

NOTICE

Milwaukee County
Federated Library System
Board of Trustees

Monday, August 20th, 2018

9:00 A.M.

*This meeting will be conducted in the
Meeting Room of the
North Shore Library
6800 North Port Washington Road
Glendale, WI 53217*

AGENDA

1. Call to order
2. Adoption of agenda
3. Approval of minutes: the MCFLS Board of Trustees meeting on Monday, July 16th, 2018

Action Attachment A **Page 3**
4. Public comment
5. Library Directors Advisory Council--Report of the August 2nd, 2018 LDAC Meeting

Action Attachment B **Page 18**

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. Financial Report—July, 2018

Action Attachment C **Page 20**

7. Strategic Planning Proposals for 2018/19

Action Attachment D **Page 22**Administrative Informational Items

8. Review of hoopla for 2019 and feedback from member libraries

Distributed at meeting

9. Public Library System Redesign (PLSR). The model development summit was held July 30th – 31st. The notes from the summit and letter sent from the MCFLS Board to PLSR Steering on July 20th are attached.Attachment E **Page 34**

10. Director's Report

Attachment F **Page 41**

11. Tour of the North Shore Library

Next meeting date: September 17th, 2018, 9:00 a.m., Whitefish Bay Public Library, 5420 N. Marlborough Dr., Whitefish Bay, WI 53217

Milwaukee County Federated Library System
Board of Trustees

Regular Monthly Meeting held Monday, July 16, 2018
At the Shorewood Public Library
3920 N. Murray Ave.
Shorewood, WI 53211

ROLL CALL

Present: Paul Ziehler, President
Paula Pennebaker, Vice President
Nik Kovac, Treasurer
Kurt Glaisner, Trustee
Martin Lexmond, Trustee

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

Others: Pat Laughlin, LDAC Chair and Hales Corners Library
Rachel Collins, Shorewood Public Library
Pete Loeffel, Wauwatosa Public Library
Judy Pinger, Milwaukee Pubic Library
Emily Vieyra, Shorewood 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 9:09 a.m. Shorewood Public Library Assistant Director, Emily Vieyra, welcomed the MCFLS Board.

ADOPTION OF AGENDA. President Ziehler referred to the agenda. Vice President Pennebaker 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 June 18, 2018 meeting, which is shown as Attachment A of the agenda packet. One correction was noted on Page 2, under Financial Report – May, 2018 that the first sentence shows 2019 instead of 2018. Trustee Glaisner moved and Trustee Lexmond seconded a motion to approve the minutes as modified. Unanimously approved.

[Treasurer Kovac arrived at 9:12 a.m.]

PUBLIC COMMENT. None.

BOARD OF TRUSTEES – ADMINISTRATIVE REPORTS REQUIRING ACTION.

Mid-Year Budget Revision. President Ziehler referred to the mid-year 2018 budget revision document which is shown as Attachment B of the agenda packet. Director Hesel reviewed the document,

including the explanation of the changes. President Ziehler questioned whether the new expenses are one-year costs or ongoing and Director Hesper responded that they would be ongoing. Trustee Lexmond moved and Trustee Glaisner seconded a motion to approve the revised budget as presented. Unanimously approved.

Financial Report – June, 2018. President Ziehler referred to the June, 2018 financial report which was distributed at meeting and shown as Exhibit 1 attached to these minutes. Director Hesper reported that he has discovered that the reciprocal borrowing checks sent out in February were miscalculated using this year's state aid payment instead of last years, resulting in \$34,000 too much sent to net lenders and now libraries will be asked to refund MCFLS—giving them the option of handling it this year or next year. Wauwatosa Director Pete Loeffel noted that he has been made aware of the \$7,700 problem and they will handle the overpayment this year. Director Hesper noted that West Allis was overpaid \$7,300 and Cudahy was overpaid \$4,500 and the rest were overpaid \$2,800 or less. Vice President Pennebaker moved and Trustee Glaisner seconded a motion to approve the June, 2018 financial report as presented. Unanimously approved.

ADMINISTRATIVE INFORMATIONAL ITEMS.

Public Library System Redesign (PLSR). President Ziehler reported that the LDAC PLSR Model Frameworks discussion held July 11 was well attended (minutes are shown as Exhibit 2 attached to these minutes and the slideshow which Steve Hesper reviewed at the June 11 session is shown as Exhibit 3 attached to these minutes. Pat Laughlin added that the purpose of the discussion was to give Steve Hesper and Paula Kiely an opportunity to review and talk about the two proposed models, shown as Attachment C of the agenda packet and to explain the process and thinking of the PLSR Steering Committee and to decide whether feedback was desirable from member libraries, MCFLS Board or local library boards. Director Hesper reported that the comment period runs through July 20. A guiding recommendation did come forth from this session and is reflected in the minutes of the June 11th session under NEXT STEPS. Steve Hesper referred to a draft letter that incorporates the thoughts of the LDAC for the MCFLS Board to send to the PLSR Steering Committee regarding the preliminary model frameworks for Board consideration. The Board discussed the materials brought forward and strong concerns were noted regarding both models. The letter to the PLSR Steering Committee will be revised slightly and the MCFLS Board will review one final time before the submission deadline.

[Vice President Pennebaker left the meeting at 10:07 a.m.]

Director's Report. Director Hesper reviewed his report, which is shown as Attachment D of the agenda packet. Director Hesper distributed a document, shown as Exhibit 5 attached to these minutes which contains process ideas and next steps for the MCFLS 2018-2019 Strategic Planning which was reviewed for discussion purposes. There was a consensus to proceed with the concept of a strategic plan update.

Tour of the Shorewood Public Library. Shorewood Director Rachel Collins provided a walking tour of the library after the meeting adjourned.

NEXT MEETING. Scheduled for August 20, 2018 beginning at 9:00 a.m. at the North Shore Library, 6800 North Port Washington Road, Glendale, WI 53217.

ADJOURNMENT. With no further business to be addressed, Trustee Lexmond moved and Treasurer Kovac seconded a motion to adjourn the meeting at 10:15 a.m.

M.C.F.L.S.
Financial Report
For the Six Months Ending June 30, 2018

August 2018 Page 5 MCFLS Board

1		<u>Annual Budget</u>	<u>Year to Date</u>	<u>%</u>	<u>Balance</u>	<u>%</u>
2						
3	<u>General Revenues</u>					
4	State Aid Revenue	\$ 2,766,162	\$ 2,766,162	(100.00)	\$ -	0.00
5	Milwaukee County Allocation	\$ 66,650	\$ 33,325	(50.00)	\$ 33,325	(50.00)
6	West Milwaukee Contract -Other	\$ 48,160	\$ 48,160	(100.00)	\$ -	0.00
7	Interest on Invested Funds	\$ 4,000	\$ 338	(8.45)	\$ 3,662	(91.55)
8	Member Forms/Supplies Revenue	\$ 25,000	\$ 8,802	(35.21)	\$ 16,198	(64.79)
9	Member Postage Revenue	\$ 25,000	\$ 11,064	(44.26)	\$ 13,936	(55.74)
10	Member OCLC Revenue	\$ 113,232	\$ 113,233	(100.00)	\$ (1)	0.00
11	Member Telecomm. Revenue	\$ 16,800	\$ 600	(3.57)	\$ 16,200	(96.43)
12	Member III Softwre Maint-Basic	\$ 198,088	\$ 198,088	(100.00)	\$ -	0.00
13	Member III Softwre Maint-Other	\$ 43,050	\$ 43,050	(100.00)	\$ -	0.00
14	Member Tech. Assist.-Time Rev.	\$ 15,000	\$ 5,245	(34.97)	\$ 9,755	(65.03)
15	Member Special Projects Revenu	\$ 80,000	\$ 11,748	(14.69)	\$ 68,252	(85.32)
16	Member Cataloging Contract Rev	\$ 149,006	\$ 149,006	(100.00)	\$ -	0.00
17	Member Database Revenue	\$ 77,132	\$ 77,429	(100.39)	\$ (297)	0.39
18	Member Catalog Enhancement Rev	\$ 24,160	\$ 24,160	(100.00)	\$ -	0.00
19	Member Ecommerce Transaction	\$ 9,000	\$ 2,143	(23.81)	\$ 6,857	(76.19)
20	TNS Calls/Notices Revenue	\$ 5,600	\$ 2,297	(41.02)	\$ 3,303	(58.98)
21	Carryover Revenue	\$ 35,000	\$ 68,403	(195.44)	\$ (33,403)	95.44
22	Staff Benefits/Co-Pay Revenue	\$ 31,134	\$ 12,540	(40.28)	\$ 18,594	(59.72)
23	Member Digital Content Rev	\$ 194,179	\$ 191,782	(98.77)	\$ 2,397	(1.23)
24	<u>Total General Revenues</u>	\$ 3,926,353	\$ 3,767,575	(95.96)	\$ 158,778	(4.04)
25						
26	<u>Special Revenues</u>					
27	W. Milwaukee Borrowing Revene	\$ 52,437	\$ 52,437	(100.00)	\$ -	0.00
28	Ecommerce Revenue	\$ 200,000	\$ 91,656	(45.83)	\$ 108,344	(54.17)
29	<u>Total Special Revenues</u>	\$ 252,437	\$ 144,093	(57.08)	\$ 108,344	(42.92)
30						
31	<u>Total Revenues</u>	\$ 4,178,790	\$ 3,911,668	(93.61)	\$ 267,122	(6.39)
32						
33		<u>Annual Budget</u>	<u>Year to Date</u>	<u>%</u>	<u>Balance</u>	<u>%</u>
34						
35	<u>General Expenditures</u>					
36	Fringe Benefits Expense	\$ 182,281	\$ 80,463	44.14	\$ 101,818	55.86
37	Salaries Expense	\$ 381,600	\$ 149,213	39.10	\$ 232,387	60.90
38	Telephone Renewal Expense	\$ 1,600	\$ 754	47.13	\$ 846	52.88
39	Member Ecommerce Transaction E	\$ 9,000	\$ 4,011	44.57	\$ 4,989	55.43
40	TNS Calls/Notices Expense	\$ 5,600	\$ 1,509	26.95	\$ 4,091	73.05
41	Mileage Reimbursement Expense	\$ 200	\$ 104	52.00	\$ 96	48.00
42	Conference/Training Expense	\$ 5,500	\$ 1,306	23.75	\$ 4,194	76.25
43	Memberships Expense	\$ 6,800	\$ 3,566	52.44	\$ 3,234	47.56
44	Continuing Education Expense	\$ 8,500	\$ 6,749	79.40	\$ 1,751	20.60
45	Office Supplies Expense	\$ 1,000	\$ 315	31.50	\$ 685	68.50
46	Copy Machine Maint. Expense	\$ 1,200	\$ 417	34.75	\$ 783	65.25
47	MCFLS Printing Expense	\$ 500	\$ -	0.00	\$ 500	100.00
48	MCFLS Printing for Mem Expense	\$ 5,000	\$ 2,205	44.10	\$ 2,795	55.90
49	MCFLS WI Pub Lib Consortium Ex	\$ 10,616	\$ 10,616	100.00	\$ -	0.00
50	MCFLS Buying Pool	\$ 110,000	\$ 60,000	54.55	\$ 50,000	45.45
51	MCFLS Database Expense	\$ 15,000	\$ 16,053	107.02	\$ (1,053)	(7.02)
52	Member Database Expense	\$ 77,132	\$ 63,504	82.33	\$ 13,628	17.67

