture of each library & special considerations for each community being served.	What if any roles would be duplicated and what happens to those employees?	
Member Library Staff	Streamlining of processes (damaged items, repairs, fines etc.)	autonomy of libraries in their communities-for them to be able to make collection development decisions for themselves, etc.		
Member Library Trustee	Expense / cost leveraging. Best practice sharing of systems, methods and procedures.	Local / area-wide focus on community. Perception that bigger is not always better. Financial allocations. Ability to closely manage fiscal approvals and controls. (Local vs. regional control)	What were the specific goals of the merger? Where has it been previously done? Were the stated goals of the merger achieved and to what degree? What unexpected challenges were realized? How were people affected by the merger? Benefits vs. risks?	It would be helpful to better understand the purpose for considering a merger...insight into the "why" behind the study.
Member Library Trustee	increased efficiencies, money savings in the long term, added resources for staff	personal feel at each library that the staff are focused on just helping the person in front of them, that staff have in-depth knowledge of the resources available to patrons	Will any jobs be lost? Will any jobs be created?	
Member Library Trustee	Improved sharing of an expanded pool of resources (intellectual, financial, ideas), economies of scale, greater "weight" with legislative and governmental bodies, streamlined processes.	Efficient delivery, pooled finances, greater cooperation with SirsiDynex, expanded technical support at system and local levels.	What financial and/or personnel commitments are anticipated from local libraries, if any? What experiences have other systems encountered with mergers, and how can those lessons be applied here? How will governance and management be arranged (combined boards, single director, etc)? How might funding from the state, counties, and municipalities be apportioned/changed? Will any cost savings accrue to the local libraries?	Once a decision to merge has been reached, then move the process forward as expeditiously as possible. Clear two-way communications with all interested parties are essential for the process to move smoothly, to reduce misunderstandings.
Member Library Trustee	Access to more titles/resources collectively, especially electronic licenses/offerings that could be more easily shared over a larger geographic area	Patron access to local WiFi/computers, children's story times and adult book clubs and events	How will the merger effect individual library budgets, and does the sharing of resources have the potential to free some dollars for other expenditures? Also, is there expected to be consensus on any operating issues, such as pay for staff or handling of banned book issues as they arise?	
Member Library Trustee	Economy of scale	Individual Library identity	How will this merger affect cost and library budgets?	
Member Library Trustee	Electronic services (ie Libby) at better rate that get purchased at group rate. Managerial roles can be combined and used more effectively.			
Member Library Trustee	An end to duplication of services and improved efficiency/cost controls while providing better service to member libraries and ultimately, the consumer.	Staying current with services offered, such as 3-D printing, and targeting youth in particular so they know what the libraries can provide. Story Wagon is a wonderful offering for young people and should be preserved.	Difficulties that must be overcome, costs of merger and subsequent services to be provided, and current services that would be deleted or altered, efficiencies of scale.	
Member Library Trustee	1. A successful merger should be able to show better utilize of the current FTEs we have in both systems. For example, specific talents only found in one of the systems may be spread over both systems to enhance programming. 2. Maintaining or improving our current delivery system.	1. Maintaining our quality staff and the strong working relationship they have with the different library staff members.	1. Determine how trustees will be selected since the process is currently different in both systems. 2. Develop a model for the materials delivery system including estimated costs. 3. Show we have the potential make better utilization of the staff currently operating in the two systems. 4. Show that housing the administration in a merged system will not lead to increased costs.	
Member Library Trustee	Access to greater selection of materials	Continued cooperation among libraries		
Member Library Trustee	It would be most important to provide benefits to both organizations with a merger but I do not have any idea of what those benefits might be. Should be financial, service or efficiency of operations related.	Important to provide better communications to all within the merged systems, Am not sure how adequate current communications are within the exercise sting systems. I do not know enough about either system to suggest what is important to preserve.	What are the advantages to such a merger? How does it benefit Lakeshores to merge? Is it an economic /financial purpose or a services access reason?	It is very difficult to provide input on a questionnaire when no information about the proposed merger has been provided or discussed.
System Staff	System aids will be combined by joining the three counties together. The merging of staff along with pending retirements will mean the new system will be able to determine what the makeup of the new staff should be. Does this new system want to have a full time youth services person, or a grant administrator type of position? Will there be only one office or would two locations be better? Ideally, there will be fewer meetings as well.	IT staff and marketing staff seem to be very important. One administrator will be needed and a minimum of one staff person to do payroll/accounting/budgeting/meetings, etc. Group budgeting/purchasing works well for the libraries.	It needs to be said that the administrator and staff will have his/her hands full. There should be an "all hands on deck" atmosphere and understanding (especially in the first year of new system) with everyone helping it succeed. Delivery issues need to be addressed sooner rather than later. ALS has several delivery drivers employed. LLS has a contract with one single person (Excell Express) to do deliveries. The contract with Excell expires at the end of 2022.	No matter how well this is planned, there will be problems and questions to answer down the road. This is where the new system will need "all hands on deck" atmosphere.

