

NOTICE

Milwaukee County  
Federated Library System  
Board of Trustees

Monday, April 15th, 2019

9:00 A.M.

This meeting will be conducted in the  
Rare Books Room of the  
Milwaukee Public Library – Central Branch  
814 W. Wisconsin Avenue  
Milwaukee, WI 53233

AGENDA

1. Call to order
2. Adoption of agenda
3. Approval of minutes: the MCFLS Board of Trustees meeting on Monday, March 18<sup>th</sup>, 2019  

Action      [Attachment A](#)
4. Public comment

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

5. Financial Report—March 2019

Action [Attachment B](#)

6. Updated resolution to participate in the Wisconsin Public Employers group health insurance program

Action [Attachment C](#)

7. MCFLS Board Meeting Dates and Times

Action Distributed at Meeting

Administrative Informational Items

8. MCFLS Strategic Planning 2020-2024. Review of latest draft and feedback.

[Attachment D](#)

9. Review of MCFLS Mission; creation of MCFLS Vision statement.

[Attachment E](#)

10. Director's Report

[Attachment F](#)

Next scheduled meeting date: May 20<sup>th</sup>, 2019, 9:00 a.m., Greendale Public Library, 5647 Broad Street, Greendale, WI 53129. Lower level community room.

Milwaukee County Federated Library System  
Board of Trustees

Regular Monthly Meeting held Monday, March 18, 2019  
At the MCFLS Administrative office  
709 North Eighth Street  
Milwaukee, WI 53233

ROLL CALL

Present: Paul Ziehler, President  
Paula Pennebaker, Vice President  
Nik Kovac, Treasurer  
Kurt Glaisner, Trustee  
Elizabeth Suelzer, Trustee

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

Others: Susan Draeger-Anderson, LDAC Chair and North Shore Library  
Guy Johnson, prospective Trustee  
Rachel Arndt, Milwaukee Public Library  
Mason Lavey, City of Milwaukee Budget Department

CALL TO ORDER. President Ziehler called the regularly scheduled monthly meeting of the Milwaukee County Federated Library System Board of Trustees to order at 9:10 a.m.

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

APPROVAL OF MINUTES. President Ziehler referred to the minutes of the Monday, February 18, 2019 meeting which are shown as Attachment A of the agenda packet. Trustee Glaisner moved and Treasurer Kovac seconded a motion to approve the minutes as presented. Unanimously approved.

PUBLIC COMMENT. President Ziehler welcomed Guy Johnson, who was in the audience as he is being appointed to the MCFLS Board of Trustees by County Executive Abele and the County Board is scheduled to approve the appointment tomorrow. President Ziehler noted that Guy Johnson also participated in the MCFLS Strategic Planning Session held on February 28.

LIBRARY DIRECTORS ADVISORY COUNCIL. LDAC Chair Susan Draeger-Anderson reviewed her March 8, 2019 meeting report, shown as Attachment B of the agenda packet. Susan Draeger-Anderson responded to a few questions raised by the Board. Trustee Glaisner moved and Treasurer Kovac seconded a motion to accept the report and place it on file. Unanimously approved.

## BOARD OF TRUSTEES – ADMINISTRATIVE REPORTS REQUIRING ACTION.

Financial Report – February 2019. President Ziehler referred to the February, 2019 financial report, which is shown as Attachment C of the agenda packet. Director Heser noted that the reason the MCFLS Database Expense, line 53 was overspent is because the CFRA MarketScope Advisor Academic database was approved after the budget was approved and that line will be adjusted when the mid-year budget revision occurs. Vice President Pennebaker moved and Trustee Suelzer seconded a motion to approve the February, 2019 financial report as presented. Unanimously approved.

## ADMINISTRATIVE INFORMATIONAL ITEMS.

MCFLS Strategic Planning Update. Director Heser thanked everyone for attending the strategic planning session on February 28 and noted he felt good about the progress made that day towards getting an outline for the draft plan which will be discussed tomorrow by the MCFLS staff along with Bruce and Melissa from WILS to review the draft outline and to review what is developed by WILS so far; the first draft will be distributed on April 8 to the MCFLS Board and LDAC with discussion at the April 18<sup>th</sup> LDAC meeting and the April 15<sup>th</sup> MCFLS Board meeting. Steve added that he is aiming for a May 20<sup>th</sup> MCFLS Board approval. Trustee Suelzer asked whether it would be a three-year plan and Director Heser responded that he is aiming for a five year plan to incorporate many new initiatives to this plan. Guy Johnson noted he did not see a Vision Statement and Director Heser replied that he would search that out and have it reviewed along with the Mission Statement.

PLSR Recommendations Update. Director Heser referred to the Executive Summary of the PLSR Steering Committee Final Recommendations, which are shown as Attachment D of the agenda packet which has been finalized and has not changed since they were released except for some final clean-up of the document which has been forwarded to DPI. COLAND will be holding listening sessions for any final comments; the closest session will be in Sturtevant on Thursday, March 28<sup>th</sup> from 6-7:30 p.m. and Director Heser will be attending that session. No timeline has been set for implementation of any aspects of the recommendations by DPI yet. Director Heser commented that he intends on becoming involved with the discussions of topics #1 and #4 in particular.

LSTA Grant: Cybersecurity Awareness Training. Director Heser referred to Attachment E of the agenda packet, which is the formal grant proposal application for the collaborative cybersecurity awareness training LSTA grant which MCFLS will be administering and fiscal agent over. Director Heser reviewed how the process will take place for informational purposes.

Director's Report. Director Heser reviewed his report, which is shown as Attachment F of the agenda packet.