Exhibit 1 to Minutes (07/16/18)
Attachment A (08/20/18)
Page 1 of 2

M.C.F.L.S.
Financial Report
For the Six Months Ending June 30, 2018

August 2018 Page 6 MCFLS Board

53	MCFLS Catalog Enhancement Expe	\$ 67,677	\$ 69,913	103.30	\$ (2,236)	(3.30)
54	Member Catalog Enhancement Exp	\$ 24,160	\$ 24,160	100.00	\$ -	0.00
55	MCFLS Postage Expense	\$ 600	\$ 100	16.67	\$ 500	83.33
56	Member Postage Expense	\$ 25,000	\$ 10,900	43.60	\$ 14,100	56.40
57	Member Forms/Supplies Expense	\$ 25,000	\$ 7,459	29.84	\$ 17,541	70.16
58	Telephone Expense	\$ 4,450	\$ 991	22.27	\$ 3,459	77.73
59	Meetings Expense	\$ 500	\$ 127	25.40	\$ 373	74.60
60	Insurance Expense	\$ 11,252	\$ 11,257	100.04	\$ (5)	(0.04)
61	Legal Expense	\$ 500	\$ -	0.00	\$ 500	100.00
62	Audit Expense	\$ 12,000	\$ 8,450	70.42	\$ 3,550	29.58
63	Payroll Service Expense	\$ 4,000	\$ 1,961	49.03	\$ 2,039	50.98
64	III Software Support Expense	\$ 241,138	\$ 239,909	99.49	\$ 1,229	0.51
65	Member Telecomm. Expense	\$ 16,800	\$ 8,400	50.00	\$ 8,400	50.00
66	MCFLS Telecomm. Maint. Expense	\$ 10,000	\$ 4,740	47.40	\$ 5,260	52.60
67	OCLC Expense	\$ 125,461	\$ 100,000	79.71	\$ 25,461	20.29
68	MCFLS Computer Room Equipment	\$ 5,000	\$ 3,263	65.26	\$ 1,737	34.74
69	MCFLS Equipment Expense	\$ 15,650	\$ 12,931	82.63	\$ 2,719	17.37
70	Member Special Projects Expens	\$ 80,000	\$ 17,668	22.09	\$ 62,332	77.92
71	Sorting and Delivery Expense	\$ 291,700	\$ 118,579	40.65	\$ 173,121	59.35
72	South Central Delivery Expense	\$ 21,250	\$ 10,625	50.00	\$ 10,625	50.00
73	Auto Payment/Maintenance Exp.	\$ 1,000	\$ 31	3.10	\$ 969	96.90
74	MPL Resource Contract Expense	\$ 179,801	\$ 89,901	50.00	\$ 89,900	50.00
75	MPL Rent Lease Contract Exp.	\$ 128,530	\$ 64,265	50.00	\$ 64,265	50.00
76	ILS Expense	\$ 36,450	\$ 18,225	50.00	\$ 18,225	50.00
77	MCFLS Catalog Cont Exp to MPL	\$ 276,676	\$ 138,308	49.99	\$ 138,368	50.01
78	Member Catalog Contract Exp.	\$ 149,006	\$ 74,503	50.00	\$ 74,503	50.00
79	Internet Expense	\$ 19,500	\$ 8,327	42.70	\$ 11,173	57.30
80	Contingency Expense	\$ 48,741	\$ 3,395	6.97	\$ 45,346	93.03
81	Member Digital Content Exp	\$ 194,179	\$ 194,179	100.00	\$ -	0.00
82	Marketing	\$ 10,000	\$ 497	4.97	\$ 9,503	95.03
83	Total General Expenditures	\$ 2,847,550	\$ 1,643,849	57.73	\$ 1,203,701	42.27
84						
85	Special Expenditures					
86	W. Milwaukee Borrowing Expense	\$ 52,437	\$ 52,439	100.00	\$ (2)	(0.00)
87	RB - MCFLS Payment Expense	\$ 1,078,803	\$ 1,078,804	100.00	\$ (1)	(0.00)
88	Ecommerce Expense	\$ 200,000	\$ 91,656	45.83	\$ 108,344	54.17
89	Total Special Expenditures	\$ 1,331,240	\$ 1,222,899	91.86	\$ 108,341	8.14
90						
91	Total Expenditures	\$ 4,178,790	\$ 2,866,748	68.60	\$ 1,312,042	31.40
92						
93	Revenue/Expenditures +/-		\$ 1,044,920			

Milwaukee County Federated Library System
Library Directors Advisory Council
PLSR Model Frameworks Discussion

Held Wednesday, July 11, 2018
At the Oak Creek Public Library
8040 South Sixth Street
Oak Creek, WI 53154

ROLL CALL

Present: Pat Laughlin, LDAC Chair and Hales Corners Library
Rachel Arndt, Milwaukee Public Library
Nan Champe, South Milwaukee Public Library
Rachel Collins, Shorewood Public Library
Paula Kiely, Milwaukee Public Library
Amy Krahn, St. Francis Public Library
Jill Lininger, Oak Creek Public Library
Jennifer Loeffel, Franklin Public Library
Pete Loeffel, Wauwatosa Public Library
Sheila O'Brien, Greenfield Public Library
Rebecca Roepke, Cudahy Family Library

MCFLS Board: Paul Ziehler, President

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

CALL TO ORDER. LDAC Chair Pat Laughlin called the meeting to order at 10:00 a.m. and thanked Jill Lininger for hosting the meeting.

INTRODUCTIONS. Everyone in attendance introduced themselves.

GOALS FOR THE MEETING:

Review and discuss the model frameworks. Steve Hesel reviewed the slides from the slideshow entitled "Preliminary Framework Release, Community Comment Period" which is available on the PLSR website.

Provide feedback for the MCFLS Board and the PLSR Summit July 30-31. Steve Hesel, Sheila O'Brien, Amelia Osterud (MPL) and Paula Kiely will be in attendance at the Summit to work on the development of a recommendation which will be further reviewed and then submitted to the State Superintendent for consideration.

Discussion of possible uniform response to the frameworks. Concern was expressed since there wasn't quantitative data or funding information that an educated decision regarding the frameworks was not easy to discuss or understand. Specific individual workgroup recommendations are not included at this time which leaves many unanswered questions. Seeing funding budgets based on proposed regions would be welcome.

REVIEW THE PRINCIPLES OF PUBLIC LIBRARY SYSTEM REDESIGN STRUCTURE. Paula Kiely stated that the principles were developed and used as guidance during the process.

REVIEW OF THE MODEL FRAMEWORKS UNDER CONSIDERATION: Model W and Model Y. It was noted that DPI will be providing statistics for different funding scenarios for possibilities of different models and that information will be shared as soon as it is available before the feedback period ends. That information should assist in a more thorough understanding of the proposed models.

DISCUSSION. The topic of whether or not to request that Milwaukee County being a separate region for delivery and perhaps more based on population was questioned and discussed as it is hard to see how MCFLS could become more efficient—however it was pointed out that there are services not currently provided but changes in the way we manage current services could impact potential new services. Setting extra funding for scarcity and distance was talked similar to what has been done for public schools. There may be evidence to suggest that shifting funding from systems to a statewide service structure may not trickle down to the end users as intended. Patron's use of libraries in larger service areas would be welcome by some patrons that live or work in adjoining system areas. Possible funding losses could be negated depending on what the funding goes towards; that might mean less expense as well if services are provided statewide. The question of requesting an extension to forward the final recommendation to the State Superintendent was floated as more information is needed before possibly all interested parties have a time to respond to the feedback survey.

