

NOTICE

Milwaukee County
Federated Library System
Board of Trustees

Monday, June 18th, 2018

9:00 A.M.

*This meeting will be conducted in the
Meeting Room of the
Oak Creek Public Library
8040 S 6th Street
Oak Creek, WI 53154*

AGENDA

1. Call to order
2. Adoption of agenda
3. Approval of minutes: the MCFLS Board of Trustees meeting on Wednesday, May 23rd, 2018

Action Attachment A **Page 3**
4. Public comment
5. Library Directors Advisory Council--Report of the June 7th, 2018 LDAC Meeting

Action Attachment B **Page 9**

Please note: Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through sign language interpreters or other auxiliary aides.

Board of Trustees—Administrative reports requiring action

6. 2017 MCFLS Audit

Audit materials distributed separately

7. 2019 County Budget Request

Action

Attachment C

Page 11

8. Financial Report—May, 2018

Distributed at meeting

Administrative Informational Items9. Public Library System Redesign (PLSR). Recommendations were released June 11th.
Comment period runs through July 20th.

Attachment D

Page 16

10. Nominations for the MCFLS Board of Trustees. Update.

11. MCFLS Summary of System Services with Infographics

Distributed at meeting

12. Director's Report

Attachment E

Page 50

Next meeting date: July 16th, 2018, 9:00 a.m., Shorewood Public Library, 3920 N. Murray Ave., Shorewood, WI 53211

Milwaukee County Federated Library System
Board of Trustees

Regular Monthly Meeting held Monday, May 23, 2018
At the MCFLS Administrative Offices
709 North Eighth Street
Milwaukee, WI 53233

ROLL CALL

Present: Paul Ziehler, President
Nik Kovac, Treasurer (via phone)
Kurt Glaisner, Trustee
Martin Lexmond, Trustee

Excused: Paula Penebaker, Vice President

Staff: Steve Hesel, Director
Judy Kaniasty, Business Manager
Jennifer Schmidt, Library Systems Administrator

Others: Rachel Arndt, Milwaukee Public Library

CALL TO ORDER. President Ziehler called the regularly scheduled monthly meeting of the Milwaukee County Federated Library System Board of Trustees to order at 1:03 p.m.

ADOPTION OF AGENDA. President Ziehler referred to the agenda. Trustee Glaisner moved and Trustee Lexmond seconded a motion to adopt the agenda as distributed. Unanimously approved.

APPROVAL OF MINUTES. President Ziehler referred to the minutes of the Monday, March 19, 2018 and notes of the April 16, 2018 meeting, both of which are shown as Attachment A of the agenda packet. Trustee Glaisner moved and Trustee Lexmond seconded a motion to approve both documents as presented. Unanimously approved.

PUBLIC COMMENT. None.

INTRODUCTION OF JENNIFER SCHMIDT, THE NEW LIBRARY SYSTEMS ADMINISTRATOR. President Ziehler welcomed Jennifer Schmidt, the new Library Systems Administrator. Jennifer introduced herself and looks forward to learning more of the job and representing MCFLS as the Library Systems Administrator.

LIBRARY DIRECTORS ADVISORY COUCNIL. Since the meeting date changed, LDAC Chair Pat Laughlin was unable to attend this meeting and Director Hesel reviewed the Report of the April 19, 2018 LDAC meeting, which is shown as Attachment B of the agenda packet. President Ziehler asked whether there are any concerns by member libraries of not reaching the criteria of the new Library Standards? Director Hesel responded that he would reach out to the LDAC and report back at a future meeting.

Trustee Lexmond moved and Trustee Glaisner seconded a motion to accept the report and place it on file. Unanimously approved.

BOARD OF TRUSTEES--ADMINISTRATIVE REPORTS REQUIRING ACTION

2019 County Budget Request. Director Hesel referred to last year's budget request, which is shown as Attachment C of the agenda packet and requests input as to what should be submitted for 2019 which isn't due until mid-July. After discussion it was agreed that Trustee Glaisner will work with Director Hesel to draft the request to incorporate more of a marketing approach to the document and it will be included on next month's board agenda for action.

Financial Reports – March and April, 2018. President Ziehler referred to the March and April, 2018 financial reports, which are shown as Attachment D of the agenda packet. Director Hesel noted things look on track for this time of the year. Trustee Glaisner moved and Trustee Kovac seconded a motion to approve the reports as presented. Unanimously approved. Judy Kaniasty reported that it looks like the audit could be presented at the June meeting.

Digicorp Quote for Firewall Maintenance Contract. Director Hesel referred to Attachment E of the agenda packet which is a quote for one year of coverage for the main III server. The original purchase price included a three year warrantee and the time is up and this type of contract is needed until the next server is purchased. Director Hesel noted that Hieu Tran feels it is wise to purchase a maintenance contract. President Ziehler suggested looking into a three year contract to see if we can save some money in the long run. Treasurer Kovac moved and Trustee Lexmond approved entering into such a contract with Digicorp. Unanimously approved.