## EXECUTIVE SESSION – SYSTEM DIRECTOR EVALUATION

Motion to Move into Executive Session. Vice President Pennebaker moved and Treasurer Kovac seconded a motion to move into closed session; there was no objection to allowing Guy Johnson participate in the closed session. Unanimously approved on a unanimously affirmative roll call vote.

In Executive Session. Pursuant to Wisconsin Statutes 19.85(1)(c) "Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility."

Motion to Move Out of Executive Session. Trustee Glaisner moved and Treasurer Kovac seconded a motion to move out of closed session. Unanimously approved.

Report Out of Executive Session. No report.

NEXT MEETING. Scheduled for Monday, April 15, 2019 beginning at 9:00 a.m. at the Milwaukee Public Library Central Library, Community Room (1<sup>st</sup> floor outside of main entrance in the rotunda), 814 W. Wisconsin Avenue, Milwaukee, WI 53233.

ADJOURNMENT. With no further business to be addressed, Vice President Pennebaker moved and Trustee Suelzer seconded a motion to adjourn the meeting at 9:35 a.m. Unanimously approved.

M.C.F.L.S.  
Financial Report  
For the Three Months Ending March 31, 2019

MCFLS Board - April 2019  
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1		<b><u>Annual Budget</u></b>	<b><u>Year to Date</u></b>	<b><u>%</u></b>	<b><u>Balance</u></b>	<b><u>%</u></b>
2						
3	<b><u>General Revenues</u></b>					
4	State Aid Revenue	\$ 2,855,317	\$ 2,141,488	(75.00)	\$ 713,829.0	(25.00)
5	Milwaukee County Allocation	\$ 66,650	\$ 33,325	(50.00)	\$ 33,325	(50.00)
6	West Milwaukee Contract -Other	\$ 49,877	\$ 49,877	(100.00)	\$ -	0.00
7	Interest on Invested Funds	\$ 2,000	\$ -	0.00	\$ 2,000	(100.00)
8	Member Forms/Supplies Revenue	\$ 25,000	\$ 5,482	(21.93)	\$ 19,518	(78.07)
9	Member Postage Revenue	\$ 25,000	\$ 5,840	(23.36)	\$ 19,160	(76.64)
10	Member OCLC Revenue	\$ 116,297	\$ 56,412	(48.51)	\$ 59,885	(51.49)
11	Member Telecomm. Revenue	\$ 16,800	\$ 13,200	(78.57)	\$ 3,600	(21.43)
12	Member III Softwre Maint-Basic	\$ 200,838	\$ 79,818	(39.74)	\$ 121,020	(60.26)
13	Member III Softwre Maint-Other	\$ 45,473	\$ 18,297	(40.24)	\$ 27,176	(59.76)
14	Member Tech. Assist.-Time Rev.	\$ 15,000	\$ 1,808	(12.05)	\$ 13,192	(87.95)
15	Member Special Projects Revenu	\$ 80,000	\$ 40	(0.05)	\$ 79,960	(99.95)
16	Member Cataloging Contract Rev	\$ 149,846	\$ 78,265	(52.23)	\$ 71,581	(47.77)
17	Member Database Revenue	\$ 72,336	\$ 28,069	(38.80)	\$ 44,267	(61.20)
18	Member Catalog Enhancement Rev	\$ 25,627	\$ 9,622	(37.55)	\$ 16,005	(62.45)
19	Member Ecommerce Transaction	\$ 9,000	\$ 1,893	(21.03)	\$ 7,107	(78.97)
20	TNS Calls/Notices Revenue	\$ 3,000	\$ 360	(12.00)	\$ 2,640	(88.00)
21	Carryover Revenue	\$ 35,000	\$ -	0.00	\$ 35,000	(100.00)
22	Staff Benefits/Co-Pay Revenue	\$ 35,804	\$ 8,397	(23.45)	\$ 27,407	(76.55)
23	Member Digital Content Rev	\$ 216,732	\$ 87,371	(40.31)	\$ 129,361	(59.69)
24	Member PC Mngmt License Rev	\$ 2,545	\$ 644	(25.30)	\$ 1,901	(74.70)
25	Member MKE Mixers Rev	\$ 1,400	\$ -	0.00	\$ 1,400	(100.00)
26	<b><u>Total General Revenues</u></b>	\$ 4,049,542	\$ 2,620,208	(64.70)	\$ 1,429,334	(35.30)
27						
28	<b><u>Special Revenues</u></b>					
29	W. Milwaukee Borrowing Revene	\$ 52,916	\$ 52,916	(100.00)	\$ -	0.00
30	Ecommerce Revenue	\$ 200,000	\$ 42,703	(21.35)	\$ 157,297	(78.65)
31	<b><u>Total Special Revenues</u></b>	\$ 252,916	\$ 95,619	(37.81)	\$ 157,297	(62.19)
32						
33	<b><u>Total Revenues</u></b>	\$ 4,302,458	\$ 2,715,827	(63.12)	\$ 1,586,631	(36.88)
34						
35		<b><u>Annual Budget</u></b>	<b><u>Year to Date</u></b>	<b><u>%</u></b>	<b><u>Balance</u></b>	<b><u>%</u></b>
36						
37	<b><u>General Expenditures</u></b>					
38	Fringe Benefits Expense	\$ 179,610	\$ 47,747	26.58	\$ 131,863	73.42
39	Salaries Expense	\$ 374,158	\$ 86,062	23.00	\$ 288,096	77.00
40	Telephone Renewal Expense	\$ 1,000	\$ 101	10.10	\$ 899	89.90
41	Member Ecommerce Transaction E	\$ 9,000	\$ 610	6.78	\$ 8,390	93.22
42	TNS Calls/Notices Expense	\$ 3,000	\$ 202	6.73	\$ 2,798	93.27
43	Mileage/Auto Maint Expense	\$ 700	\$ 125	17.86	\$ 575	82.14
44	Conference/Training Expense	\$ 8,000	\$ 2,466	30.83	\$ 5,534	69.18
45	Memberships Expense	\$ 6,000	\$ 3,550	59.17	\$ 2,450	40.83
46	Continuing Education Expense	\$ 8,750	\$ -	0.00	\$ 8,750	100.00
47	Office Supplies Expense	\$ 1,000	\$ 224	22.40	\$ 776	77.60
48	Copy Machine Maint. Expense	\$ 1,200	\$ 306	25.50	\$ 894	74.50
49	MCFLS Printing Expense	\$ 500	\$ -	0.00	\$ 500	100.00
50	MCFLS Printing for Mem Expense	\$ 5,000	\$ 1,680	33.60	\$ 3,320	66.40
51	MCFLS WI Pub Lib Consortium Ex	\$ 5,605	\$ -	0.00	\$ 5,605	100.00
52	MCFLS Buying Pool	\$ 110,000	\$ 40,000	36.36	\$ 70,000	63.64