What is your role?	What do you think should be gained through a successful system merger? Multiple ideas are welcome.	If a merger did occur, what exists in the systems now that is important to preserve? Multiple ideas are welcome.	What questions or issues do you think it is important for the Committee to answer or understand prior to making a merger decision? Multiple answers are welcome.	Is there anything else you would like to share with the Committee?
System Staff	The first benefit I see is clarity in the relationship. From a system staff perspective, almost every time a large challenge or opportunity arises, we spend time figuring out if we work within our own system or how to approach it as a joint system activity. When it is a joint system activity, we have to negotiate who's doing what, who's paying for what, who's supporting what and it ends up adding a fair amount of overhead to every implementation. Depending on the situation, we have also had to codify these negotiations into several intersystem agreements to cover the activities, which adds delays as they work through the two system boards. The second group of benefits I think we will gain are the efficiencies that we realize over time. Right now both systems each maintain representation on a number of state-level committees, both have to formulate independent budgets, both have to apply for grants, both have to file separate reports, both have to negotiate vendor contracts and both have to run independent directors and board meetings. In addition, we both incur the overhead of needing to coordinate these activities for shared services. Internally when we've discussed this we've thought there may be room after the merger activities have been completed to transition one or two positions in a merged system from mostly working through administrative overhead into offering more services to the member libraries. For two systems that combined have fewer than a dozen FTEs, that is a considerable portion of our workforce.	The capacity to deliver valued member services. That's pretty much it. I'd have a hard time seeing a successful merged system that was struggling to offer delivery, marketing, training, and technology services. A merged system will need to continue to offer multiple arenas for member library staff to learn, collaborate and provide feedback in the form of director's meetings, ILS meetings, YS meetings, and CE workshops. We're doing a lot of this together already though, so it's hard to see it falling by the wayside after a merger.	This probably goes without saying, but I think it's important that we remember that the perfect is the enemy of the good. We're not going to have all of the answers to this going in. A lot of it will need to be bootstrapped initially and then involve rework as we go. There will be an aspect of making this up as we go. All of that is OK. As long as we can continue to communicate effectively we will end up with an effective system and the capacity to improve over time.	Just that I appreciate all the time and attention you are all giving to this process.
System Trustee	Greater administrative efficiency Greater coordination Expanded staff development potential Greater synergy between among local library staff as they interact more broadly with their new colleagues	Connection to our County because of the funding collected and redistributed to local libraries - the County knows and trusts the System now - don't want to lose that in a framework with a System that's a "they" instead of an "we."	Mostly governance stuff	Not at this time
System Trustee	Reducing expenditures while increasing services	best practices	It should involve a reduction of staff. What positions will be eliminated?	
System Trustee	More resource sharing, eliminate duplicative services, tap into expertise through collaboration	Resource sharing, local autonomy among libraries	Decision making protocols	
System Trustee	Cost sharing. More efficiency. DPI will have less systems to communicate with.	Library uniqueness- program flexibility. System staff in the areas of technology & PR.	System Board control needs to be maintained, with flexibility for libraries in programing.	It is imperative that all implications of the merger be understood by every System Board member before a vote is taken.
System Trustee	Hopefully cost savings and more services	Technology	how will this effect everyone	
System Trustee	Consistency in systems. Scale in support. More items readily available for patrons with a combined system.	Don't feel like I have a good answer for this.	How does this affect system employees is most important. New system board composition should be considered.	We need to be aware that there may be trustees at all levels that have a lot of personal effort and feelings tied up in the system. This could affect some thinking.
System Trustee	More accessibility for patrons, additional resources for libraries and obtained using a similar or reduced budget, more online activities to reach across the entire consortium. For example, Waterford Public Library offers Facebook Live yoga sessions. Patrons from Beloit could access this class virtually, even though it's being hosted by a member library that's about an hour driving distance.	Strong leadership in an administrator, regular meetings/communication with all directors of member libraries, a user-friendly cataloging server (SHARE)	What would the merge mean for current consortium administrative staff (RE: two Steves as admins)? What library would be the designated resource library with the merge?	Thank you to Steve and Steve and the committee for putting your time into this effort.
System Trustee	More resources for citizens. More support for small libraries. Opportunities to collaborate on large projects	Collaboration among libraries. Top staff for direction and infrastructure, especially technology. User accessibility to all collections.	Will a merger result in the same cost per citizen for library services? Will increased size diminish influence of municipalities and counties?	If the parties are not happy with the merged system, will dissolution be feasible and easy? Would it be possible to implement a trial merger with a reversion to pre-merger governance after 2-3 years, perhaps by a sunset mechanism which could be stayed by an affirmation vote of the parties?