Revised 2018 Director Goals. President Ziehler referred to the revised 2018 Director Goals, which are shown as Attachment F of the agenda packet in which the last three items were suggested for addition at the last MCFLS Board meeting. Kurt Glaisner moved and Martin Lexmond seconded a motion to approve the revised Director Goals for 2018 as modified. Unanimously approved.

Resolution in Appreciation of County Supervisor David Sartori. President Ziehler noted that since County Supervisor David Sartori did not make it through the primary that he is no longer able to serve on the MCFLS Board of Trustees. President Ziehler read the resolution, shown as Attachment G of the agenda packet. Treasurer Kovac moved and Kurt Glaisner seconded a motion to approve the resolution as presented. Unanimously approved. President Ziehler noted that the date should be changed to today's date before presenting it to David Sartori in the near future.

ADMINISTRATIVE INFORMATIONAL ITEMS.

Public Library System Redesign (PLSR). President Ziehler referred to Attachment H of the agenda packet which is the comments submitted by Director Hesel through the survey feedback form which was due May 1. Director Hesel commented that he appreciated the Board's feedback; he focused primarily on the Resource Library and Delivery Workgroup final reports. Future comments are welcome. Director Hesel will be attending a two day Model Development Summit July 30 and 31 as part of a group finalizing the recommendations being forwarded to the Steering Committee. The LDAC will be discussing the final reports soon. Director Hesel noted that the recommendations to be released June 11. The Steering Committee will finalize the development of the recommendation report and will deliver it to the DPI State Superintendent in August. Trustee Lexmond asked if there are any big items

getting attention and Director Heser noted he wasn't aware of anything at this time. President Ziehler noted he has concern about redistricting and any effects on resource libraries.

DPI State System Aid – 2018 Second Payment. President Ziehler referred to Attachment I of the agenda packet which is routine notification of the second State Aid payment for informational purposes.

Nominations for the MCFLS Board of Trustees. President Ziehler reported that after the last MCFLS Board meeting a letter was sent to all member library directors seeking input on people that would be interested in serving on the MCFLS Board and to date four names have been forwarded and those names are shown as Exhibit 1 attached to these minutes. Trustee Glaisner noted that he may have two more names coming from Hales Corners to be considered. Trustee Glaisner requested that a bio be provided for each of the names so the County Executive has a good understanding of the backgrounds and strengths of each candidate.

Director's Report. Director Heser reviewed his report, which is shown as Attachment J of the agenda packet. In addition, he shared an infographic which he feels would be helpful to share with governmental officials. Trustee Lexmond suggested that the piece also be offered in electronic format with hyperlinks to the further information regarding MCFLS, the catalog and electronic resources.

NEXT MEETING. Scheduled for Monday, June 18m, 2018 at the Oak Creek Public Library, 8040 S. 6th St., Oak Creek, WI 53154.

ADJOURNMENT. With no further business to come before the Board, Treasurer Kovac moved and Trustee Lexmond seconded a motion to adjourn the meeting at 1:35 p.m. Unanimously approved.

List of Nominees for the MCFLS Board of Trustees – May 2018

- Peter Holt
Member Library Board Representative (President)
or Citizen Member
Wauwatosa Public Library

2650 N. 89th Street
Wauwatosa, WI 53226
pete.holtz3@gmail.com

- Elizabeth Suelzer
Member Library Board Representative (President)
or Citizen Member
West Allis Public Library

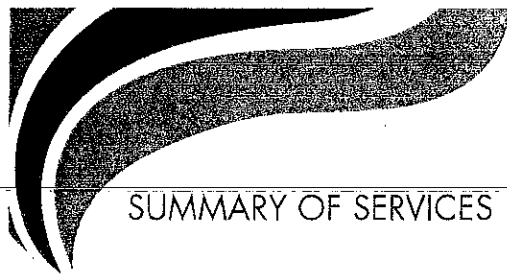
2144 S. 76th Street
West Allis, WI 53219
esuelzer@gmail.com

- Scott Mulqueen
Member Library Board Representative
or Citizen Member
Cudahy Family Library

6010 Summerwinds Ct
Cudahy, WI 53110
414-744-6885
smulqueen@bwfoods.com

- Guy Johnson
Citizen Member
(former Shorewood Village President)

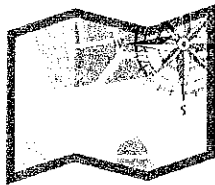
3942 N Oakland Apt 230
Shorewood, WI 53211
gwj2423@gmail.com



SUMMARY OF SERVICES



MCFLS provides access to specialized collections and materials from across Wisconsin and the world