M.C.F.L.S.  
Financial Report  
For the Three Months Ending March 31, 2019

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53	MCFLS Database Expense	\$ 20,700	\$ 27,450	132.61	\$ (6,750)	(32.61)
54	Member Database Expense	\$ 72,336	\$ 63,877	88.31	\$ 8,459	11.69
55	MCFLS Catalog Enhancement Expe	\$ 65,674	\$ 30,000	45.68	\$ 35,674	54.32
56	Member Catalog Enhancement Exp	\$ 25,627	\$ 25,627	100.00	\$ -	0.00
57	MCFLS Postage Expense	\$ 600	\$ 75	12.50	\$ 525	87.50
58	Member Postage Expense	\$ 25,000	\$ 12,225	48.90	\$ 12,775	51.10
59	Member Forms/Supplies Expense	\$ 25,000	\$ 226	0.90	\$ 24,774	99.10
60	Telephone Expense	\$ 5,000	\$ 713	14.26	\$ 4,287	85.74
61	Meetings Expense	\$ 500	\$ 122	24.40	\$ 378	75.60
62	Insurance Expense	\$ 11,500	\$ 8,035	69.87	\$ 3,465	30.13
63	Legal Expense	\$ 500	\$ -	0.00	\$ 500	100.00
64	Audit Expense	\$ 12,250	\$ -	0.00	\$ 12,250	100.00
65	Payroll Service Expense	\$ 4,200	\$ 947	22.55	\$ 3,253	77.45
66	III Software Support Expense	\$ 246,311	\$ 123,200	50.02	\$ 123,111	49.98
67	III TNS Subscr Exp	\$ 12,224	\$ 12,224	100.00	\$ -	0.00
68	Member Telecomm. Expense	\$ 16,800	\$ -	0.00	\$ 16,800	100.00
69	MCFLS Telecomm. Maint. Expense	\$ 10,000	\$ -	0.00	\$ 10,000	100.00
70	OCLC Expense	\$ 130,165	\$ 100,000	76.83	\$ 30,165	23.17
71	MCFLS Computer Room Equipment	\$ 5,000	\$ 4,981	99.62	\$ 19	0.38
72	MCFLS Software Expense	\$ 2,500	\$ 515	20.60	\$ 1,985	79.40
73	MCFLS Equipment Expense	\$ 12,000	\$ 1,889	15.74	\$ 10,111	84.26
74	Member Special Projects Expens	\$ 80,000	\$ 15,033	18.79	\$ 64,967	81.21
75	Sorting and Delivery Expense	\$ 291,700	\$ 42,853	14.69	\$ 248,847	85.31
76	South Central Delivery Expense	\$ 21,697	\$ 10,849	50.00	\$ 10,848	50.00
77	Auto Payment/Maintenance Exp.	\$ 1,000	\$ -	0.00	\$ 1,000	100.00
78	MPL Resource Contract Expense	\$ 185,596	\$ -	0.00	\$ 185,596	100.00
79	MPL Rent Lease Contract Exp.	\$ 129,815	\$ -	0.00	\$ 129,815	100.00
80	ILS Expense	\$ 37,000	\$ -	0.00	\$ 37,000	100.00
81	MCFLS Catalog Cont Exp to MPL	\$ 285,532	\$ -	0.00	\$ 285,532	100.00
82	Member Catalog Contract Exp.	\$ 149,846	\$ -	0.00	\$ 149,846	100.00
83	MCFLS Collection Dev Tool Exp	\$ 28,000	\$ -	0.00	\$ 28,000	100.00
84	Internet Expense	\$ 20,500	\$ 1,418	6.92	\$ 19,082	93.08
85	Contingency Expense	\$ 29,029	\$ 13,089	45.09	\$ 15,940	54.91
86	Member Digital Content Exp	\$ 216,732	\$ -	0.00	\$ 216,732	100.00
87	Marketing	\$ 10,000	\$ 191	1.91	\$ 9,809	98.09
88	MCFLS Strategic Planning Exp	\$ 4,800	\$ 1,366	28.46	\$ 3,434	71.54
89	Cooperative Purchasing Sub Exp	\$ 3,000	\$ -	0.00	\$ 3,000	100.00
90	Member PC Mngmt License Ex	\$ 1,875	\$ -	0.00	\$ 1,875	100.00
91	Member MKE Mixer Exp	\$ 1,400	\$ -	0.00	\$ 1,400	100.00
92	<b>Total General Expenditures</b>	\$ 2,914,932	\$ 679,978	23.33	\$ 2,234,954	76.67
93						
94	<b>Special Expenditures</b>					
95	W. Milwaukee Borrowing Expense	\$ 52,916	\$ 52,915	100.00	\$ 1	0.00
96	RB - MCFLS Payment Expense	\$ 1,034,610	\$ 1,034,609	100.00	\$ 1	0.00
97	Ecommerce Expense	\$ 200,000	\$ 42,703	21.35	\$ 157,297	78.65
98	Sierra Server Implementation	\$ 100,000	\$ 7,404	7.40	\$ 92,596	92.60
99	<b>Total Special Expenditures</b>	\$ 1,387,526	\$ 1,137,631	81.99	\$ 249,895	18.01
100						
101	<b>Total Expenditures</b>	\$ 4,302,458	\$ 1,817,609	42.25	\$ 2,484,849	57.75
102						
103	<b>Revenues/Expenditures +/-</b>		\$ 898,218			