Appendix G: Master System Agreements list

Master Agreement List

Name:	Contracting Agency A)*	Contracting Agency B	Type:	Amount of Any Fees Paid by Agency B to Agency A	Brief Description of Changes Required:
Marketing & PR Services	LLS	ALS	Service Agreement with Other Library System	NA	Would cease to exist.
Member Library Agreements (LLS)	LLS	LLS Members	Required (Wis. Stat. Ch 43)	NA	Consolidate existing member library agreements of ALS and LLS into new agreement for new system.
Member Library Agreements (ALS)	ALS	ALS Members	Required (Wis. Stat. Ch 43)	NA	Consolidate existing member library agreements of ALS and LLS into new agreement for new system.
WiFi Kit Administration Agreement	LLS	ALS	Service Agreement with Other Library System	$3,600	Would cease to exist.
BiblioCommons Support Agreement	LLS	KCLS	Service Agreement with Other Library System	$5,000	Existing agreement would require revision for updated name of contractor/system. No revision of fee structure necessary.
Web Hosting Agreement	LLS	ALS	Service Agreement with Other Library System	$200 + $45/hr for extra staff time	Would cease to exist.
SHARE Support and Training Agreement	LLS	ALS	Service Agreement with Other Library System	$83,000	Would cease to exist.
IT and Network Support Agreement	LLS	SWLS	Service Agreement with Other Library System	$65,000	Existing agreement would require revision for updated name of contractor/system. No revision of fee structure necessary.
Calaloging Agreement	KCLS	LLS	Service Agreement with Other Library System	$5,000	Would cease to exist on assumption that cataloging work can be integrated into new resource library agreement.
SHARE Support and Training Agreement	LLS	KCLS	Service Agreement with Other Library System	$29,291	Existing agreement would require revision for updated name of contractor/system. Fee structure requires revision based on inflation.
Delivery Network Linking Agreement	ALS	LLS	Service Agreement with Other Library System	$16,000	Would cease to exist.
Primary Delivery Service Vendor Agreement	Excel Express	LLS	Service Agreement with Other Type of Agency	$110,952	Existing agreement would require revision for updated name of contractor/system and revision of term from 3yr to 1yr, on assumption that new system would continue delivery operations on status quo until wholistic re-evaluation of delivery service occurs by new system.
Statewide Delivery Hub Agreement	SCLS	LLS	Service Agreement with Other Library System	$13,661	Consolidate SCLS delivery agreements into a single new agreement for new system.
Statewide Delivery Hub Agreement	SCLS	ALS	Service Agreement with Other Library System	$12,757	Consolidate SCLS delivery agreements into a single new agreement for new system.
Intersystem Agreement	LLS	ALS	Required (Wis. Stat. Ch 43)	NA	Consolidate six (6) intersystem agreements into three (3).
Intersystem Agreement	LLS	Bridges	Required (Wis. Stat. Ch 43)	NA	Consolidate six (6) intersystem agreements into three (3).
Intersystem Agreement	LLS	KCLS	Required (Wis. Stat. Ch 43)	NA	Consolidate six (6) intersystem agreements into three (3).
Intersystem Agreement	ALS	LLS	Required (Wis. Stat. Ch 43)	NA	Consolidate six (6) intersystem agreements into three (3).
Intersystem Agreement	ALS	SCLS	Required (Wis. Stat. Ch 43)	NA	Consolidate six (6) intersystem agreements into three (3).