ADDITIONAL INFORMATION: a reference was made to the PLSR framework feedback survey link which should be used by all that desire to comment which is highly sought by the PLSR Steering Committee and PLSR recommendation Development Phase page which contains valuable information for consideration.

NEXT STEPS:

Do you want to submit a letter or survey response as a group? Sheila O'Brien moved and Jill Lininger seconded a motion that the LDAC recommends that the MCFLS Board forward to the PLSR Steering Committee a general statement endorsing voluntary collaboration and learning among other systems and regions and that further model development be left open for discussion and to see more quantitative data. The motion passed unanimously with one abstention for Paula Kiely.

Other next steps. Steve Hesel will get out the minutes of this meeting to the LDAC as soon as administratively possible and it will be discussed at the MCFLS Board meeting on Monday, July 16th. Steve Hesel will do his best to send these minutes out to the LDAC prior to the MCFLS Board meeting July 16 to allow for comments by those that attended and those that did not. Steve Hesel will also share funding information which the LDAC feels would be helpful in understanding that aspect of the project. Steve Hesel will share any and all additional information that comes from DPI or the PLSR Steering Committee as it pertains to this process and the feedback period survey. There was a general feeling of agreement that meeting with the other Region 7 library systems would be a good idea and Steve Hesel noted he would reach out to those systems for a joint meeting. President Ziehler commented that he is hopeful that a new model will be developed and molded more to the library community's satisfaction after the Summit on July 30-31.

ADJOURNMENT. Sheila O'Brien moved and Rachel Collins seconded a motion to adjourn the meeting at 11:34 a.m. Unanimously approved.



PRELIMINARY FRAMEWORK RELEASE
COMMUNITY COMMENT PERIOD

Equity

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.

Preliminary Framework Recommendation Process

- June 8-- In-Person meeting Steering Committee, CRC and Russell Consulting
 - A fourth model was introduced by a member of the group
 - This model was evaluated with the same criteria as the other three models by the entire group
 - Straw poll for this model after group discussion
- Results from the Straw Poll Revealed
 - X -- Current Regional System Structure -- Enhanced -- 88 Points
 - Y -- 6-8 Regional Library Systems under a Statewide Services Umbrella -- 155 Points
 - Z -- One Statewide Library System -- 70 Points
 - W -- FORWARD Wisconsin -- Enhanced Current Library System Model -- 124 Points

Preliminary Framework Recommendation Process

- June 8th
 - Models W and Y were selected for deeper discussions by small groups
 - Suggested Changes
 - Principles Review
 - Stakeholders Potential Supporters
 - Stakeholders Potential Resistant
 - Small Groups Reported to Large Groups
 - Straw polls conducted after each model discussion
 - Final Straw poll
 - Model Y 6-8 Regional Library Systems under a Statewide Services Umbrella -- 136 Points
 - Model W FORWARD Wisconsin -- Enhanced Current Library System Model -- 130.5 Points

Preliminary Models -- W and Y

- The facilitators proposed as part of their lead off for the day that we share two models for public comment between June 11 -- July 20
- Please note that each initial model was constructed by different individuals so the detail is not identical. The models should be reviewed based on overall concepts noting those differences.
 - Example--
 - Model W references a specific proposed budget increase recommendation/formula change while Model Y notes balancing of state funding between new system areas
- Comments generated will be used to help enhance the models for work on July 30 and 31 at the model development summit.
- Models will be enhanced on July 30 and 31 to include additional details on the workgroup recommendations.

Preliminary Framework Service Model Summary Description -- Model W

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.

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.

Preliminary Framework Service Model Structure – Model W

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

Preliminary Framework Service Model Structure – Model W

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

Preliminary Framework Service Model Summary Description -- Model Y

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.

Preliminary Framework Service Model Structure – Model Y

Statewide Governance Group

- State Library Board – Representational appointment from each system
- 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

Preliminary Framework Service Model Structure – Model Y

Mandatory System Services and Standards to support equity of service

Statewide services such as ILL; Technology Infrastructure; Delivery to regional hubs;
Electronic Resources (Baseline); Digitalization; 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

Preliminary Framework Service Model Workgroup Recommendations

Each of the model documents have brief statements referring to how the workgroup models could fit within the proposed structure. Additional detail will be added during the model development summit.

Preliminary Framework Service Model
What are the Strengths/Upsides of the
Model?

Preliminary Framework Service Model
What are the Potential Challenges/Downsides
of the Model?

Preliminary Framework Service Model
What is the unique contribution/approach of
this model?

Preliminary Framework Service Model
Which Design Principles does this Model fully
satisfy, partially satisfy, and fail to satisfy?

Preliminary Framework Service Model
Does this Model Create Winners/Losers or
Does Everyone Win?

Preliminary Framework Service Model
Suggested Changes to Improve the Model?

Preliminary Framework Service Model Questions that Need Answers or Information We Need?

Steering Committee Preliminary Recommendation Feedback

- Feedback period June 11-July 20
 - Comment form can be found at
 - Steering Committee members are available to attend system/regional meetings to gather feedback and answer clarification/process type questions
- The feedback will be used to help refine the recommendation at the Model Development Summit (July 30 & 31)
 - Deeper Exploration and Development of the model on July 30-31 (where Workgroup Reports will be fully considered and integrated into the final recommended model)
 - Information on the Summit can be found at <http://www.plsr.info/modeldevsummit/> including a listing of the participants.

Ways to follow along and offer feedback

Project website: [plsr.info](http://www.plsr.info)

- Sign up for the [Blog](#)
 - Use the [Contact Form](#) to send the Steering Committee any questions or feedback
 - [Calendar of events](#) with dates of upcoming Steering Committee meetings, including model development planning sessions with the Core Recommendation Collaborators.
 - [Agendas, notes and recordings](#) posted for Steering Committee meetings
- Email PLSR project and process questions to : steeringcommittee@plsr.info
Email project support or website questions to: plsrprojects@wils.org

July 16th, 2018

Dear PLSR Steering Committee Members:

On behalf of the Milwaukee County Federated Library System Board of Trustees, I would like to commend you and all those in the state library community that have put so much work into the PLSR project to this point. Your collaborative efforts that have resulted in the model frameworks under consideration are greatly appreciated by the board and member libraries throughout our system.

As a board we have reached out to our member libraries to gain insight into their thoughts regarding the model frameworks. On Wednesday, July 11th member library directors met in a special session to discuss the model frameworks together. Ultimately a motion was made and approved supporting the concept of voluntary collaboration and cooperation among other systems and regions, an idea that is consistent with both frameworks and has been part of the PLSR process from the very beginning. The directors further asked that model development be left open for discussion and asked the PLSR Steering Committee to seek more details and quantitative data to assess the frameworks.

The MCFLS Board stands with our member libraries and supports their motion regarding the framework models. We continue to support the PLSR project and will work collaboratively with other systems throughout the state but we also feel more discussion regarding these frameworks needs to take place. We also request more details and quantitative data be shared with the statewide library community to fully evaluate the model frameworks and their long term impact on libraries throughout Wisconsin.

Please let us know if you have any questions or require further clarification of any information provided here. Our board thanks you again for your contributions throughout this process and looks forward to working with you to improve services to our libraries and communities.

Sincerely,

Paul Ziehler
President, MCFLS Board of Trustees

*Exhibit 4 to Minutes (07/16/18)
Attachment A (08/20/18)
Page 1 of 1*

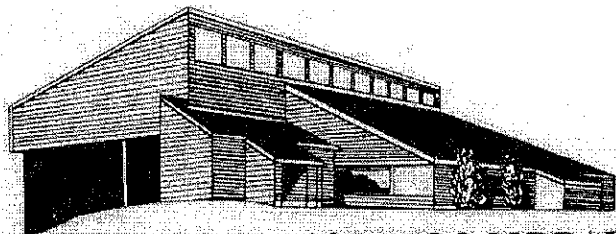
MCFLS 2018-19 Strategic Planning

Process Ideas

1. Do an assessment of the last strategic plan.
 - a. Develop summary of the end status of plan activities, as reported during the implementation process, to do a final assessment on the completion of activities, progress made or activities that were not undertaken.
 - b. Based on summary, survey system board, staff and member directors to assess level of success of goals in regards to helping members and improving services. Gather information about possible reasons for success or less than success.
2. Develop and administer a survey of system board, staff and member directors with the following areas and questions to potentially explore the following areas and questions.
 - a. What do libraries want to be providing to their patrons that they aren't providing or aren't able to provide now? This could inform a discussion of trends, risks/challenges facing libraries, and new roles/opportunities for libraries in their communities. From what is gathered have a discussion about what makes sense for the system to help with.
 - b. What is it that makes sense for the system to be doing/providing due to the economy of scale and that when factored in whole with all the system does, benefits all libraries (not all benefiting equally from each service and resource provided, but in the whole generally balances out) and provides access to the services and resources all the members need for them to be able to provide equitable and excellent services in their communities?
 - c. What are the things that system could/should be doing to leverage buying power or help libraries gain efficiencies across the system that makes sense from a perspective of providing greater value to libraries (whether as a way to multiply dollars, eliminate duplications to increase capacity or coordinate efforts to increase leverage with opportunities)? This could be related to common activities/services/support libraries are currently doing or activities/services/support that libraries can't do on their own.
3. Using the information gathered in #1 & #2, convene a facilitated plan development meeting of the system board, staff and member directors to identify possible directions, goals and objectives for the systems.
4. Dependent upon the PLSR recommendations and considering the service model ideas from the PLSR workgroups, consider some kind of process to strategically consider MCFLS within the scope what comes out of PLSR and the potential directions and opportunities for MCFLS locally, regionally and statewide.
5. With whatever processes are undertaken, determine what data and information are needed and who (staff, board, members) need to be involved with what and when.