STATE OF WISCONSIN  
Department of Employee Trust Funds  
Robert J. Conlin  
SECRETARY

March 15, 2019

To whom it may concern,

The Department of Employee Trust Funds is writing to inform you of a change that requires you, the governing body of your municipality (Board), to sign and submit an updated resolution to participate in the Wisconsin Public Employers group health insurance program (WPE-GHIP). This will not change the WPE-GHIP that is offered to your employees and retirees. **Please sign and return the attached resolution as soon as possible and no later than October 1, 2019 to continue participation in the WPE-GHIP.**

The reasons for the need of this new resolution are as follows:

1. ETF has created one reference source for the WPE-GHIP. Previously, information was provided in a variety of publications such as: the *Local Health Insurance Employer Administration Manual* (ET-1144), the contract between the Group Insurance Board and the participating health insurance providers (ET-1136) and several employer bulletins. These resources are now combined into the *Local Employer Health Insurance Standards, Guidelines and Administration Manual* (ET-1144).
2. The original resolution the Board signed stated that the Board agreed to abide by the terms of the program set forth in the contract between the Group Insurance Board and the participating health insurance providers. With the movement of those contract provisions to this new employer manual (ET-1144), that resolution is no longer accurate.

Contract provisions that were moved into this employer manual were not materially changed. Signing this agreement does not bind the Board into any new or substantially revised provisions that haven't already been communicated or implemented. The change was motivated by ETF's strategic initiative to provide an improved experience for administrative staff.

If you have questions or comments, please contact ETF at [ETFSMBEmployerInsurance@etf.wi.gov](mailto:ETFSMBEmployerInsurance@etf.wi.gov) or 1-877-533-5020 select option 2 (toll free) or 1-608-266-3285 select option 2 (local Madison area).

Sincerely,

The Department of Employee Trust Funds  
Attachment: Resolution ET-1169



Wisconsin Department of Employee Trust Funds

**EXISTING EMPLOYER UPDATE RESOLUTION  
WISCONSIN PUBLIC EMPLOYERS' GROUP HEALTH INSURANCE PROGRAM**

RESOLVED, by the \_\_\_\_\_ of the \_\_\_\_\_  
(Governing Body) (Employer Legal Name)

that pursuant to the provisions of Wis. Stat. § 40.51 (7) hereby determines to continue in the Wisconsin Public Employers (WPE) Group Health Insurance program that is offered to eligible personnel through the program of the State of Wisconsin Group Insurance Board (Board), and agrees to abide by the terms of the program as set forth in the *Local Employer Health Insurance Standards, Guidelines and Administration Manual* (ET-1144).

We will continue to participate in the program option in which we are currently enrolled. If we wish to elect a new program option for 2020 we will file a separate resolution to do so.

All participants in the WPE Group Health Insurance program need to be enrolled in a program option. Individual employees cannot choose between program options.

**The resolution must be received by the Department of Employee Trust Funds as soon as possible, but no later than October 1, in order to continue participation without lapse.** If more time is needed, contact ETF.

The proper officers are herewith authorized and directed to take all actions and make salary deductions for premiums and submit payments required by the Board to provide such Group Health Insurance.

**Certification**

I hereby certify that the foregoing resolution is a true, correct and complete copy of the resolution duly and regularly passed by the above governing body on the \_\_\_\_ day of \_\_\_\_\_, year \_\_\_\_ and that said resolution has not been repealed or amended, and is now in full force and effect.

Dated this \_\_\_\_ day of \_\_\_\_\_, year \_\_\_\_.

I understand that Wis. Stat. § 943.395 provides criminal penalties for knowingly making false or fraudulent statements, and hereby certify that, to the best of my knowledge and belief, the above information is true and correct.

\_\_\_\_\_  
Federal tax identification number (FEIN/TIN)

\_\_\_\_\_  
Authorized employer representative signature

**69-036-**

\_\_\_\_\_  
ETF employer identification number

\_\_\_\_\_  
Authorized employer representative printed name

Number of eligible employees \_\_\_\_\_

\_\_\_\_\_  
Authorized representative title

\_\_\_\_\_  
Employer county

\_\_\_\_\_  
Employer benefit contact email address

\_\_\_\_\_  
Mailing address

Submit completed form to ETF at [ETFSMBESSNewEmployer@etf.wi.gov](mailto:ETFSMBESSNewEmployer@etf.wi.gov)  
or fax to 608-267-4549.