Master Agreement List

Agreement	System	Contractor/Agency	Requirement	Fee	Notes
Intersystem Agreement	ALS	Bridges	Required (Wis. Stat. Ch 43)	NA	Consolidate six (6) intersystem agreements into three (3).
Resource Library Agreement (ALS)	Hedberg Public Library	ALS	Required (Wis. Stat. Ch 43)	$40,000	New agreement(s) required. Existing framework of two resource library contracts can be revised for the new system -OR- one contract will cease to exist.
Resource Library Agreement (LLS)	Racine Public Library	LLS	Required (Wis. Stat. Ch 43)	$5,000	New agreement(s) required. Existing framework of two resource library contracts can be revised for the new system -OR- one contract will cease to exist.
Delivery Network Access Agreement	LLS	Racine Correctional Institution	Service Agreement with Other Type of Agency	$1,000	Existing agreement would require revision for updated name of contractor/system. No revision of fee structure necessary.
Delivery Network Access Agreement	ALS	Blackhawk Technical College	Service Agreement with Other Type of Agency	$632.00	Existing agreement would require revision for updated name of contractor/system. No revision of fee structure necessary.
Delivery Network Access Agreement	ALS	Beloit College	Service Agreement with Other Type of Agency	$898.00	Existing agreement would require revision for updated name of contractor/system. No revision of fee structure necessary.
Delivery Network Access Agreement	ALS	Wisconsin Center for the Blind and Visually Impaired	Service Agreement with Other Type of Agency	$423.00	Existing agreement would require revision for updated name of contractor/system. No revision of fee structure necessary.
Delivery Network Access Agreement	ALS	Beloit School District	Service Agreement with Other Type of Agency	$427.00	Existing agreement would require revision for updated name of contractor/system. No revision of fee structure necessary.
Delivery Network Access Agreement	ALS	Milton School District	Service Agreement with Other Type of Agency	$528.00	Existing agreement would require revision for updated name of contractor/system. No revision of fee structure necessary.
Delivery Network Access Agreement	ALS	Parkview School District	Service Agreement with Other Type of Agency	$528.00	Existing agreement would require revision for updated name of contractor/system. No revision of fee structure necessary.
Delivery Network Access Agreement	LLS	Waterford Union High School	Service Agreement with Other Type of Agency	$700.00	Existing agreement would require revision for updated name of contractor/system. No revision of fee structure necessary.
Member County Agreements Acknowledging Participation in the Library System	LLS	Racine County	Required (Wis. Stat. Ch 43)	NA	New agreement required as a result of new system identity. NOTE: a county resolution of approval for merger can satisfy this requirement.
Member County Agreements Acknowledging Participation in the Library System	LLS	Walworth County	Required (Wis. Stat. Ch 43)	NA	New agreement required as a result of new system identity. NOTE: a county resolution of approval for merger can satisfy this requirement.
Member County Agreements Acknowledging Participation in the Library System	ALS	Rock County	Required (Wis. Stat. Ch 43)	NA	New agreement required as a result of new system identity. NOTE: a county resolution of approval for merger can satisfy this requirement.

Appendix H: Information from Bridges Library System re: system merger experiences

Questionnaire for Monarch Library System and Bridges Library System

The ALS/LLS merger exploration committee has identified several issues needing additional research in order to make an informed decision regarding merger. Because this is not the first potential system merger in the state, the committee would like to learn more about your systems' experience with merger in relation to cost, staffing, and lesson learned.