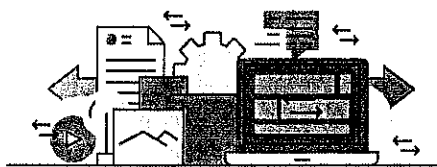
| MCFLS provides access to specialized collections and materials through agreements with the Milwaukee Public Library



| MCFLS also funds an Interlibrary Services contract with Milwaukee Public Library to provide materials from across Wisconsin and the world

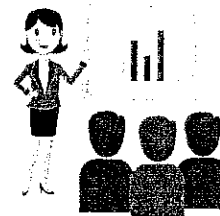


MCFLS brokers purchases of databases, e-books and other online resources and provides excellent continuing education opportunities for library staff



420,000

| In 2017, Milwaukee County residents checked out more than 420,000 digital items continuing a decade pattern of growth

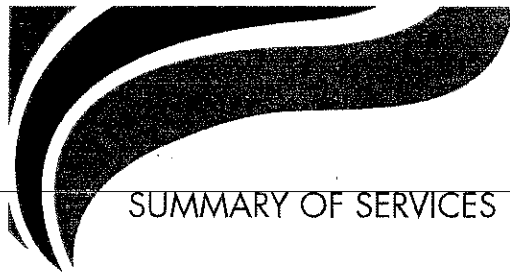


| MCFLS provides access to continuing education programs which feature nationally prominent speakers and local experts

709 N 8th St, Milwaukee, WI 53233, USA

+1 414-286-3210

www.mcfls.org



SUMMARY OF SERVICES



MCFLS manages CountyCat, the shared library automation system, and makes the resources of the 15 member libraries easily available to all County residents.

6.4
MILLION ITEMS

| In 2017 more than 6.4 million items were circulated at MCFLS Libraries

\$130m

| This service alone annually represents almost \$130 million in value to the public



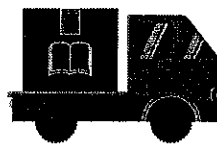
| In 2017 Libraries received 860,000 items that were not available in their own collection



MCFLS administers a wide area network, offers PC and helpdesk support and provides delivery services



| Currently MCFLS charges a very low rate of \$70/hour to libraries to install and repair computer equipment

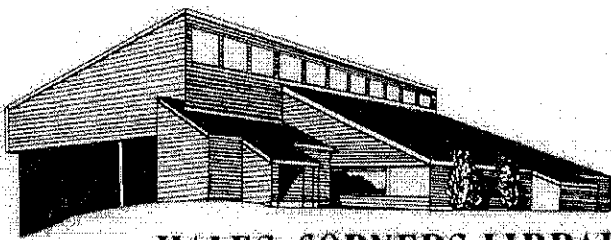


| MCFLS delivers materials to all Milwaukee County libraries and residents can pick up and return items at any location



| MCFLS staff serve as project consultants for member libraries

709 N 8th St, Milwaukee, WI 53233, USA +1 414-286-3210 www.mcfls.org



HALES CORNERS LIBRARY

5885 South 116th Street W. BEN HUNT CENTER Hales Corners WI 53130

Telephone (414) 529-6150

June 18, 2018

To: MCFLS Board of Trustees
From: Patricia Laughlin, Director,
Hales Corners Library
Re: Summary of LDAC Meeting, June 7, 2018
Location: Washington Park Library

Summary:

Introduction of Jennifer Schmidt: Steve introduced Jennifer Schmidt. Jennifer gave an overview of her work experience.

PLSR initial recommendations: Steve Ohs, from Lakeshores Library System and member of the PLSR Steering Committee, reviewed the process, upcoming meetings, decision-making timeline, and times for feedback to proposed model(s). Questions and discussion from the directors. MCFLS member libraries will be meeting on Wednesday, July 11, at Oak Creek Library, to discuss the proposed model(s).

i-tiva telephone notification: Steve reviewed new system, played the voice recording message that patrons will hear. Steve will provide a follow-up email to member libraries with information on features. Member libraries were encouraged to try out the new system. All member libraries are now using telephone notification.

Estimated member library costs – 2019: Steve reviewed costs, noting the addition of hoopla and Gale Courses costs. Firm numbers will be provided as they are available.

hoopla one year evaluation, 2019 strategy: Steve reviewed statistics and information provided by hoopla on use of this service since June 2017. A decision on use of hoopla will need to be made at the August LDAC meeting. Discussion included reducing what formats are offered by hoopla, other products (if any) that are available, expanding RB Digital services. A straw poll indicated many libraries want to continue this service, using this product.

Cooperative purchasing: Steve reviewed what MCFLS does currently for member libraries and asked for suggestions of products that could be included. Sample of a new MCFLS library card was distributed and vendor rate comparison discussed. Suggestions were made for additions/changes to the responsibility statement on the back of the library card.