DRAFT 3-20-2019

## MCFLS STRATEGIC PLAN FRAMEWORK

### Strategic Direction I: Technology

Ensure member libraries are supported with a high-quality and innovative technology infrastructure and flexible training to provide the best possible online and in-library technology user experience.

#### Service Goal A: Training

Develop technology training opportunities, tools, and resources that accommodate a variety of needs and provide common system-wide learning experiences.

#### Objectives

1. Increase in the use of system-provided technology trainings and learning resources by member library staff at all levels at member libraries
2. Decrease in the duplication of the development of technology training tools and resources by member libraries

#### Assessments

1. Annual trainings provided by MCFLS staff and attendance report
2. Use of instructional resources
3. Feedback from member libraries

#### Initiatives and Activities

1. Create a variety of easily accessible and usable training opportunities and resources for member library staff based on input from libraries to understand what works for them
  - a. Survey libraries to determine training needs
  - a-b. Identify and provide web-based training opportunities
  - b-c. Create short videos and instructional content that is practical, task specific, and related to system-wide ILS, digital resources, and technology member libraries and patrons use
  - c-d. Develop train the trainer opportunities to increase technology expertise at member libraries
  - d-e. Offer regular technology "office hours" or "Q&A's" for real time access to one on one and group learning assistance
2. Further develop Knowledge Base with technology related information
  - a. Provide up to date tracking of changes, with regular reviews of the different resources, to existing technology, platforms and resources such as Hoopla, Baker & Taylor and Overdrive.
  - b. Develop and provide plug and play instructions for patrons' use of technology, ILS, County Cat app, and online resources that libraries can use (ex. MCFLS Spotlight)

#### Resources

1. Staff time to learn, develop, and do
2. Potential funds for needed professional development
3. Potential funds for platforms or subscriptions

Commented [SH1]: Comment from Director B: I suggest that you rank these Directions, Goals and Activities. You won't be able to do them all, so you'll need to pick which ones you'll tackle first... In the end though, you need to pick out the ones that YOU think are best for MCFLS.

Comment from Director C: I do just want to say that this plan seems like more work than may be possible for your small staff.

Commented [SH2]: Seems like we need to add this step.

DRAFT 3-20-2019

## Service Goal B: User Experience

Decrease barriers to access and improve usability of system provided online resources and technology platforms.

### Objectives

1. Improve County Cat app
2. Increase commonality of online resources available to libraries system-wide
3. Develop future plan to evaluate ILS platform
4. Increase in commonality of circulation policies among system member libraries

### Assessments

1. County Cat app feedback
2. ILS feedback
3. Commonality of county-wide online resources and use of those resources

### Initiatives and Activities

1. Improve County Cat app to include an updated, modern and responsive design:
  - a. ~~A responsive design to work on all devices~~
  - b. ~~Streamlining app content to make it less text heavy~~
2. Continue to increase continuity of online resources across the system and accessibility (remove barriers) to online resources
  - a. Identify accessibility issues for users and develop strategies and solutions to improve
  - b. Continue to identify new opportunities and needs for system online resource subscriptions
3. Assess the ILS and discovery of all available online resources
  - a. Develop an ILS evaluation plan that studies how well Sierra is or is not serving member library and/or patron expectations and gathers information about other ILS options
  - b. ~~Investigate the integration text notifications in the ILS~~
  - c. ~~b. Keep discovery layer relevant~~
4. ~~Provide leadership and facilitation for a process to standardize circulation policies where possible throughout the system to increase ease of use of county libraries by patrons~~
  - a. Identify and compile system-wide data, including gathering feedback from users, that could inform standardization discussion and decision making
    - i. ~~Remove barrier to digital resources such as Overdrive and Hoopla by not blocking access for people with fines.~~
  - b. Use the existing LDAC meetings for these discussions
    - i. ~~Perform a SWOT-like analysis of current circulation periods and parameters~~

Commented [SH3]: Seems too specific for this plan. A new app is going to have a responsive design by virtue of being an app. If we just say we need a modern design that should cover most of the concerns here.

Commented [SH4]: We already know this is not possible to achieve unless it is integrated directly into the Sierra client. Sierra and Shoutbomb cannot be integrated.

Commented [SH5]: Comment from Director A: I would recommend changing some of the wording. You don't want boards (or directors) to feel like some of these items for discussion are being pre-determined and they are being forced into some of the potential changes

Commented [SH6]: Another area that be removed because it is already dealt with in 2.a.

Commented [SH7]: Do we need to specify a SWOT analysis or will discussions at LDAC suffice?

### Resources

1. Potential funds for development of platforms and subscriptions to resources
2. Staff time

DRAFT 3-20-2019

### Service Goal C: Infrastructure and Innovation

Continually strive to support member libraries ability to provide relevant and up to date technology to their users and provide leadership to identify library technology needs for the future.

#### Objectives

1. Standards established and transparent to member libraries with the result of more up to date technology in libraries
2. Increase in savings of time and money to the system and member libraries related to technology equipment purchases and projects
3. Annual report that provides summary and assessment of future-facing technology activities led by the system

#### Assessments

1. Age of technology equipment in the libraries
2. Technology equipment expenditures by system and libraries
3. Report of activities pursued and completed each year

#### Initiatives and Activities

1. Establish standards related to technology equipment and settings
  - a. Equipment replacement schedules
  - b. Recommended hardware lists
  - c. Recommended browser, PC, and printer settings
2. Leverage economies of scale and buying power to benefit all libraries and library users
  - a. Cooperative purchasing of equipment for member libraries
  - b. Shared servers for printers and PC management services
3. Provide leadership in trend spotting and technology project development
  - a. Identify and manage large-scale project opportunities for scale shared technology project, including investigating opportunities at ALA and through statewide and LDAC discussions
  - b. Provide timely and regular environmental scans to identify potential and emerging technology trends
  - c. Vet and test potential new technologies for libraries
  - d. Connect more with other library systems to share technology ideas

[4.4. Create annual report that includes activities related to technology and current equipment hardware lists and recommended settings.](#)

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#### Resources

1. Staff time
2. Potential funds for system funded and managed equipment and projects

DRAFT 3-20-2019

## Strategic Direction II: Communication

Provide voice and visibility for the system, its member libraries, and county-wide services and resources to broadly communicate the value and opportunities MCFLS libraries provide to our communities.