I think it's important to note a significant difference in the formation of the Bridges Library System in comparison with other system mergers. Jefferson County left another system to join the Waukesha County Federated System. The two counties became the Bridges Library System. The circumstances, savings, staffing, etc. were different because this was not actually a merger of two systems, but two counties.

1. What one-time costs did your systems incur in order to implement the merger? Examples may include technology infrastructure, software migration, consultant fees, banking/accounting fees, staffing expenses, costs associated with the rebranding of marketing materials, etc.
    - *An agreement was made for Jefferson County to buy in to the existing ILS.*
    - *There were costs and staff time invested in the rebranding.*
    - *A new strategic plan needed to be developed*

2. Do you have any examples of increased efficiency in the use of state aid ("system funding") that resulted from your merger?
    Because this new system was not the result of the merging of two systems, it's difficult to identify efficiencies in this area. With the increased revenue from the merger of the two counties, the system was able to plan for the expansion and updating of some services. Member libraries did experience reduced costs due to more libraries sharing in the overall cost.

3. How did your systems address staffing changes including developing new position descriptions, scaling workloads with the addition of more member libraries, overall staffing reorganization?

    a. Did the new system work under an interim organizational chart or was a new one crafted and adopted at time of merger? In other words, did you

roll out any staffing changes incrementally, or did you do it at time of merger?

Initially, there were no new system staff added to the existing WCFLS staff to accommodate the 8 additional member libraries to be served. Staff reported just having to do more. There was some anxiety over the workload. Over time, changes have been made to accommodate changing needs and the additional work. Prior to the merger, WCFLS employed 6 FTE. Current staffing level of the Bridges System is 7 FTE.

4. How did your system address changes in agreements/contracts with external partners?
   Contracts were renegotiated or new bids were required as a result the increase in libraries served, examples include:
   - *System delivery*
   - *ILS*
   - *Databases*

5. Beyond additional materials resulting from combining the ILS catalogs, can you identify any ways in which patrons in the new system experienced expanded or improved access to resources?
   The changes were most significant for the Jefferson County libraries. Some reported areas of change include:
   - *Additional and different consulting services*
   - *Summer Library Program performers and coupons*
   - *Additional databases*
   - *System marketing services*

6. Any additional lessons you learned during or after merger that you would like to share with the ALS/LLS merger exploration committee?

Appendix I: System Formation Timeline

System Formation Timeline

The following is a draft of timeline projections for completing the early stage of the merger process. It is anticipated that full merger will occur within 2-3 years of the new system being formed.

July 2022
- July 13 - ALS system board votes on committee recommendation to merge systems.
- July 18 - Option 1 Walworth County Executive Committee Meeting (Resolution Initiated)
- July 19 - LLS system board votes on committee recommendation to merge systems.
- Develop and Submit a Plan for Alteration of System Territory to DPI (Statutory deadline is July 31)

August
- Begin presentations to county supervisors
- Begin process of obtaining a new name
- Create new system membership documents for member libraries to sign and approve including member library, resource library, and intersystem agreements
- Member library Boards reviewing/voting to approve membership agreements
- Racine County Executive Committee Meeting (Resolution Initiated)
- August 8th - Racine County Board Meeting (1st Reading of Resolution)
- August 11th - Rock County Board of Supervisors Meeting (Resolution Initiated)
- August 15th - Option 2 Walworth County Executive Committee (Resolution Initiated)
- August 22nd - Racine County Board Meeting (2nd Reading of Resolution/Approval)
- August (TBA) - Option 1 Walworth County Board Meeting (Resolution Approval)

September
- Member library Boards reviewing/voting to approve membership agreements
- Begin designing logo
- Develop press release announcing the formation of the newly merged system.
- September (TBA) - Option 2 Walworth County Board Meeting (Resolution Approval)
- Early September - Rock County Board of Supervisors Meeting (Resolution Approval)

October
- Board approves new member agreements with updates of additional county and new name
- Develop 2023 System Annual Plan and submit to DPI

November
- Rock County Board Appoints New System Trustees
- Walworth County Board Appoints New System Trustees

- Racine County Board Appoints New System Trustees

December
- Receive State payment for new system January 2023
- Network migration complete
- ALS Employees Complete ETF Benefit Enrollment with Start Date of January 1, 2023
  - Health Insurance
  - Life Insurance
  - Deferred Compensation
  - Disability Insurance
  - Flexible Spending Account
  - Tax Withholding Forms (I-9, W-4)

January 2023
- NEW SYSTEM Library System Inception Day
- System staffs become employees of new system

Appendix J: Sample County Board Resolution

Appendix J

The following is an example of a potential resolution.