TBS MyPC and PaperCut – suburban libraries: Steve provided update on suburban libraries signing contracts, MCFLS has received the new server that will manage the new system. Rachel Arndt, MPL, talked about the 1st full day of training, staff comments included the system is less complicated and more intuitive. MPL is going live at the end of July.

Periodicals workgroup update, introduction of RBDigital MARC records: Jen reported on a workgroup meeting that took place at Greenfield Library. RBDigital titles will be added to

CountyCat. Visual options were discussed along with the possible option of placing holds on magazines. There are plans to bring back the Serials User Group and to hold a meeting soon.

30 hold limit, 20 media item checkout discrepancy: Hales Corners asked for this item to be on the agenda because of questions coming up at circulation. Steve reported on some statistics he had looked at a few days ago with only a few patrons being at the 30-hold limit. Steve will do more research on this issue and discussion will continue at the next meeting.

Word change to State-of-Charges notification: Steve reviewed the proposed change to wording. Suggestions were given to add clarity.

Voter registration at the library: Hales Corners asked for this item to be on the agenda because of the newspaper article on MPL providing voter registration kiosks. Dawn Lauber provided copies of the flyer being used by MPL. Several directors talked about how voter registration was offered at their libraries until online registration became possible.

Additional business:

- **Encore Upgrade:** Jen reviewed the upcoming Encore upgrade. Steve noted Sierra upgrade would come afterwards.
- **Collection HQ:** Steve gave a progress report on Collection HQ. Training will be forthcoming and member libraries will soon be able to use this new service.



709 North Eighth Street
Milwaukee, WI 53233

PH: 414-286-8149

FAX: 414-286-3209

July 16th, 2018

The Hon. Chris Abele, County Executive
Milwaukee County Courthouse
901 N. 9th St.
Milwaukee, WI 53233

Dear County Executive Abele:

The Milwaukee County Federated Library System (MCFLS) includes herein a formal 2019 budget request in the amount of \$100,000. Requested funds would be incorporated into general revenues to satisfy state mandates and other priorities.

MCFLS continues to provide excellent library services to all Milwaukee County residents.

- In partnership with the fifteen member libraries, MCFLS recently purchased access to **hoopla**, a digital music, movie, eBook, comic, and audiobook service. In the first full year of use, County residents downloaded the app and checked out over **50,000** items.
- The Gale Courses subscription continues to be popular. In 2017, residents signed up for over **18,000** classes in the online, instructor-led database. Popular courses include Accounting Fundamentals, Project Management Fundamentals, and Certificate in Food, Nutrition, and Health.
- The system's catalog, CountyCat, continues to facilitate in- and between-library borrowing, with more than **6.4 million items** circulated in 2017. At a conservative estimate of \$20 per item, the **cost savings to taxpayers is in excess of \$130,000,000** per year.

The state budget has restored some funding after the 10% cut from 2012, but the Public Library System Redesign (PLSR) project will likely reduce the MCFLS share of state appropriations. Federal LSTA funding—around \$36,000—has already been removed and has had a harmful effect on the system's ability to provide new services to Milwaukee County residents.

MCFLS is an example of governmental funding at its smartest and most efficient. Library systems offer economies of scale that benefit all public libraries and we hope you will grant our budget request to continue the high level of service expected by County residents.

Thank you for your consideration.

Sincerely,

Paul M. Ziehler, President
Milwaukee County Federated Library System Board of Trustees

2019 County Budget Request
Attachment C (06/18/18)
Page 1 of 5

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

Strategic Program Area 3: Federated Library System

Service Provision: Discretionary

Strategic Outcome: Quality of Life

| What We Do: Activity Data | | | | |
|----------------------------------------|-------------|-------------|-------------|-------------|
| Activity | 2016 Actual | 2017 Actual | 2018 Budget | 2019 Budget |
| Library Materials Circulated | 6,782,798 | 6,407,744 | 6,550,000 | 6,650,000 |
| Registered Cardholders | 585,524 | 544,163 | 552,000 | 570,000 |
| Digital Materials Circulated | 442,708 | 481,629 | 550,000 | 535,000 |
| Items Delivered | 1,047,040 | 1,064,549 | 1,075,000 | 1,100,000 |
| MCFLS and CountyCat Website Page Views | 15,702,437 | 13,557,158 | 14,000,000 | 14,250,000 |
| CountyCat Mobile Searches | 12,721,085 | 12,788,880 | 12,900,000 | 13,000,000 |

| How We Do It: Program Budget Summary | | | | | |
|--------------------------------------|-------------|-------------|-------------|-------------|---------------|
| Category | 2016 Actual | 2017 Actual | 2018 Budget | 2019 Budget | 2018/2019 Var |
| Expenditures | \$66,650 | \$66,650 | \$66,650 | \$100,000 | \$33,350 |
| Revenues | \$0 | \$0 | \$0 | \$0 | \$0 |
| Tax Levy | \$66,650 | \$66,650 | \$66,650 | \$100,000 | \$33,350 |

| How Well We Do It: Performance Measures | | | | |
|----------------------------------------------------------|-------------|-------------|-------------|-------------|
| Performance Measure | 2016 Actual | 2017 Actual | 2018 Target | 2019 Target |
| Registered Cardholders Users as a Percent of Population. | 61.7% | 57.2% | 58% | 60% |