Next Steps

1. In conjunction with the consultant, system board, staff and member directions, develop a planning process proposal.
2. September and October: perform data and information gathering and administer surveys.
3. November: compile and summarize what's been gathered to share with plan development meeting attendees.
4. December: hold plan development meeting.
5. January and February: develop and complete the strategic plan.
6. March: complete plan to submit for board approval.



HALES CORNERS LIBRARY

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

Telephone: (414) 529-6150

August 20, 2018

To: MCFLS Board of Trustees
From: Patricia Laughlin, Director,
Hales Corners Library
Re: Summary of LDAC Meeting, August 2, 2018
Location: Shorewood Park Library

Summary:

SEWI CE Upcoming Events: Steve Hesser reported on CE workshops. Dana Anderson, Brown Deer Director, and Steve will be attending WI New Library Directors Bootcamp (Marshfield, WI). Jen Schmidt provided an update on the Tech Days 2018 being held at Franklin Library (9/27/2018) and the adult programming meeting being held on September 17th.

PLSR update: Steve Hesser, Paula Kiely and Sheila O'Brian provided an update from the summit meeting held on 7/30 and 7/31 in Steven's Point. There was no definitive endorsement of either model W or Y that took place at the summit, but several common themes were developed. The MCFLS board will discuss these outcomes later in the agenda. Recommendations will be passed on to DPI and State Superintendent Tony Evers by the end of October.

MCFLS Strategic Planning Process: Steve reached out to WILS to get a preliminary draft of the process outline and timeline which was approved in principal by the MCFLS Board in July. The process will be similar to the one used in 2015 with a development meeting of the system board, staff and member directors. Steve noted the inclusion of PLSR recommendations, and the timeline so that MCFLS is ready to approve the next member contracts by July 2019. Directors encouraged Steve and the MCFLS Board to consider additional organizations for facilitation of the strategic planning process. Several names of organizations were shared with Steve.

Planned Sierra upgrade to version 3.4 on August 22nd: Jen reviewed plans for Sierra 3.4 upgrade and highlights of the changes that include changes to offline circulation client, reporting capabilities for fines paid and flexibility in filling holds.

Periodicals workgroup update and recommendation process: Jen reviewed the July meeting discussion and recommendations. Another meeting will be scheduled in September with representatives from member libraries along with the Database Management Committee. Once the recommended changes are approved by LDAC, MCFLS will offer staff training to help individual libraries do batch clean-up where necessary.

Follow-up on hoopla evaluation: Steve reviewed options for hoopla service. These options including using the current settings and funding, applying settings changes to hoopla, the use of a different service provider entirely and adding funds to our Advantage account. After some discussion, there was a motion and second to keep with current level of service; motion passed unanimously.

CollectionHQ update: Steve reported no reports are ready yet but expected by August 10th. The wait is on the HQ end; Steve is holding off paying an invoice to encourage progress. Steve noted that our subscription starts when member libraries have received data. There will be staff training.

TBS/MyPC/PaperCut for suburban libraries. Update, discussion of maintenance and costs paid through MCFLS: Franklin and Cudahy libraries are ready to go live this month. Steve reviewed the way costs will be handled by MCFLS for server and base license. Discussion on how to handle mobile printing information: 1) list all mobile locations or 2) give one location. Libraries agreed to list all mobile locations. Discussion on handling remaining funds on library cards from the SAM system.

Discussion: adding convenience fees for in-library and online ecommerce credit card transactions: Pat Laughlin, Hales Corners Library Director, asked for this item to be on the agenda. With the Today's Business Solutions payment kiosk convenience fees can be charged back to the user. For libraries using Square (instead of a cash register), it is more complex. The question of handling ecommerce fees, managed by MCFLS, was discussed. Steve noted ecommerce fees would have to be handled on a system-wide agreement basis while local libraries can make decisions for in-house payment of copier, printing, and fines. No decisions were made.

Discussion: allowing patrons with fines of any amount access to public computers and electronic resources: Paula spoke about the recent decision by MPL to provide full access to computer and electronic resources regardless of the patron having fines on their library card. She noted that no fines are waived and fines still need to be paid in full when a library card is renewed, every two years. Wauwatosa is making a similar change. Other libraries are considering this option. Directors suggested a list of pros and cons would be helpful.

Additional business:

- Net Advantage: Steve noted the lack of statistics for this expensive service; he's trying to get statistics from the provider. Two of seven libraries are not renewing.
- WISE funds (via DPI): Steve explained these funds are now available to public libraries. Information will be shared with member libraries, with options for use.
- MLIS accreditation process: Paula talked about the accreditation process for UW-Milwaukee SOIS and the need to have relevant curriculum that leads graduates to getting jobs.
- Administrative processes: Greendale director, Brian Williams-VanKlooster, asked if directors use any sort of software or system to keep track of building systems. MPL shared what they use. Some libraries use an excel file.

M.C.F.L.S.
Financial Report
For the Seven Months Ending July 31, 2018

August 2018 Page 20 MCFLS Board

		<u>Annual Budget</u>	<u>Year to Date</u>	<u>%</u>	<u>Balance</u>	<u>%</u>
1						
2						
3	<u>General Revenues</u>					
4	State Aid Revenue	\$ 2,766,162	\$ 2,766,162	(100.00)	\$ -	0.00
5	Milwaukee County Allocation	\$ 66,650	\$ 66,650	(100.00)	\$ -	0.00
6	West Milwaukee Contract -Other	\$ 48,160	\$ 48,160	(100.00)	\$ -	0.00
7	Interest on Invested Funds	\$ 2,000	\$ 338	(16.90)	\$ 1,662	(83.10)
8	Member Forms/Supplies Revenue	\$ 25,000	\$ 12,787	(51.15)	\$ 12,213	(48.85)
9	Member Postage Revenue	\$ 25,000	\$ 16,321	(65.28)	\$ 8,679	(34.72)
10	Member OCLC Revenue	\$ 113,232	\$ 113,233	(100.00)	\$ (1)	0.00
11	Member Telecomm. Revenue	\$ 9,000	\$ 5,400	(60.00)	\$ 3,600	(40.00)
12	Member III Softwre Maint-Basic	\$ 198,088	\$ 198,088	(100.00)	\$ -	0.00
13	Member III Softwre Maint-Other	\$ 43,050	\$ 43,050	(100.00)	\$ -	0.00
14	Member Tech. Assist.-Time Rev.	\$ 15,000	\$ 6,470	(43.13)	\$ 8,530	(56.87)
15	Member Special Projects Revenu	\$ 80,000	\$ 29,798	(37.25)	\$ 50,202	(62.75)
16	Member Cataloging Contract Rev	\$ 149,006	\$ 149,006	(100.00)	\$ -	0.00
17	Member Database Revenue	\$ 77,132	\$ 77,503	(100.48)	\$ (371)	0.48
18	Member Catalog Enhancement Rev	\$ 24,160	\$ 24,160	(100.00)	\$ -	0.00
19	Member Ecommerce Transaction	\$ 9,000	\$ 3,706	(41.18)	\$ 5,294	(58.82)
20	TNS Calls/Notices Revenue	\$ 5,600	\$ 2,890	(51.61)	\$ 2,710	(48.39)
21	Carryover Revenue	\$ 68,403	\$ 68,403	(100.00)	\$ -	0.00
22	Staff Benefits/Co-Pay Revenue	\$ 28,082	\$ 14,870	(52.95)	\$ 13,212	(47.05)
23	Member Digital Content Rev	\$ 194,179	\$ 194,180	(100.00)	\$ (1)	0.00
24	Member MKE Mixers Rev	\$ 1,400	\$ 1,400	(100.00)	\$ -	0.00
25	<u>Total General Revenues</u>	\$ 3,948,304	\$ 3,842,575	(97.32)	\$ 105,729	(2.68)
26						
27	<u>Special Revenues</u>					
28	W. Milwaukee Borrowing Revene	\$ 52,437	\$ 52,437	(100.00)	\$ -	0.00
29	Ecommerce Revenue	\$ 200,000	\$ 132,830	(66.42)	\$ 67,170	(33.59)
30	<u>Total Special Revenues</u>	\$ 252,437	\$ 185,267	(73.39)	\$ 67,170	(26.61)
31						
32	<u>Total Revenues</u>	\$ 4,200,741	\$ 4,027,842	(95.88)	\$ 172,899	(4.12)
33						
		<u>Annual Budget</u>	<u>Year to Date</u>	<u>%</u>	<u>Balance</u>	<u>%</u>
34						
35						
36	<u>General Expenditures</u>					
37	Fringe Benefits Expense	\$ 161,845	\$ 94,767	58.55	\$ 67,078	41.45
38	Salaries Expense	\$ 340,208	\$ 177,430	52.15	\$ 162,778	47.85
39	Telephone Renewal Expense	\$ 1,600	\$ 678	42.38	\$ 922	57.63
40	Member Ecommerce Transaction E	\$ 9,000	\$ 4,011	44.57	\$ 4,989	55.43
41	TNS Calls/Notices Expense	\$ 5,600	\$ 1,588	28.36	\$ 4,012	71.64
42	Mileage Reimbursement Expense	\$ 700	\$ 104	14.86	\$ 596	85.14
43	Conference/Training Expense	\$ 8,000	\$ 1,346	16.83	\$ 6,654	83.18
44	Memberships Expense	\$ 8,000	\$ 3,566	44.58	\$ 4,434	55.43
45	Continuing Education Expense	\$ 8,750	\$ 6,749	77.13	\$ 2,001	22.87
46	Office Supplies Expense	\$ 1,000	\$ 451	45.10	\$ 549	54.90
47	Copy Machine Maint. Expense	\$ 1,200	\$ 417	34.75	\$ 783	65.25
48	MCFLS Printing Expense	\$ 500	\$ -	0.00	\$ 500	100.00
49	MCFLS Printing for Mem Expense	\$ 5,000	\$ 3,370	67.40	\$ 1,630	32.60
50	MCFLS WI Pub Lib Consortium Ex	\$ 10,616	\$ 10,616	100.00	\$ -	0.00
51	MCFLS Buying Pool	\$ 110,000	\$ 60,000	54.55	\$ 50,000	45.45
52	MCFLS Database Expense	\$ 20,000	\$ 16,053	80.27	\$ 3,947	19.74