### Service Goal A: System Marketing

Promote system-wide resources and services in a variety of ways with consistent and targeted information and communications

#### Objectives

1. Increase awareness and use of system-wide and member library services and resources

#### Assessments

1. Survey of awareness of system-wide services and resources available at MCFLS libraries
2. Services and resources usage data

#### Initiatives and Activities

1. Create a marketing, data, and advocacy committee made up of library and outside experts
  - 2-a. Re-develop the existing system marketing plan
    - a-i. Include a plan to communicate what the system is actively doing to meet library needs and desires for system services, resources, etc.
    - 3-b. Gather and compile data, information, and stories to use for marketing
    - 4-c. Provide and maintain easy to access and use promotional information and materials for system provided resources and services
      - a-i. Standardized informational flyers for system resources like Hoopla and Overdrive
  - 5-2. Advertise to educate non-library users on services like Hoopla
    - a. Centralizing marketing materials
  - 6-3. Collaborate with other library system and statewide marketing efforts

#### Resources

1. Staff time
2. Marketing materials
3. Potential outside expertise for marketing plan development and implementation

### Service Goal B: Advocacy

Be a strong proponent for the successful support of MCFLS and its member libraries at the local, regional, and state level

#### Objectives

1. Strengthen and increase community, county, and state support for MCFLS and member libraries

#### Assessments

1. State, county, and local funding
2. Number of system and local level grassroots supporters/advocates
3. Active Friends Groups and Foundations

Commented [SH8]: Do directions II and III need to be merged? Both are extremely heavy with activities that should be assigned to the new committee on marketing, advocacy and data.

I feel we need some type of help to achieve these goals but we should let the newly formed committee have a say in what that assistance looks like.

Commented [SH9]: This committee is really a lynchpin for the entirety of strategic directions II and III. Is their focus too broad and should we consider two workgroups as subsets of this committee to focus on advocacy and data?

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#### Initiatives and Activities

1. Gather and compile data, information, and stories to demonstrate the value of the system and libraries to use for advocacy
2. Create an ongoing advocacy engagement plan to build relationships and support for the system and its member libraries
  - a. Use a toolkit of data, information, and stories to develop messaging for a variety of audiences with a focus on the impacts of libraries in the county, region, and state
    - i. Define audiences (legislators, local Friends groups, community as whole, etc.)
    - ii. Develop system messaging and common messaging that can be used by members
    - iii. Identify appropriate communication and engagement channels for the different audiences and messaging
  - b. Provide advocacy training for system and library staff and boards
3. Collaborate with other library system and statewide advocacy efforts

#### Resources

1. Staff time
2. Advocacy materials
3. Potential outside expertise for data work and/or advocacy engagement and communication planning

### **Service Goal C: Library Marketing**

Provide the resources, tools, and opportunities for member libraries to develop and implement marketing plans

#### Objectives

1. Increase in available common marketing resources and tools for libraries
2. Increase awareness and use of local library services, programs, and resources

#### Assessments

1. Survey of awareness of local library services, programs, and resources
2. Services, programs, and resources usage data

#### Initiatives and Activities

1. Gather and compile data, information, and stories to use for local library marketing to identify priorities, audiences, messages, and metrics
2. Develop marketing plan support
  - a. Create a marketing plan toolkit
  - b. Help libraries connect with experts in the community for help (library schools, marketing experts at local companies, etc.)

#### Resources

1. Staff time
2. Marketing materials
3. Potential outside expertise for marketing plan toolkit development and implementation

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## Strategic Direction III: Data

Empower the system and member libraries with critical data and best practices support to be able to more easily engage in data-driven decision making.

### Service Goal A: Data Collection

Enrich system and member library decision-making through better and expanded data collection and dissemination

#### Objectives

1. A defined list of data collection priorities
2. Standards for data collection
3. Insights about Milwaukee County residents' needs are identified

#### Assessments

1. Use of data by member libraries
2. Survey results

#### Initiatives and Activities

1. With member libraries, determine current and new data collection priorities
  - ~~a. Use LDAC to share library board reports to find out what each member is doing related to data collection and use to ensure that outcome and output data collected is useful, relevant, and makes the best use of System and library staff time~~
  - ~~b. Articulate what data should be collected and why, including that which directly support marketing and communication efforts and comparable data from other areas (metro areas in other states, etc.)~~
2. Lead and facilitate the standardization of data collection
  - a. Establish standard collection tools and equipment (wireless access points, etc.)
  - b. Work with member libraries to determine standards for a variety of useful data points such as salary data, annual data reporting, etc.
  - c. Find management products and setting data collection standards such as Gimlet for reference statistics or Edge Report for computer use analysis
  - d. Educate member libraries on standards
3. Gather data and identify and use tools (surveying, market segmentation, GIS mapping, etc.) as appropriate to support marketing, advocacy, and decision-making for the system and member libraries
  - a. Identify and gather data that provides insight to those that are using and not using system and member library resources and services
    - i. Develop and administer a county-wide survey
    - ii. Develop and participate in collaborative survey and focus group opportunities to learn more about patron needs
  - b. Develop methods to capture library use and user's stories
4. Seek, develop, and engage in collaborative opportunities related to gathering and using data regionally and statewide.