Strategic Overview:

The Milwaukee County Federated Library System (MCFLS) is overseen by the Department of Public Instruction and administered by a seven-member Board of Trustees. It functions as a membership organization - with its membership made up of the 15 administratively autonomous and fiscally independent public libraries in Milwaukee County. These public libraries are **wholly funded by their municipality** and join the MCFLS organization voluntarily.

The mission of MCFLS is to assume a leadership role in facilitating cooperation among its member libraries, improving access to and encouraging sharing of resources, promoting the most effective use of local, County, State and Federal funds and assisting member libraries in the utilization of current and evolving technologies to provide the highest possible level of library service to all residents of the County.

Public libraries in Milwaukee County are more integral to the communities in which they serve than ever before. Libraries are packed with young children attending summer reading programs and story time hours along with parents attending programs covering topics from genealogy to cooking classes. Libraries are available for research,

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

workforce development and life-long learning at any age. They truly serve the entire community. The numbers represented in the Activity Data section may not do it justice. Library circulation numbers nationwide are down, but library attendance and program participation are rising, due in large part to how libraries are reimagining themselves and adapting in creative ways to serve their communities.

MCFLS is responsible for supporting these libraries and coordinating the smooth interaction among members behind the scenes in many facets of the library environment, including centralized cataloging, software/automation, and delivery. MCFLS is directly responsible for delivering items from one library to another. The number of items checked out at a library belonging to another library now stands in excess of **1,000,000 annually** and is rising. All of these materials have been moved by the delivery service. Items are delivered five days a week and have a 24 hour turnaround. Delivery of materials throughout the County has increased steadily, illustrating the demand for this important service. Delivery of items is paid for directly out of MCFLS operating funds and is provided as part of the statutory system requirements to member libraries.

The emphasis on delivery serves to underscore the enormous cost savings to municipalities and county residents alike. These are materials that residents and libraries would otherwise need to buy themselves, but sharing materials via delivery means the cost is shared more efficiently and with less burden to the taxpayer. Circulation of library materials among MCFLS member libraries for 2017 stood at **6,4000,000 items**, which at a conservative estimate of \$20 per item, demonstrates nearly a **\$130,000,000 in savings** for County residents. MCFLS and its member libraries continue to be models of efficiency and cooperation, saving taxpayers millions of dollars each year. Very few governmental entities can make such a claim.

In addition to offering services within the building, for many years libraries have also been reaching out and serving the needs of county residents who use mobile devices. MCFLS plays a key role in the circulation of digital materials, through partnerships purchasing, promoting and marketing the services, and providing staff and public training. In 2017 MCFLS continued strong growth in circulation of both its RBDigital magazine collection and Overdrive E-book and E-audiobook collection. County residents checked out nearly **400,000 digital titles** for OverDrive alone in 2017. MCFLS also added "hoopla" in the past year, a new service providing downloadable digital movies, music, comics, audiobooks and books that are always available. County residents checked out over **50,000 hoopla** titles in the first year.

Demand and growth in streaming and downloadable media content continues in the County, but these services are costly and the MCFLS budget is being strained to meet these new demands. OverDrive is well-established and the cost stands at a reasonable **20 cents per circulation**, but the popular hoopla service is new and costs the system and libraries around **\$2.10 per circulation**. Financial assistance is necessary to keep these costs as reasonable as possible for public libraries with tight budgets.

The annual MCFLS budget request this year now also includes statistics related to the **CountyCat Mobile app**. CountyCat Mobile is an app for Apple and Android devices that allows county residents to search the library catalog, place holds, renew items and find out information on current library events. Search queries using the app have been added to reflect the high use of county residents that use their mobile devices to access MCFLS resources. From January 2017 through May 2018, users are averaging **1.1 million searches a month** and the numbers are rising. County residents have shown they need a library system with a mobile presence and member libraries within MCFLS are positioned to meet that demand.

Gale Courses, a strategic initiative introduced in 2016, has gained new users each year. Gale Courses is funded by a partnership between MCFLS and the 15 member libraries and offers **free, online, instructor-led courses** in over 300 topics offered monthly. In 2017, more than 18,000 people registered for courses from topics such as project management to how to care for aging parents. Gale Courses directly provides solutions for online

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

workforce development and lifelong learning, two long-term goals that legislators at the county and state level have identified as high priorities for residents. Gale Courses will cost libraries around **\$60,000** in 2018 and that number is expected to increase in 2019.