M.C.F.L.S.
Financial Report
For the Seven Months Ending July 31, 2018

August 2018 Page 21 MCFLS Board

53	Member Database Expense	\$ 80,000	\$ 63,504	79.38	\$ 16,496	20.62
54	MCFLS Catalog Enhancement Expe	\$ 72,000	\$ 69,913	97.10	\$ 2,087	2.90
55	Member Catalog Enhancement Exp	\$ 24,160	\$ 24,160	100.00	\$ -	0.00
56	MCFLS Postage Expense	\$ 600	\$ 100	16.67	\$ 500	83.33
57	Member Postage Expense	\$ 25,000	\$ 10,900	43.60	\$ 14,100	56.40
58	Member Forms/Supplies Expense	\$ 25,000	\$ 7,459	29.84	\$ 17,541	70.16
59	Telephone Expense	\$ 5,000	\$ 1,160	23.20	\$ 3,840	76.80
60	Meetings Expense	\$ 500	\$ 157	31.40	\$ 343	68.60
61	Insurance Expense	\$ 11,257	\$ 11,257	100.00	\$ -	0.00
62	Legal Expense	\$ 500	\$ -	0.00	\$ 500	100.00
63	Audit Expense	\$ 12,000	\$ 12,000	100.00	\$ -	0.00
64	Payroll Service Expense	\$ 4,000	\$ 2,276	56.90	\$ 1,724	43.10
65	Server Hardware Maint Exp	\$ 3,250	\$ 3,250	100.00	\$ -	0.00
66	III Software Support Expense	\$ 241,138	\$ 240,022	99.54	\$ 1,116	0.46
67	Member Telecomm. Expense	\$ 16,800	\$ 8,400	50.00	\$ 8,400	50.00
68	MCFLS Telecomm. Maint. Expense	\$ 10,000	\$ 1,490	14.90	\$ 8,510	85.10
69	OCLC Expense	\$ 125,461	\$ 100,000	79.71	\$ 25,461	20.29
70	MCFLS Computer Room Equipment	\$ 5,000	\$ 3,582	71.64	\$ 1,418	28.36
71	MCFLS Equipment Expense	\$ 15,650	\$ 13,000	83.07	\$ 2,650	16.93
72	Member Special Projects Expens	\$ 80,000	\$ 41,528	51.91	\$ 38,472	48.09
73	Sorting and Delivery Expense	\$ 291,700	\$ 144,171	49.42	\$ 147,529	50.58
74	South Central Delivery Expense	\$ 21,250	\$ 10,625	50.00	\$ 10,625	50.00
75	Auto Payment/Maintenance Exp.	\$ 1,000	\$ 31	3.10	\$ 969	96.90
76	MPL Resource Contract Expense	\$ 179,801	\$ 89,901	50.00	\$ 89,900	50.00
77	MPL Rent Lease Contract Exp.	\$ 128,530	\$ 64,265	50.00	\$ 64,265	50.00
78	ILS Expense	\$ 36,450	\$ 18,225	50.00	\$ 18,225	50.00
79	MCFLS Catalog Cont Exp to MPL	\$ 276,676	\$ 138,308	49.99	\$ 138,368	50.01
80	Member Catalog Contract Exp.	\$ 149,006	\$ 74,503	50.00	\$ 74,503	50.00
81	MCFLS Collection Dev Tool Exp	\$ 28,000	\$ -	0.00	\$ 28,000	100.00
82	Internet Expense	\$ 20,500	\$ 9,620	46.93	\$ 10,880	53.07
83	Contingency Expense	\$ 81,671	\$ 3,155	3.86	\$ 78,516	96.14
84	Member Digital Content Exp	\$ 194,179	\$ 194,179	100.00	\$ -	0.00
85	Marketing	\$ 10,000	\$ 497	4.97	\$ 9,503	95.03
86	Member MKE Mixer Exp	\$ 1,400	\$ 821	58.64	\$ 579	41.36
87	Total General Expenditures	\$ 2,869,498	\$ 1,743,605	60.76	\$ 1,125,893	39.24
88						
89	Special Expenditures					
90	W. Milwaukee Borrowing Expense	\$ 52,439	\$ 52,439	100.00	\$ -	0.00
91	RB - MCFLS Payment Expense	\$ 1,078,804	\$ 1,078,804	100.00	\$ -	0.00
92	Ecommerce Expense	\$ 200,000	\$ 134,701	67.35	\$ 65,299	32.65
93	Total Special Expenditures	\$ 1,331,243	\$ 1,265,944	95.09	\$ 65,299	4.91
94						
95	Total Expenditures	\$ 4,200,741	\$ 3,009,549	71.64	\$ 1,191,192	28.36
96						
97	Revenue/Expenditures +/-		\$ 1,018,293			



Milwaukee County Federated Library System (MCFLS)
Strategic Plan Development, Consulting and Facilitation Services
Memorandum of Understanding
August 10, 2018

Introduction

The purpose of this proposal is to define the parameters and costs of the Strategic Plan Development, Consulting and Facilitation Services WILS will provide to the Milwaukee County Federated Library System (MCFLS).

Contacts

Communication regarding this proposal should be directed to:

WILS

Bruce Smith
 1360 Regent Street, #121
 Madison, WI 53715-1255
 608-620-5421
 bsmith@wils.org

MCFLS

Steve Hesel
 709 North 8th Street
 Milwaukee, WI 53233
 414-286-8149
 steve.hesel@mcfls.org

Project process and deliverables

Information and data gathering and assessment

1. WILS will work with MCFLS staff to develop a summary of the end status of plan activities, as reported during the implementation process, to do a final assessment on the completion of activities, progress made, or activities that were not undertaken.
2. WILS will develop and administer a survey of the MCFLS Board, system staff, and member library directors. The intent of the survey is to explore the following four areas.
 - a. Based on the last strategic plan summary, MCFLS Board, system staff, and member library directors will be asked to assess the level of the success of the last strategic plan helping members provide services to their patrons and improving system services. This survey will also gather information about possible reasons for any success or deficiency implementing any of the plan activities and achievement of any of the plan's goals.
 - b. Gaining a better understanding of the current needs and challenges for libraries. This includes identifying resources and services libraries want to provide to their patrons that they aren't providing now; trends and innovations member libraries want to further explore or pursue; risks and challenges that libraries are facing; and new roles and opportunities libraries have or could have in their communities.

- c. Gathering input about collaborations, resource development, and services the system should be coordinating, participating in, and providing to maximize economy of scale benefits achieved at the system, regional or state level. The intent of gathering this information is twofold:
 - i. Gaining understanding of the expectations of libraries related to the system providing accessible and equitable services and resources for all the member libraries to be able to provide equitable and excellent services in their communities.
 - ii. Gaining understanding of what the system could/should be doing to leverage buying power. The intent is to understand where the system can help libraries gain efficiencies across the system by eliminating duplications to increase capacity and coordinating efforts of member libraries' pursuit of common opportunities.
- d. Ideas about how the system's vision and mission statements could be altered to reflect the current relationship between members and the system.

Strategic plan development

- 3. WiLS will facilitate an all-day plan development meeting of the MCFLS Board, system staff, and member library directors to develop a strategic plan framework. This will include processes and activities to:
 - a. Consider any potential ideas for updating the system's vision and mission statements.
 - b. Review and assess the information and data gathered during this process to identify potential directions, goals, and objectives for the system. As part of this, based upon potential PLSR recommendations, consider potential directions and opportunities for MCFLS locally, regionally and statewide.
- 4. WiLS will coordinate the writing of the strategic plan document, collaborating with system staff. This will include:
 - a. WiLS will compile relevant data and information gathered, assessed, and summarized during the course of the planning process, along with the results of the plan development meeting to write the first draft of the strategic plan document.
 - b. WiLS will coordinate a schedule with the system to complete the draft of the final plan document. This will include writing input from the library system to edit the first draft. The system will coordinate getting feedback from the MCFLS Board, system staff, and member library directors as part of their work providing edits to the first draft.
 - c. WiLS has allocated 16 hours for writing the strategic plan document. If additional writing time is requested, WiLS will work with the system to develop a mutually agreed upon additional number of hours requested of WiLS by the system.