Commented [SH10]: This seems too specific. We should simply leave the second item to cover this type of data collection and let the new committee have a large say in this area.

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#### Resources

1. Staff time
2. Potential outside expertise for data collection and/or surveying

### **Service Goal B: Data Utilization**

Make data more easily accessible and usable for a variety of needs by the system and member libraries.

#### Objectives

1. Improved use of data by the system and member libraries

#### Assessments

1. Dashboard use statistics
2. Use of other data (not on dashboard) that is available to member libraries
3. Training provided and attendance

#### Initiatives and Activities

1. Investigate options to enhance MCFLS dashboard (or other data visualization tools) to include:
  - a. Additional data points such as by year ranges and community size
  - b. Additional data tracked through annual report work such as budget levels, hours, staffing numbers, collection spending, etc.
  - c. New data that isn't collected yet in standard form, such as salaries and benefits, money for suburban library renovation, in-house circulation by municipality (hourly and by day), reference question, room use, who is using the library remotely versus physically etc.
2. Develop system level packaged data, analysis, and summaries to provide plug and play information that can more easily be utilized for decision making and action by member libraries.
3. Identify training needs of members and develop and deliver training related to understanding data and using data tools and software
4. Explore new tools and software for gathering, compiling, visualizing, and analyzing data

#### Resources

1. Staff time
2. Potential funds for data aggregation and analysis tools and software
3. Potential outside expertise for data training, analysis, and development of packaged data



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## Strategic Direction IV: Coordinating and Connecting

Support and provide collaborative learning opportunities to ensure consistent and top-notch service while decreasing duplication of effort.

### Service Goal A: Access to Information

Develop methods to share and learn about programming, events, best practices, and other's experiences

#### Objectives

1. Decrease library staff time dedicated to and the duplication of the work related to the goal

#### Assessments

1. Library staff time

#### Initiatives and Activities

1. Develop an online space to serve as a clearinghouse with lists and resources that members could update and add to that would include information such as:
  - a. Ideas and contacts for staff in-services
  - b. Member library job opportunities
  - c. Sharing program ideas, best practices, and contacts
  - d. Performer lists

2. ~~Develop and hold a MCFLS support staff services day with a focus on educating and connecting library staff to system resources and information that is available to them~~

#### Resources

1. Staff time

Commented [SH11]: Seems like we are recreating the wheel here with respect to a support staff services day. This is being done at the state level and we could at the very least coordinate with SEWI to provide this type of event.

### Service Goal B: Coordination

Provide coordination and connection opportunities and structures to support and guide member library and system initiatives, resources, programming, and services

#### Objectives

1. Decrease library staff time dedicated to and the duplication of the work related to the goal
2. Improved collaboration and sharing by member library staff

#### Assessments

1. Library staff time

#### Initiatives and Activities

1. Identify and develop areas for system coordination and support for member library YS and inclusive programming needs. Potential priority areas for specialized programming support includes sensory story times that might require outside expertise, story time for disabled adults, Spanish language story time, foster parent book club, referral to experts such as disability consultations, etc.
2. Develop and coordinate, as needed, county-wide programming and services, (ex. memory cafes)

Commented [SH12]: Could we somehow fold these areas into #4?

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3. Promote and support grant opportunities including support for grant writing, acting as a fiscal agent, and connecting with others that are seeking grants or grant partners
4. Review and redevelop system committee structure and communities of practice to support system and member needs.
  - a. Clarify with member libraries, using LDAC as forum, which areas would be best served by committees or communities of practice. Use the youth services committee as a model to develop new communities of practice
  - b. Committees and areas for communities of practice might include: intergenerational services, senior and disability services, inclusive services committee, marketing and advocacy, data

Resources

1. Staff time

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## **Strategic Direction V: Organizational Support and Structure**

Strengthen the core foundations for the delivery of system services to ensure MCFLS member libraries are supported and positioned to be successful.

### **Service Goal A: System Interests**

Engage regionally and statewide to represent and advocate for system interests.

#### Objectives

1. Active participation in statewide efforts to improve library systems and services

#### Assessments

1. System capacities to better serve member libraries

#### Initiatives and Activities

1. Engage in statewide efforts, including any implementation activities related to the PLSR Steering Committee recommendations, that will impact funding, legislation, and services to systems
  - a. Provide leadership where appropriate
  - b. Engage with regional partners to explore ideas and models developed by PLSR workgroups that can improve service to member libraries
2. Be informed and an active partner with other systems

#### Resources

1. Staff time

### **Service Goal B: Funding – To be further developed with LDAC and Board input**

Assess the use of state funds and the impact of funding allocations on services.

#### Objectives

- 1.

#### Assessments

- 1.

#### Initiatives and Activities

1. Assessment of allocation of current funding and realignment of allocations, as possible, to support strategic plan
  - a. Analysis of Reciprocal Borrowing

#### Resources

1. Staff time

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**Service Goal C: Staff/MCFLS Operations – Staff will continue to develop**

Objectives

1. Funding and staff capacities meet operational and strategic plan needs

Assessments

- 1.

Initiatives and Activities

1. Make necessary annual budget adjustments to fund strategic plan activities and needs
2. Analyze staffing levels
  - a. Review job descriptions
3. Clarify and disseminate information about the roles of MCFLS staff
4. Staff learning support
  - a. Project planning and management

Resources

- 1.