After a ten percent cut in 2012, library systems have finally received a modest increase in state funding in 2017, but the future of this funding (the primary source for MCFLS) is in serious jeopardy. The Public Library System Redesign (PLSR) project (<http://www.plsr.info>) will most likely mean a redistribution of funding across the state and the impact on system services here in Milwaukee County is still unknown. Another source of revenue for MCFLS, the Federal Library Services and Technology Act (LSTA) grants, have already been eliminated in a series of cuts felt across the state. The public libraries in Milwaukee County desperately need help from Milwaukee County government to ensure vital services to county residents are not cut or eliminated.

MCFLS relies on expanding partnerships with member libraries to provide new and valuable services for the residents of Milwaukee County. We look forward to continuing our legacy of service and are hopeful the budget request will be funded at 100%.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 1900
FUND: General - 0001

BUDGET SUMMARY

| | <u>2017 Actual</u> | <u>2018 Budget</u> | <u>2019 Budget</u> |
|---------------------------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <u>Expenditures</u> | | | |
| Technology, Reference, Interlibrary Loan | \$1,674,840 | \$ 1,701,097 | \$1,800,000 |
| Continuing Ed and Consulting | \$91,483 | 122,406 | \$126,000 |
| Delivery | \$315,942 | 323,776 | \$328,000 |
| Payment to Members for Non-Res Access | \$1,128,904 | 1,128,803 | \$1,134,952 |
| Library Services to Youth | \$1,474 | 3,994 | \$4,100 |
| Library Services to Special Users | \$6,919 | 6,914 | \$7,100 |
| Public Information | \$27,827 | 46,288 | \$47,600 |
| Administration | \$344,536 | 315,328 | \$324,000 |
| Electronic Resources | \$314,819 | 386,848 | \$398,000 |
| MultiType Initiatives | \$8,348 | 8,519 | \$8,800 |
| Member Office Supplies | \$44,796 | 3,060 | \$20,000 |
| Total Expenditures | 3,959,888 | 4,047,033 | 4,198,552 |
| <u>Revenues</u> | | | |
| State Aid to Public Library Systems | 2,677,006 | 2,766,162 | 2,855,317 |
| Federal LSTA Funding | 37,080 | - | - |
| Passthrough Contract Income | 1,025,006 | 1,017,807 | 1,010,682 |
| Interest Earned from State Aid | 3,113 | 4,000 | 4,000 |
| Unexpended Funds-Previous Years | 51,089 | 35,000 | 25,000 |
| All Other Sources | 219,936 | 236,734 | 238,000 |
| Milwaukee County Contribution | 66,650 | 66,650 | 100,000 |
| Total Revenue | \$ 4,079,880 | \$ 4,126,353 | \$ 4,232,999 |
| Budget Surplus/(Deficit): | 119,992 | 79,320 | \$ 34,447 |
| County Contribution as % of Total Revenue: | 1.6% | 2% | 2.4% |

Public Library Service Model W

June 8, 2018

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

Included in this document:

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

Public Library Service Model W

Global Summary

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

How Workgroup Recommendations Relate:

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

Delivery The workgroup model proposed could be implemented with no changes to state library system structure. Greater funding for some library systems could expand opportunities.

Collections Not impacted, but model allows organic partnerships and responsiveness to changing conditions. Greater funding for some library systems could expand opportunities.

Consulting/CE A statewide portal for CE and additional consulting could be implemented within the existing library system structure. Greater funding for some library systems could expand opportunities.

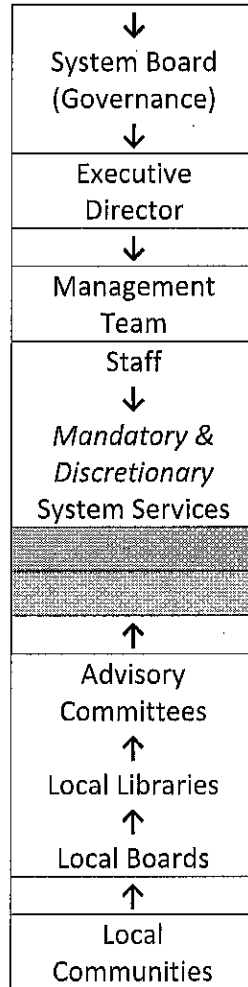
Technology Support No change to library system based infrastructure required but larger infrastructure regions could be built through agreements. Greater funding for some library systems could expand opportunities.

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

Chapter 43 A statutory change would be necessary to revise both the library system standards of service and the library system aid formula. A task force to review library system standards could be convened immediately. Following the work of the committee, a legislative change could be sought for both the standards and the funding formula.

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

State / County
(Funding)



Public Library Service Model **W**

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

Summary Description

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

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

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

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

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

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

ADDITIONAL CONSIDERATION: Include an incremental disincentive-funding factor that addresses library systems with fewer than 15 libraries to encourage library systems serving a small number of libraries to merge with another library system. The efficiency of a library system correlates to the number of libraries it serves.