{INSERT COUNTY NAME} COUNTY   **RESOLUTION NO.**_____
(2022/23)

Re: **Approving Merger of {Arrowhead Library System with Lakeshore Library System OR Lakeshore Library System with Arrowhead Library System}**

WHEREAS, {Rock County OR Racine County and Walworth County} have partnered to establish a federated public library system known as the {Arrowhead Library System or Lakeshores Library System} pursuant to Wis. Stat. § 43.15(4), and

WHEREAS, the {Lakeshores Library System or Arrowhead Library System} board expressed interest in exploring a merger with the {Arrowhead Library System or Lakeshores Library System} based on member library feedback and interest, and

WHEREAS each system board appointed representatives to a Joint Merger Exploration Committee which evaluated the potential benefits or pitfalls of a merger, and the Committee recommended a merger of the systems, and

WHEREAS, the {Arrowhead Library System or Lakeshores Library System} board has determined that a merger is in the best interests of both systems and is requesting County approval, a copy of which request is on file with the County Clerk, and

WHEREAS, approval is required of all County Boards impacted by the proposed merger;

NOW, THEREFORE, BE IT RESOLVED that the {INSERT COUNTY NAME} County Board gives its approval to the merger of the **{Arrowhead Library System with Lakeshores Library System OR Lakeshores Library System with Arrowhead Library System}** pursuant to the terms of the proposed Merger Agreement, a copy of which is on file with the Clerk.

BE IT FURTHER RESOLVED that the county shall, for the purpose of satisfying Wis. Stat. 43.11, adopt and maintain any County Plan of Library Service in effect prior to the system merger with respect to the new system until such time as the plan can be updated or replaced by the County.

BE IT FURTHER RESOLVED that the county shall, for the purpose of satisfying Wis. Stat. 43.19(1)(b)1, appoint a number of trustees to serve on the Library System Board according to a) the county's proportion of total system area population as of 2021, and b) a Library System Board consisting of fifteen trustees in total.

BE IT FURTHER RESOLVED that the County Clerk is directed to submit certified copies of this Resolution to the Arrowhead Library System and Lakeshores Library System and such other entities as may be necessary to effectuate the merger.

Dated this {DATE} day of {MONTH}, 2022.

EXECUTIVE COMMITTEE

_____   _____

_____   _____

Opposed to Introduction:

_____   _____

2023 ALS ROCK COUNTY FUNDING REQUEST

Libraries	2022 Municipal Appropriation	2021 Total Circulation	2021 Township Circulation	% Town. use	Participating Library Payment 2023	% of total	% cost of Township Circ	2022
Beloit	$ 1,780,877.00	166,053	41,532	25.01%	$ 445,420.34	34.10%	78.34%	$ 413,395.16
Clinton	$ 128,031.00	22,192	10,204	45.98%	$ 58,869.34	4.51%	77.98%	$ 53,063.41
Edgerton	$ 357,251.00	72,199	17,545	24.30%	$ 86,815.17	6.65%	93.46%	$ 76,603.85
Evansville	$ 298,524.00	42,287	10,335	24.44%	$ 72,959.67	5.58%	79.90%	$ 67,626.69
Janesville	$ 3,545,460.00	446,821	62,678	14.03%	$ 497,340.86	38.07%	89.40%	$ 487,240.15
Milton	$ 296,880.00	66,333	21,607	32.57%	$ 96,704.30	7.40%	78.69%	$ 103,820.27
Orfordville	$ 83,485.00	22,602	12,793	56.60%	$ 48,262.93	3.69%	70.00% ****	$ 36,375.45 ****
TOTAL	$ 6,490,508.00	838,487	176,694	21%	1,306,372.61		82.87%	

*PLP is Participating Library Payment
**** 70% rule applies

70% formula is only u...