## Proposed Changes to MCFLS Mission and Vision Statements

### Existing Mission Statement

"The mission of the Milwaukee County Federated Library System (MCFLS) shall be 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 Milwaukee County."

### Proposed Mission Statements based on Feedback

#### Draft A

"The mission of the Milwaukee County Federated Library System (MCFLS) shall be to assume a leadership role in facilitating cooperation among its member libraries, improving access to and encouraging sharing of resources, adopting cost-effective solutions, promoting current and evolving technologies and advocating for its member libraries at the local, county and state level to provide the highest possible level of library service to all residents of Milwaukee County."

#### Draft B

"The mission of the Milwaukee County Federated Library System (MCFLS) shall be to assume a leadership role in guiding member libraries forward to meet the changing needs of all Milwaukee County residents".

#### Draft C (Bruce Smith)

"MCFLS provides collaborative leadership, advocacy, and support for high-quality resources and services to empower the capabilities and capacities of member libraries to deliver responsive and innovative library services to all residents of Milwaukee County."

### Examples of Current Library System Mission Statements

IFLS: To inspire and facilitate library success by providing member libraries with the tools to serve, empower and lead their communities.

MOBIUS: MOBIUS is a vibrant, collaborative partnership of libraries providing access to shared information resources, services and expertise.

Nicolet: NFLS provides member libraries cost effective and efficient access to resources, support, and expertise, resulting in vibrant community resources that better serve their patrons.

Northern Waters: The mission of Northern Waters Library Service is to provide access to quality public library services through its member libraries.

OWLS: The mission of the Outagamie Waupaca Library System is to enable access to effective library service for all area residents by coordinating resource sharing, by providing appropriate services and programs, by developing new technologies, and by promoting desirable models for governance and funding.

South Central: The mission of the South Central Library System is to help its member libraries provide the best possible service to the public.

Winding Rivers: To promote, plan for, and facilitate library development and cooperation in the seven-county area.

Wisconsin Valley: The purpose of the Wisconsin Valley Library Service (WVLS) is to facilitate cooperation among its member libraries by encouraging statewide resource sharing, promoting cost-effective use of available funds, and assisting member libraries in implementing and utilizing current and evolving technologies to ensure the ultimate level of library service to residents throughout its seven county system area.

## Proposed MCFLS Vision Statement

"MCFLS will work together with member libraries to provide inspired and exceptional library experiences for all Milwaukee County residents."

### Examples of current system vision statements:

IFLS: We envision a network of amazing libraries. IFLS staff and our partner libraries collaborate to provide outstanding, engaged and inclusive services that contribute to informed, connected and literate communities.

Nicolet: Nicolet will be a visionary, adaptable, and member-focused organization that facilitates and encourages networking, partnerships and delivering state-of-the-art services to enhance the potential of member libraries.

Northern Waters: Residents of and visitors to the Northern Waters Library Service area have convenient access to quality library services that enrich the communities of Northern Wisconsin.

RAILS (Illinois): RAILS is a leader, innovator, and partner in anticipating and meeting the needs of all member libraries.

South Central: SCLS embraces challenges and opportunities to provide innovative solutions that empower our member libraries.



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April 15<sup>th</sup>, 2019

March/April 2019 Director's Report

### Summary of activities

1. Spoke with Rachel Arndt and Tim Ochnikowski from the Milwaukee County Office for Persons with Disabilities to discuss expanding the AIRA service to county libraries. AIRA is a service offered to those with visual impairments and allows them to get one-on-one assistance through an app when visiting participating buildings.
2. Met with WiLS and MCFLS staff to talk about the strategic plan draft line by line. Our staff also came back a week later to discuss project management for the upcoming strategic plan, including a tentative implementation schedule.
3. With assistance from Digicorp and Innovative, we successfully migrated data and services from our old Sierra application and database servers on to new hardware on March 20<sup>th</sup>.
4. Created Facebook and Twitter ads to promote Gale Courses, Marketscope and Transparent Language. Initial results have been very positive and increased visibility of these resources.
5. Jen and I met with a DEMCO rep and learned that their Discover Mobile app is being discontinued. We had hoped to use this new platform as a replacement for our current Boopsie solution for the mobile catalog. Jen is putting together a list of options to replace our current Boopsie app and will present these to the LDAC in April.
6. I participated in the COLAND listening session on the PLSR recommendations that took place March 28<sup>th</sup> in Sturtevant. Although it was sparsely attended, the discussion was good and I feel the members of COLAND in attendance got a good feel for how the library community values the PLSR project.
7. Jen and I conducted our first library site visit with Jill Lininger in Oak Creek. We learned quite a bit about the needs of her library and what we might do to help.
8. I participated in four interviews for the open position of MPL Acquisitions and Serials manager on April 4<sup>th</sup> and 5<sup>th</sup>.
9. Our LSTA grant for cybersecurity training was approved and we held our first implementation meeting on April 8<sup>th</sup>. We hope to get the training off the ground in May or June 2019.
10. On April 10<sup>th</sup> I and several directors attended the Joint Finance committee listening session in Oak Creek to support the budget request for increased state aid to systems.

### Upcoming Activities

1. Finalize the strategic plan process with help from WiLS and additional feedback from the MCFLS Board and LDAC. The final document should be presented to the Board in May.
2. Begin the process of implementing the LSTA grant on cybersecurity training in April.
3. Meet with Hales Corners Library staff for a site visit on April 16<sup>th</sup>.