Structure

Local library system board (appointment based on current statute)

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

System Director

Consultants

Technology infrastructure and support

Support staff such as business managers

Existing statewide services have service advisory groups

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

Statewide discovery layer could be implemented

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

Online portal could be implemented

Greater funding for some library systems could expand opportunities

ILS

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

ILL

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

Delivery

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

Collections

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

Consulting/CE/Professional Development

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

Technology Support

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

Resource Libraries

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

Chapter 43

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

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

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

Key Challenges/Questions with this Model

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

Implementation timetable would need to be determined.

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

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

Is there a way to incentivize library system collaborations?

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

Key Benefits of this Model:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Model W Review Summary Document

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

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

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

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

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

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

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

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

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

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

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

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

Fully Satisfied Principles:

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

Partially Satisfied Principles:

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

Fails to Satisfy these Principles:

- 5
- 6
- 2
- 10

Unclear or Not Sure if this/these Principles are Satisfied

Discussion:

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

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

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

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

Which are likely to be resistant? Why?

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

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

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

6. Suggested Changes to Improve the Model

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

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

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

7. Questions that Need Answers/Information We Need

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

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

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

Model W Deep Review

Summary Document

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

1. Suggested Changes to Improve the Model

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

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

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

Fully Satisfied Principles:

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

Partially Satisfied Principles:

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

Fails to Satisfy these Principles:

- 5(1)

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

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

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

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

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

Which are likely to be resistant? Why?

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

4. Questions that Need Answers/Information We Need

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

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

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

Public Library Service Model Y

June 8, 2018

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

Included in this document:

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

Public Library Service Model Y

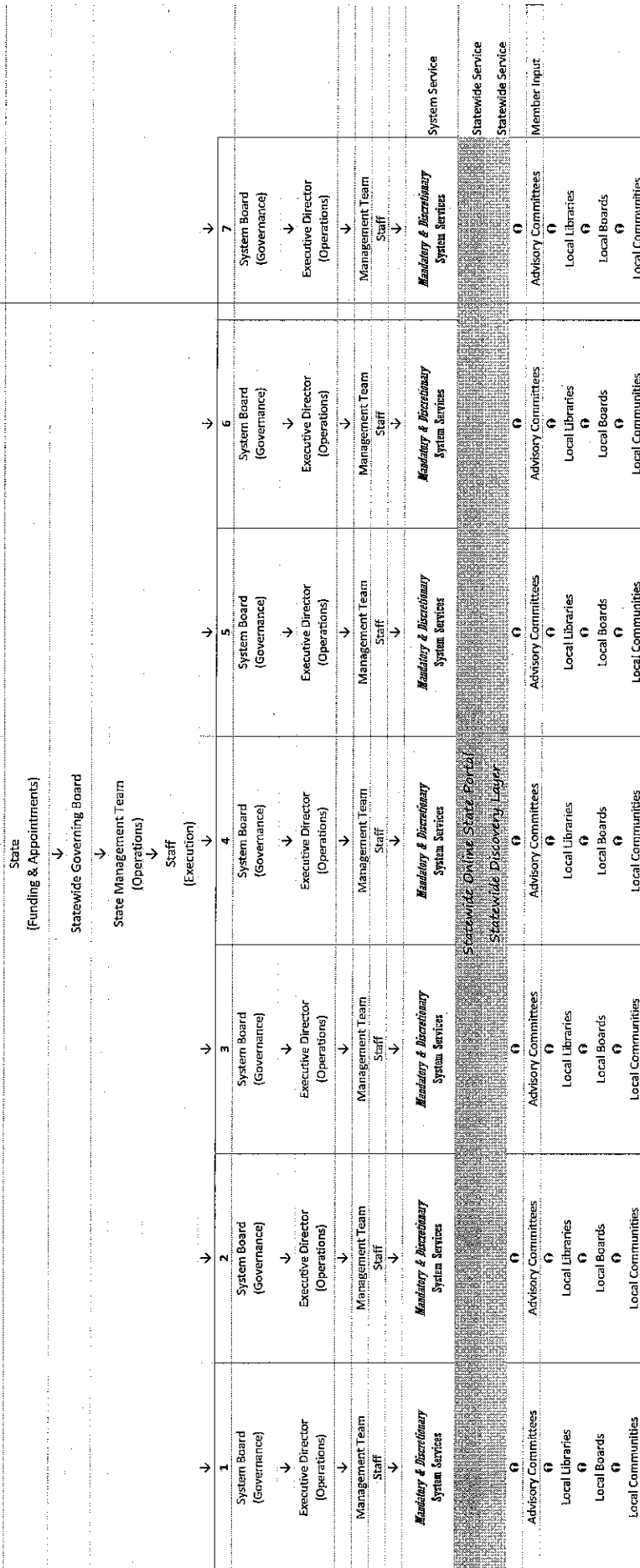
Global Summary

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

How Workgroup Recommendations Relate:

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

Model Y - 6 - 8 Regional Systems



Public Library Service Model Y

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

Summary Description

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

Structure

Statewide Governance Group

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

State Librarian

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

Statewide Service Management Team

Delivery

ILS/ILL

Collections

Consulting/CE

Technology

Variations —Team Leader/Functional Manager versus State Librarian;

Management team members could be responsible for multiple service areas

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

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

Regional System Board

Representation from Region

Appointment of citizens and library staff

Geographically diverse

Regional System staff

Dedicated staff for each service area

Multiple region staff such as Facilities and Data

Online portal

Statewide discovery layer

ILS

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

ILL

Regional ILL service boundaries can be supported.

State-level ILL Support.

Delivery

The model would mirror the 8 proposed delivery regions.

Collections

Electronic Resources

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

Digitization

- Supports statewide services and regional digitization kits.

Consulting/CE/Professional Development

Consulting staff would be based in system areas.

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

CE staff could mirror number of regions.

Technology Support

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

Delivery regions will support their distribution needs.

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

Resource Libraries

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

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

Key Challenges/Questions with this Model

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

Model Y Review Summary Document

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

| | |
|--------------------------------------|---------|
| Public Library Service Model: | Model Y |
|--------------------------------------|---------|

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

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

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

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

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

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

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

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

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

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

Fully Satisfied Principles:

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

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

Partially Satisfied Principles:

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

Fails to Satisfy these Principles:

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

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

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

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

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

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

- Rural
- Library directors
- Library patrons
-

Which are likely to be resistant? Why?

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

6. Suggested Changes to Improve the Model

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

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

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

7. Questions that Need Answers/Information We Need

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

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

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

- 4
- 4 – if fully funded

- 4-5
- 3-4
- 5

Feedback from large group discussion:

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

Model Y Deep Review Summary Document

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

1. Suggested Changes to Improve the Model

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

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

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

Do we have consensus?

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

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

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

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

Fully Satisfied Principles:

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

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

Partially Satisfied Principles:

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

Fails to Satisfy these Principles:

- None

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

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

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

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

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

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

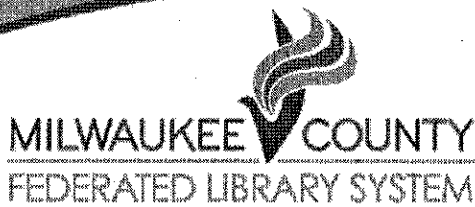
Which are likely to be resistant? Why?

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

4. Questions that Need Answers/Information We Need

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

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



709 North Eighth Street
Milwaukee, WI 53233

PH: 414-286-8149

FAX: 414-286-3209

June 12th, 2018

May/June 2018 Director's Report

Summary of activities

1. Lead discussion and participated in the MyPC meeting on May 23rd. MyPC is being considered as a replacement for SAMS public PC management. Cudahy and Franklin have committed to the project and MCFLS is moving forward to support them by purchasing the server and base license on their behalf.
2. Training with Jennifer is ongoing and progressing well.
3. Met with MPL Automation staff to introduce Jennifer as well as discuss recent developments such as the MyPC project and additional SIP2 licenses recently purchased by MPL.
4. On June 5th I completed the transfer of phone numbers from AT&T to Jive which will cut costs associated with telephone notification/renewals for MCFLS member libraries in half.
5. Met with Innovative sales rep Dennis Carter to schedule the creation of an account plan and talk about the possibility of bundled pricing for Innovative products to save money.
6. MCFLS Staff dinner was held on June 6th. We celebrated the work anniversaries of Hieu Tran (20 years) and Kate Strattnr (5 years).
7. Finished work on the full color summary of system services for county and state legislators.
8. Set the agenda and led discussion at the LDAC meeting held at the Washington Park branch of MPL on June 7th.
9. Worked with Jennifer to perform an OS upgrade to our Encore discovery layer server on June 8th.
10. Made revisions to County budget request with assistance from Trustee Glaisner.
11. Judy and I met with the auditors from Baker Tilly on June 12th to discuss the findings from the 2017 MCFLS audit.
12. Viewed the release of the PLSR preliminary framework models toolkit on June 12th.
13. Participated in the PLSR System Director update on June 13th.

Upcoming Activities

1. Meet with the Hales Corners Library Board on June 28th.
2. Dennis Carter will meet with Jennifer and I on July 2nd to discuss an account plan with Innovative Interfaces.
3. i-tiva (telephone notification/renewals) will go live on July 9th.
4. Meet with MCFLS member library directors in a special meeting on July 11th to discuss the PLSR preliminary framework models.