Proposed timeline

- 1. September and October: perform data and information gathering and administer surveys.
- 2. November: compile and summarize information and data that has been gathered to share with plan development meeting attendees.
- 3. December: hold plan development meeting.
- 4. January and February: develop and complete the strategic plan.
- 5. March: submit strategic plan for board approval.

Costs and agreement terms

Activity	Time	Cost
Development of a summary of last strategic plan	8 hours	\$600
Survey – development, administering and compilation of results	24 hours	\$1,800
Plan development meeting facilitation (2 people - includes preparation, facilitation and travel time)	24 hours	\$1,800
Plan writing	16 hours	\$1,200
Mileage and misc. project expenses	N/A	\$100
TOTAL		\$5,500

Payment Schedule

Due upon start of project:	\$1,500.00
Due upon delivery of the final plan document:	\$4,000.00

Duration of agreement/cancellation

- WILS and MCFLS will work together to establish a timeline of the different activities to complete each step of the proposal. If either WILS or MCFLS need to alter the previously agreed upon timeline, such alterations should be made prior to the deadline date of the activity that will need to be rescheduled. If deadlines are repeatedly not met by MCFLS without communicating with WILS, WILS reserves the right to change the project timeline with MCFLS approval of the new timeline. If the change in timeline will result in overlap with other projects to the extent that WILS will not be able to complete the work with existing staff resources, WILS reserves the right to delay the project to a mutually agreed upon time or to cancel the project.
- During the course of the agreement the contracting parties have the right to stop work at any time and WILS will be paid for any work and expenses incurred through the time of cancellation.

Other Terms

- As part of the above costs, WILS calculates approximately 2 hours per month of communication time with the system to coordinate next steps, answer questions and discuss any potential changes to the project. This is beyond the meetings scheduled in the different phases of the project as documented in each phase of the proposal. Should communication be required by the system beyond this amount of time each month, WILS will discuss with the system either creating a communication plan to maintain communications within this time range or providing a cost estimate to provide more communication time for the project.
- A strategic planning process is often an iterative process. There may be points during the planning project where information is discovered that leads to the potentially adding or removing a step or two to the planning process. When this occurs, if requested, WILS will provide a cost estimate to perform the additional work.

Agreed to and accepted by:

WILS



Signature

Bruce Smith

Name

Community Liaison

Title

August 10, 2018

Date

MCFLS

Signature

Name

Title

Date

SARAH KEISTER ARMSTRONG & ASSOCIATES, LLC

August 13, 2018

Steve Hesel
System Director
Milwaukee County Federated Library System
709 N. 8th Street
Milwaukee, WI 53233

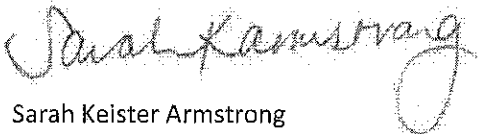
Dear Steve:

Thank you for considering our enclosed proposal to facilitate the Milwaukee County Federated Library System's upcoming strategic planning process. Your vision for a strategic plan that is responsive to member library needs and input from key stakeholders reflects the way I believe today's library organizations must plan for the future. It is the same approach Sarah Keister Armstrong & Associates has advocated in our many successful strategic planning projects with library clients. Our backgrounds in facilitation, data and statistical analysis, and quantitative and qualitative evaluation for public libraries provide us with the expertise to lead successful strategic planning projects.

These data-driven strategic plans have greater potential to make a true impact both within organizational operations and in how the library system serves its members. However, to facilitate and lead thoughtful reflection on the library system's role and synthesize this information into an action-oriented plan requires diligent, end-to-end service from a skilled consultant. As an intentionally small company that brings a wealth of experience in such projects, Sarah Keister Armstrong & Associates holds a distinct position in the library industry to be able to provide these services.

I look forward to speaking more about our process and vision for facilitating MCFLS's strategic planning process with you and the system board. Please see our detailed proposal on how we plan to facilitate this process. Thank you for your consideration.

Sincerely,



Sarah Keister Armstrong
Principal & Owner
Sarah Keister Armstrong & Associates, LLC

218 Greentree Parkway, Libertyville, IL 60048
(224) 305-2701 sarah@skaassociates.com skaassociates.com

*Strategic Plan Proposal #2
Attachment D (08/20/18)
Page 1 of 8*

ORGANIZATIONAL INFORMATION

Sarah Keister Armstrong & Associates, LLC specializes in community needs assessments and strategic planning and facilitation, program evaluation, and communications for libraries and nonprofit organizations.

Why Us?

We're library people. We understand the challenges facing today's libraries and the changes in how communities interact with them. We also know that every library is different, and our intentionally small size allows us to provide our clients with customized services and solutions.

The success of our work stems from our ability to design customized planning, facilitation, and evaluation tools, effectively implement them, and analyze results intended to inform decision-making. We are experienced in working with municipal and district library boards and facilitating discussions that lead libraries forward. This end-to-end servicing of client needs reflects our philosophy of working with clients to meet their needs rather than for clients using pre-packaged tools and methods.

Key Personnel

Sarah Keister Armstrong has worked in a variety of private, state, and federal government offices and nonprofit organizations. She is experienced in statistical analysis, data collection, and using quantitative and qualitative measures to evaluate public policies and programs. Sarah holds a Master of Public Policy and Administration degree and a Bachelor of Arts degree in Political Science and Sociology and was a recipient of the federal government's prestigious Presidential Management Fellowship. Sarah previously served on the Board of Directors of the Reaching Across Illinois Library System (RAILS) and has presented and published the following:

- Engaging Your Board, Staff and Community in Strategic Planning
Presented during the Wisconsin Library Association *Trustee Training Week* webinar series, August 2017
- Advocacy From the Top: Spring Your Board to Action
Presentation at the *Wisconsin Association of Public Libraries Conference*, April 2017
Presentation at the *Illinois Library Association Annual Conference*, October 2017
Presentation at the *Michigan Library Association Annual Conference*, October 2017
- Survey Says: Writing Questionnaires and Avoiding Common Pitfalls
Presentation at Madison Nonprofit Day, October 2017
Presentation at the *Wisconsin Library Association Annual Conference*, October 2016
- From Quantity to Quality: How Libraries Can Unearth the Meaning of Their Data
Panel Presentation at *A Library State of Mind: 2015 Illinois Academic, Public, School & Special Libraries Conference*
- Trustee Voices
Published in the *Illinois Library Association Reporter*

- Are We There Yet? Five Stops Along a Nonprofit's Journey Through Strategic Planning
Published in *Nonprofit Information*

Sarah served on the Fremont Public Library District Board of Trustees from 2013 to 2017, most recently as vice president, and serves in the following leadership roles within her community:

- Director-at-Large, Illinois Library Association
- Co-Chair of the Lake County Youth Empowerment for Success Coalition

Beth Keister also brings a mix of technical expertise and library consulting experience to the firm. After earning a Bachelor of Science degree in Mathematics and a Master of Science degree in Statistics, Beth worked in various technical positions for commercial and non-profit organizations, taught university level mathematics, and consulted with major educational publishers. She has trained the staffs of several libraries and organizations on a variety of software packages and consulted with libraries on creating programs and reports that support daily operations. She also is experienced in using survey design and research methodologies for evaluation purposes.

Dan Armstrong is a skilled information professional with experience working in educational and nonprofit organizations. He is experienced in developing and implementing public relations, community engagement, and social media strategies. Dan holds a Master of Library and Information Science degree and a Bachelor of Arts degree in English-writing and Sociology and has been recognized for his accomplishments in writing and media relations.

Our Philosophy

Our approach to project management actively engages those meaningfully influenced by the project, includes regular communication with project leads, and results in high-quality products that help organizations chart meaningful progress for the future. Our philosophy as a firm is to be lean, results-focused, efficient, and effective for our clients. In working with public institutions, we maintain a strong commitment to fiscal responsibility and accountability to the residents of the communities we assist.

QUALIFICATIONS AND EXPERIENCE

We're proud to have led a number of successful strategic planning projects for public libraries with the belief that when their operations are aligned with community needs, libraries can be transformational institutions. Our fresh perspectives and multidisciplinary backgrounds position us to help organizations chart meaningful progress for the future. From initial consultation to design of the planning process and analysis of community feedback, this service reduces the additional responsibilities often assigned to staff during planning processes.