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Brodhead	$ 20,586.00	24,106.00	20,566.00	19,156.00	23,217.00	28,785.34	21,140.04	23,721.29	20,390.01	$ 23,259.96
Lakeshores*	$ 2,439.00	1,872.00	1,970.00	3,436.00	4,123.00	2,816.00	4,707.00	5,176.00	8,314.00	7,693.00
Board per diem										
Whitewater	$ 45,627.48	26,149.27	26,010.78	27,378.69	15,874.76	22,045.60	26,110.65	29,346.83	26,171.57	$ 47,490.83
Jefferson County	$ 4,368.82	3,483.78	3,691.94	4,147.85	2,339.09	2,773.56	3,188.59	2,984.42	3,680.46	4,352.24
Green County	$ 2,211.00	3,794.00	4,318.00	5,575.00	4,883.00	3,394.72	3,121.11	1,737.02	2,282.04	2,062.40
Dane County	$ 12,957.43	19,093.87	16,544.00	16,708.00	15,333.69	12,875.41	15,266.77	20,074.03	20,989.86	17,896.93
TOTAL	$ 88,189.73	78,498.92	73,100.72	76,401.54	65,770.54	72,690.63	73,534.16	83,039.59	81,827.94	$ 102,755.36
	$ 930,935.00	926,377.00	920,775.00	953,539.00	1,001,938.00	1,025,967.20	1,113,408.14	1,162,844.48	1,238,124.98	$ 1,306,372.61
Board Per Diem	$ 1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,800.00	1,800.00	1,800.00	1,800.00
Total requested	$ 1,020,624.73	$1,006,375.92	995,375.72	$1,031,440.54	1,069,208.54	1,100,157.83	$1,188,742.30	$1,247,684.07	$1,321,752.92	$1,410,927.97
		98.60%	99%	104%	104%	103%	108%	105%	106%	107%

Average of last three year's appropr $ 1,252,726.43

*Reimbursement for Walworth County.

7/14/2022

2023 ALS Rock County Funding-70% cost of 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

	Total Operating Exper	Total Circulations	Cost per Circulation	Township Circulation	Cost of Township Circ.	70% of cost of Township circ
	2021	2021				
	Expenditures	Circulations				
Beloit	$ 2,273,303	166,053	$ 13.69	41,532	$ 568,582.44	$ 398,007.71
Clinton	$ 164,181	22,192	$ 7.40	10,204	$ 75,491.30	$ 52,843.91
Edgerton	$ 382,233	72,199	$ 5.29	17,545	$ 92,886.02	$ 65,020.22
Evansville	$ 373,644	42,287	$ 8.84	10,335	$ 91,319.10	$ 63,923.37
Hedberg	$ 3,945,334	446,821	$ 8.83	62,678	$ 553,433.35	$ 387,403.35
Milton	$ 377,254	66,333	$ 5.69	21,607	$ 122,884.95	$ 86,019.46
Orfordville	$ 121,812	22,602	$ 5.39	12,793	$ 68,947.04	$ 48,262.93
					$ 1,573,544.20	$ 1,101,480.94
Average Cost/Circ			$ 7.87			