Recent Library Projects

Our modern perspectives on strategic planning and community needs assessments result in straight-forward, visionary, dynamic documents that will be regularly referenced and updated rather than put away on a high shelf. In all projects, Sarah Keister Armstrong serves as project lead, and Beth Keister and Dan Armstrong provide project support. Some of our past and current clients have included:

- Addison Public Library, Addison, Illinois
- American Library Association, Chicago, Illinois
- Arlington Heights Memorial Library, Arlington Heights, Illinois
- Bartlett Public Library District, Bartlett, Illinois
- Bensenville Community Public Library, Bensenville, Illinois
- Delafield Public Library, Delafield, Wisconsin
- Ella Johnson Memorial Public Library, Hampshire, Illinois
- Forest Park Public Library, Forest Park, Illinois
- Fox River Valley Public Library District, East Dundee, Illinois
- Glencoe Public Library, Glencoe, Illinois
- Glenwood-Lynwood Public Library District, Lynwood, Illinois
- Green Hills Public Library District, Palos Hills, Illinois
- Hillside Public Library, Hillside, Illinois
- Itasca Community Library, Itasca, Illinois
- Jacksonville Public Library, Jacksonville, Illinois
- Lake Forest Library, Lake Forest, Illinois
- Lake Geneva Public Library, Lake Geneva, Wisconsin
- Lansing Public Library, Lansing, Illinois
- Messenger Public Library, North Aurora, Illinois
- Morton Grove Public Library, Morton Grove, Illinois
- Mukwonago Community Library, Mukwonago, Wisconsin
- Palos Heights Public Library, Palos Heights, Illinois
- Round Lake Area Public Library, Round Lake, Illinois
- Warren-Newport Public Library District, Gurnee, Illinois
- Wheaton Public Library, Wheaton, Illinois

References

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Email: kathypconsult@gmail.com

Jim DiDonato
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PROJECT APPROACH AND SCHEDULE

By engaging the MCFLS system board, staff, and member directors in conversations that build upon the system's strategic plan developed in 2015, we will assist in facilitating discussion regarding the library system's future and developing a new strategic plan that aligns with identified needs and leads the system forward.

The tasks listed below are categorized by Data Collection and Strategic Plan Development:

Phase One: Data Collection

To explore the needs of member libraries and perspectives of MCFLS board and staff members, we propose the following tasks:

1. Assess progress and achievements of the 2015-2017 strategic plan. With input from MCFLS staff and board, develop a summary of the progress made toward each of the service goals included in the last strategic plan. This feedback on what was and was not achieved will help inform the questions included in the three surveys below.
2. Conduct a survey of member libraries.
The survey will include a variety of questions to gauge satisfaction with current MCFLS services, areas of need for member libraries, and outlook for the future of the organization.
3. Conduct a survey of system board members.
The survey will solicit feedback from library system trustees and the unique perspective that each brings to the planning process. The survey will solicit feedback about the role of the system within the Milwaukee County library community and the system's strengths, weaknesses, opportunities for continuous improvement, and threats to its future success.
4. Conduct a survey of system staff members.
The survey of staff members will include opportunities to provide feedback regarding the system's role within the library community, as well as staff perspectives of future service to member libraries. In addition, with the belief that staff are critical to the success of any strategic plan and should be engaged in the strategic planning process, learning about staff perspectives of the strengths and weaknesses of the existing strategic plan as it relates to MCFLS's operations today also will provide context to crafting a new actionable strategic plan.

These data collection tasks will aim to answer the following questions:

- What do member libraries want to be providing to their patrons that they are not providing or are not able to provide at this time? What barriers are there to meeting these needs?
- What role should the system have in facilitating connection to resources? What benefits should it be providing to member libraries that it is not at this time? Are there current benefits to member libraries or services the system is providing that are no longer worthwhile?
- What efficiencies can the system provide through its purchasing power and capacity to coordinate among member libraries?

Phase Two: Strategic Plan Development

To facilitate the second phase of the library's strategic planning process, we propose the following tasks:

1. Facilitate first working session with MCFLS board members, staff, and member libraries. This meeting will include a review of findings from the data collection phase outlined above. In addition, attendees will participate in discussions to review the system's vision and mission statements to ensure they align with the current relationship between MCFLS and its member libraries. Following the working session, a summary of the discussion will be provided.
2. Facilitate second working session with MCFLS board members, staff, and member libraries to determine overarching goals and objectives of strategic plan. The goal of the meeting will be to reach consensus on the goals and strategies of the new strategic plan. Following the working session, a summary of the discussion will be provided, as well as a draft outline of the strategic plan.

The timing of this session should allow the group to consider the PLSR recommendations and service model ideas, as are relevant to MCFLS.

3. Meet with staff members to develop specific action steps and measurable outcomes that will communicate the degree of progress toward the new plan's goals and objectives. Following this meeting, a full draft of the strategic plan will be submitted to the system board for review and approval.

Project Timeline

The following timeline is flexible and dependent upon the determined needs of MCFLS, as well as availability of participants.

Month	Tasks
September 2018	<ul style="list-style-type: none"> Information gathering, including review of data and materials developed during 2015 strategic planning process Develop staff, board, and member library surveys
October – November 2018	<ul style="list-style-type: none"> Distribute staff, board, and member library surveys Submit written report of survey findings Facilitate first working session with MCFLS board members, staff, and member libraries Develop and submit a written summary of the first working session
December 2018	<ul style="list-style-type: none"> Facilitate second working session with MCFLS board members, staff, and member libraries Develop and submit a written summary of the working session and draft outline of the strategic plan
January – February 2019	<ul style="list-style-type: none"> Work with staff members to draft specific action-oriented tasks that align with determined goals and strategies of the strategic plan Make necessary revisions and submit final document for review by Board of Trustees

Cost of Service

Sarah Keister Armstrong & Associates sets its fees as total project costs, which include labor, materials used by Sarah Keister Armstrong & Associates, and travel incurred by Sarah Keister Armstrong & Associates. The total project cost of the project approach and work schedule outlined above is not to exceed \$11,000.

The project will be invoiced as follows:

- 25% at contract award;
- 25% at conclusion of second working session; and
- 50% at submission of strategic plan for review and approval by the Board of Trustees.



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July 20th, 2018

Dear PLSR Steering Committee Members:

On behalf of the Milwaukee County Federated Library System Board of Trustees, I would like to commend you and all those in the state library community that have put so much work into the PLSR project to this point. Your collaborative efforts that have resulted in the model frameworks under consideration are greatly appreciated by the board and member libraries throughout our system.

As a board we have reached out to our member libraries to gain insight into their thoughts regarding the model frameworks. On Wednesday, July 11th member library directors met in a special session to discuss the model frameworks together. Ultimately a motion was made and approved supporting the concept of voluntary collaboration and cooperation among other systems and regions, an idea that is consistent with both frameworks and has been part of the PLSR process from the very beginning. The directors further asked that model development be left open for discussion and asked the PLSR Steering Committee to seek more details and quantitative data to assess the frameworks.

The MCFLS Board stands with our member libraries on this issue and we have serious concerns with both models. We feel strongly that we do not have enough details or data to fully evaluate the model frameworks and their long term impact on libraries in our communities. We also feel more discussion regarding these frameworks needs to take place once the data is made known. So much trust for this process has been built over the past three years and it would be unfortunate if that was compromised in an attempt to reach conclusions that did not consider all the information. We urge the PLSR Steering Committee to extend the deadline for evaluation of these model frameworks to the end of the year to adequately assess them.

Please let us know if you have any questions or require further clarification of any information provided here. Our board thanks you again for your contributions throughout this process and looks forward to working with you to improve services to our libraries and communities.

Sincerely,

A handwritten signature in cursive script, appearing to read "Paul Ziehler".

Paul Ziehler

President, MCFLS Board of Trustees

Helping the public libraries in Milwaukee County SERVE YOU BETTER

www.mcfls.org

PLSR Model Development Summit

Notes from the PLSR Summit Meeting on July 30-31, 2018

John Thompson called the meeting of the PLSR Steering Committee to order at 9:30 a.m.

Representatives from DPI, COLAND, and WLA each spoke to the group about their expectations and hopes for this process.

After their presentations, John then turned the facilitated part of the meeting over to Jeff and Linda Russell.

Model Refining Team Presentation

The facilitators asked Steve Ohs, the leader of the model refinement team, to give an overview of the two models under consideration at the Summit. RCI noted that they requested the refinement team to refine the descriptions of both models to ensure that the Summit participants would be able to easily compare the two models being considered.

Steve Ohs thanked the model refinement team and highlighted the work of the team and the process that they used to define the two models.

Budget Projections for Model Gold and Green

Jon Mark Bolthouse presented background on the funding subcommittee's work in trying to develop comparable budget projections for the two models. He asked the group to look at the worksheet for Model Gold. Different scenarios proposed. Total budget suggested at a little over \$27 million. Technology could be possible, portal as well, within current model. However, those were eliminated from the total budget since they were not emphasized.

For model Green, laid out six to eight "areas." In the middle, they looked at what are the basic costs that would be used to provide that service, along with the workgroup report totals. Looked at what is already being provided within systems and expended for services (such as ILS and digital collections). Those are known. Also, resource contracts are known already.

Unknown costs: CE and Consulting portal that is proposed. Also the "central service" or office is not explicated. Their total would be something more than \$29 million, whether six or eight offices.

Questions on how derived: A participant asked to clarify the three bullets (ILS services): are they negative amounts? Jon Mark indicated no, they are additional costs, services.

Q: These are ongoing, not transition costs, right? Jon Mark indicated yes.