70% formula is only used if it is higher then Rock County formula

County	Library	Operating Expenditures	2021 Circulation	2021 cost/Circ	Rural Rock Circ	Cost of Rural Circ	70% Reimbursement
Dane							
	Dane County Library Service						
	Cambridge						
	DeForest						
	Fitchburg	$ 1,880,382.00	235,724	$ 7.97	35	$ 279.20	$ 195.44
	Madison	$ 18,906,914.00	1,956,275	$ 9.66	192	$ 1,855.00	$ 1,298.94
	MacFarland						
	Mazomanie						
	Middleton	$ 2,127,133.00	457,490	$ 4.64	37	$ 172.03	$ 120.42
	Monona	$ 805,007.00	157,893	$ 5.10	35	$ 178.45	$ 124.91
	Mount Horeb						
	Oregon	$ 931,945.00	156,785	$ 5.94	420	$ 2,496.52	$ 1,747.56
	Stoughton	$ 908,733.00	133,552	$ 6.80	2,896	$ 19,705.36	$ 13,793.75
	Sun Prairie						
	Verona	$ 2,071,965.00	475,676	$ 4.36	202	$ 879.88	$ 615.91
	Waunakee						
							$ 17,896.93
							$ 17,896.93
Green							
	Brodhead	$ 300,150.00	35,689	$ 8.41	3,951	$ 33,228.52	$ 23,259.96
	Albany	$ 102,787.00	11,616	$ 8.85	221	$ 1,955.57	$ 1,368.90
	Monroe	$ 1,109,572.00	83,998	$ 13.21	75	$ 990.71	$ 693.50
	New Glarus	$ -	0	$ -	0	$ -	Minus Brodhead $ -
							$ 25,322.36	2,062.40
							$ 2,062.40
Jefferson							
	Whitewater	$ 806,354.00	75,817	$ 10.64	6,379	$ 67,844.05	$ 47,490.83
	Jefferson	$ 544,777.00	86,172	$ 6.32	0	$ -	$ -
	Fort Atkinson	$ 853,956.00	154,104	$ 5.54	1,122	$ 6,217.48	$ 4,352.24
	Palmyra	$ -	17,134	$ 7.47	0	$ -	Minus Whitewater $ -
							$ 51,843.07	4,352.24
							$ 4,352.24
Walworth				Walworth County			$ 7,693.00	7,693.00
				Rock County Total			$ 102,755.36

Trustee Training Week 2022

Join us August 22 - 26 for Trustee Training Week 2022. Registration is now open!

https://www.wistrusteetraining.com/

2022 Schedule

Materials Challenges and Your Library from the Trustee Table

Monday, August 22

Presenter: Becky Spratford

Regardless of whether or not your library has had a request for reconsideration of library materials, the increase in challenges is dramatic, and quite frankly, upsetting. Becky Spratford, an expert in serving leisure readers through the public library with over 20 years of experience as a locally elected library trustee, Reaching Across Illinois Library System board member, and Illinois Library Association Executive Board member, will walk you through everything you need to do to prepare for a request to ban titles at your library. From the steps you need to take right now, to how to properly handle a challenge from your seat at the trustee table, Becky will help you to put the emotions aside and protect intellectual freedom.

Here to Stay: Recruiting & Retaining Dedicated Library Workers

Tuesday, August 23

Presenter: Lisa Shaw

The highly competitive job market makes it much harder for libraries to attract and keep library staff - including directors. While libraries might struggle to compete with other employers on wage scales, they can create a culture of inclusivity, inspiration, and belonging that appeals to creative and hard-working employees. This session will include practical tools for library boards like improving board-director relationships, reviewing job descriptions, and investigating options for improved salaries and benefits, and more to make your library a great place to work and help reduce staff turnover and shortages.

Effective & Efficient Meetings: Parliamentary Procedure

Wednesday, August 24

Presenter: Nancy Sylvester

Planning great meetings and running them effectively and efficiently is crucial to a strong organization. This webinar will help make parliamentary procedure understandable and useful to you as well as focus on the tools to help you with the meetings you conduct and attend. After this webinar, the attendees will not only have a better understanding of parliamentary procedure but will have the knowledge and skills to help run an effective meeting.

Making Sense & Cents of a Library Building Project: The Library Trustee Role

Thursday, August 25

Presenter: John Thompson

Public libraries around Wisconsin are building, expanding, and/or renovating their spaces. Your Library Director or Building Consultant is recommending to the board the need for additional library space. What is the role of the library board? How can the library board support the project?

John Thompson will share some tips and insights on the library board role, an overview of the process, some of the costs involved, and how potential choices might impact the project and library services.

From Stories to Action: How to Talk about Your Budget to Activate Support and Secure Funding

Friday, August 26

Presenter: John Chrastka

The core of any library's strategic plan, management plan, or development plan is the organization's own mission, vision, and values system. But very often, the plans describe the "features" of the library, like hours, collections, staffing levels, and facilities rather than the expected or hoped for outcomes. And library leaders are ready to share powerful stories about how the library impacts users, but not often about their own work. Learn how to talk about your funding in a new way by talking about you, your staff and board, and why you do the work you do.