Themes Identified from Public Comments on Models Gold and Green

The facilitators asked people to identify any high level themes that they saw in their review of the public comments on Models Gold and Green. The facilitators

encouraged the Summit attendees to remember that the public comments only represent those who chose to comment, not everyone in the broader library community. The following themes were identified by the attendees:

1. Local control
2. Model Y has too much bureaucracy
3. Fear of top down, rather than bottom up
4. Focus on what is not working instead of preserving what is working
5. Desire to want little disruption
6. Funding
7. Concerns for small libraries; concerns for large libraries - who will feel the pinch?
8. Concern re change, don't just make change because we're working so hard, but we've been working so hard, there must be change
9. Interest in making sure a process works with legislators, rather than requiring them to bear the brunt of any backlash or "bad people"
10. To boldly go into the future
11. Finding easy wins, low-hanging fruit
12. Questions re DPI and expectations about them
13. One model going too far; the other not far enough
14. Concern for existing system staff
15. More accurately describing the disincentive, rather than voluntary merging. What are the disincentives? How are they implemented? How is voluntary done?
16. Hold systems more accountable (contrasting bureaucracy)
17. Suggesting some version of Model W could set stage for Model Y.
18. Lot of comments on need for clarification on what we're trying to fix.
19. Unsure of staffing models; soft numbers
20. Friendly amendment to theme on accountability: Standards for library systems mentioned
21. Perception that we need to pick one model rather than discussing and choosing features of each
22. Concern for loss of relationship with current system in ILS and other services; being able to know the person on other end of phone
23. Concern that inequities won't be addressed
24. Not all systems were represented in the public comments. Two systems were "highly engaged" in offering public comments.

PLSR Workgroup Recommendations Discussion Group Reports

Following the surfacing of public comment themes, the facilitators ask participants to form into their Workgroup-oriented discussion groups and to work through the worksheet developed by the facilitators to analyze how well each of the two models under consideration by the Summit integrated the recommendations of the PLSR Workgroups.

The workgroup invested approximately 75 minutes analyzing the two models and documenting their analysis on the provided worksheet. **Note:** see the separate summaries (in PDF format) of each of the six Workgroup discussion group's findings.

Each discussion group presented their findings and the large group offered additional comments as noted below:

Technology Workgroup Discussion Group Comments

- No comments were offered by the group

Delivery Workgroup Discussion Group Comments

- No comments were offered by the group

Resource Library Workgroup Discussion Group Comments

- No comments were offered by the group

ILS Workgroup Discussion Group Comments

- Staffing needed at top level
- How will state level coordination be funded?
- Is it a mandate?

Collections Workgroup Discussion Group Comments

- Electronic Resources and Digital Resources addressed separately
- How was the voting range spread? Did people flip their votes to balance between the two?

CE-Consulting Workgroup Discussion Group Comments

- No comments were offered by the group

Gauging the Pulse of Summit Participants on Models Gold and Green

General comments re facilitators' wanting to "take the pulse" of attendees on each of the two models after their workgroup discussions. Several asked what do you hope to achieve with this pulse taking? Facilitators: Their hope was to try to get a temperature reading on each of the two models at this point (using a 10-point scale), to see if there was an inclination one way or another among attendees, after their efforts in their discussion groups to integrate the six workgroups' recommendations into each of the two models.

Given the amount of resistance among attendees to the "pulse taking" idea, the facilitators agreed to set aside this step in their process. The facilitators explained that

the second day of the Summit would involve everyone first spending forty-five minutes on a guided personal reflection on what they had learned about both models so far and then having an opportunity to share those personal reflections with another attendee, then the large group (for those who wished to), and then in their small groups.

Summit Day Two – July 31, 2018

The facilitators welcomed participants to Day Two of the Summit and highlighted the agenda for the day.

Personal Reflections

The facilitators invited participants to spend the next 45 minutes reflecting upon all of the PLSR work that has been done by the Workgroups, the personal review that they each engaged in on Models Green and Gold, and the results from yesterday's review of Models Green and Gold . . . and to work through the seven questions on the Personal Reflections Worksheet provided by the facilitators.

After about 45 minutes, the facilitators reconvened the large group and asked individuals to partner up with someone with whom they believe they might have a different perspective and to share their personal reflections with that person. The facilitators invited each person in the pairing to listen with an open heart and mind, not to debate or persuade, but to simply listen to each other.

Some reactions to the one-on-one sharing included:

- We had the opportunity to be face-to-face about things and how things vary - internet access in rural areas (or lack of)
- There are a number of slam-dunk items that could have benefit. Can galvanizing happen around them?
- Fair amount of frustration that we haven't moved the ball down the field too far - same things getting talked about over three years. There is a fair amount of consensus. There is a five-year plan for delivery and technology.
- Interesting to learn about the fears about some models going forward, reasons for liking or not liking some things.
- Thinks there is some confusion about the workgroup reports and how that relates to the models that was used differently at different tables.

Discussions from Open Dialogue Session

After about 45 minutes, the facilitators invited those who desired to share the results from their personal reflections with the larger group. Approximately 12-15 individuals shared their perspectives with the large group.

Some of the key themes that emerged across those perspectives that were shared included:

1. We need to make immediate changes that everyone can see

2. Need a system development strategic plan
3. Bring the funding formula/state aid into 21st century
4. Need to capitalize on facilitating technologies
5. Statewide internet access not optional
6. Continue to draw upon workgroup reports
7. Establish service standards for systems so things are done and reported more the same way
8. Continue to focus on the patron
9. Needs to be effective accountability mechanism re the standards
10. Activities and actions should lead to equity
11. Maintain established relationships (**Note:** some in the group noted that this wasn't a theme that they heard from those who shared their reflections. The facilitators cautioned people to only share themes that they heard from multiple participants.)
12. Keep conscious of the voices not at the table, both patrons & libraries
13. Have immediate next steps and long term goals
14. Add municipalities and counties to the discussion
15. Emphasis on collaboration and innovation
16. Hybrid
17. Transitional plan. Don't jump from a to z
18. Low-hanging fruit
19. Phased in approach

Small Group Reflections and Recommendations

The facilitators guided participants back to their small groups (to which they were originally assigned when they registered on Day One) and to (1) share their personal reflections and then (2) complete the worksheet asking each group to identify: (a) common themes from their reflections, (b) areas of agreement/consensus, (c) areas where they disagreed – and what was behind their disagreements, (d) what should be recommended by the Summit to the Steering Committee, and (e) some ideal next steps to move things forward.

After the small groups finalized their findings/recommendations they each presented their results to the larger group.

Note: See the separate worksheet note documents (in PDF format) from each of the nine small groups for a complete documentation of how the groups answered the worksheet questions.

Large Group Discussion following Small Group Dialogue Session

Following the small groups reporting out the results of their reflections (common themes, where we have agreement/consensus, where we disagree, what we want the Summit to recommend to the Steering Committee, and key next steps to move recommendations forward), the facilitators asked the large group to identify where we have broad agreement after hearing from all nine groups.

Areas of Agreement/Consensus Themes (where at least 3-4 tables identified this point)

1. Workgroup reports drive goals
2. Hybrid / transitional approach
3. Change the funding formula
4. Mandatory standards with adequate resources
5. Input from community members
6. Fewer systems
7. Organic changes
8. Funding analysis
9. CE Portal
10. Timeline: timeframe, implementation plan
11. Incentives for change
12. Addressing inequities
13. Delivery and technology
14. Gathering success stories and best practices
15. Successful collaboration
16. Foster buy-in, engage community
17. Communicate process, goals and results
18. Implementation plan and sustainability
19. PLSR needs to create a strategic vision and plan and present that to DPI

Facilitated Meeting Ends

The facilitators thanked all Summit participants for their active participation over the two days and for their ability to listen and learn from each other.

The facilitators ended the facilitated portion of the meeting and asked PLSR chair John Thompson to open the session to public comments.



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August 14th, 2018

July/August 2018 Director's Report

Summary of activities

1. Met with MPL staff and Dr. Latham to review the MPL/SOIS Fines Project and prepare for the WLA presentation later this year.
2. Attended the PLSR Steering meeting on July 17th via GoToMeeting.
3. Met with the Wauwatosa Public Library Board on July 18th.
4. Arranged a meeting with Connie Meyer (Bridges) and Barbara Brattin (Kenosha) regarding the PLSR model frameworks on July 19th (Steve Ohs was unable to attend). Agreed to communicate further after recommendations were released.
5. Attended a WILSWorld half-day session on building a marketing plan on July 25th.
6. Met with the Hales Corners Library Board on July 26th.
7. Participated and contributed to the PLSR Summit taking place in Stevens Point, July 30th and 31st.
8. Set agenda and led discussion for the LDAC meeting on August 2nd.
9. Took part in a Novelist Select demonstration August 7th; objective is a possible change in vendors for content enrichment or reduced price.
10. Final i-tiva run-through and training from Dave Sanson with Talking Tech.
11. Participated in the quarterly SRLAAW meeting held August 10th.
12. Negotiated with S&P NetAdvantage rep for price adjustment on that database. Received quote for CFRA product called MarketWatch as a possible replacement.
13. Ongoing conversations with Innovative regarding our maintenance contract and server replacement/hosting for 2019.

Upcoming Activities

1. Attend the North Shore Library Board meeting on August 16th.
2. Participate in interviews for MPL Librarian V Administrative position August 16th-17th.
3. Attend the New Director Boot camp August 22nd-24th in Marshfield.
4. Complete work on the 2019 MCFLS budget.

*Director's Report
Attachment F (08/20/18)
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