



Required by Wis. Stat. §§ 43.17(5) and 43.24(3)

GENERAL INFORMATION

Library System

Milwaukee County Federated Library System

Describe significant needs and problems that influenced the development of this and other system plans.

In 2024, MCFLS will chart new directions through strategic system planning, commencing in the fall of 2023 with valuable input from key stakeholders, including trustees, member libraries, and system staff. This strategic plan, along with its key points, will shape forthcoming contracts set to expire in December 2024. A primary area of emphasis for us will be to bolster our support for members, both financially and through essential resource allocation.

In this post-pandemic era, the importance of marketing our system and member library resources remains as profound as ever. Evidence of this is seen in the increased usage of learning platforms like Gale Courses and Udemy on Demand video instruction among county residents. While our social media presence has expanded significantly, with high engagement numbers and extensive post reach, we recognize the need for heightened awareness of library resources in a crowded landscape competing for people's attention.

Our Public Information Coordinator has identified this need and is proposing a marketing campaign to enhance adult literacy in our communities—a priority that aligns with our commitment to lifelong education. In 2024, MCFLS has allocated budgetary resources to address this literacy need and is actively seeking partnerships with community organizations to support this campaign.

To aid in marketing to our communities, we will continue to cover the costs of learning tools such as Gale Courses, Udemy, Transparent Language, and, for 2024, OverDrive Magazines. We believe that assuming these costs not only benefits our marketing efforts to all county residents but also alleviates the financial burden on member libraries. Additionally, we are expanding our outreach by collaborating with neighboring library systems in our marketing endeavors, building upon our collaborative efforts from 2023.

Infrastructure investment remains a pivotal element of our 2024 system plan. The introduction of Aspen Discovery to replace our current discovery layer represents a transformative change in how our patrons search for and discover library resources. This decision to adopt Aspen Discovery required a substantial investment of time and effort by both system staff and member libraries, under the guidance of our Library Systems Administrator. Our system is prioritizing investments in cloud networking and resources to enhance the experiences of both staff and patrons. We are also exploring options for internet service redundancy, as it serves as the backbone for all other services. Furthermore, MCFLS has allocated funds for ongoing improvements to our bibliographic database, focusing on updating subject headings with appropriate and inclusive language.

In 2024, our primary objective is to enhance internal operations and streamline the user and staff experience to accommodate the influx of new products and features introduced in recent years. While these changes have been necessary and well received, we are mindful of the added responsibilities placed on staff and patrons. We recognize the need to bring all member libraries and patrons to a higher level of comfort with these resources. Our staff is already diligently planning additional training and in-service opportunities for 2024.

By addressing these significant areas of need, we are confident that our library system will continue to thrive and evolve in 2024 and beyond, remaining a vital resource for our communities.

Did the library system consult member libraries in the development of this plan?

- No, the library system did not include member libraries in the development of this plan.
- Yes, the library system included member libraries in the development of this plan.

If yes, describe the planning environment and process for this system plan. Include how member libraries are involved in plan development and review:

GENERAL INFORMATION (cont'd.)

Member libraries were shown the plan in advance of the October 5th Library Directors Advisory Council (LDAC) meeting and invited to make comment and suggest changes via email. The plan was brought to the MCFLS Board with library input in October 2023.

Does the library system have a formally appointed advisory committee under Wis. Stat. § 43.17(2m)?

- No, the library system does not have a formally appointed advisory committee.
- Yes, the library system has a formally appointed advisory committee.

If the system appoints an advisory committee under Wis. Stat. § 43.17(2m), describe how the system makes appointments, posts meetings, and how the advisory committee reports to the library system board. Include a list of any additional system planning documents with the period covered and attach any planning documents which have not previously been provided to the Division:

The system has a designated advisory committee called the Library Directors Advisory Council, or LDAC. This committee reports directly to the MCFLS Board and has been in place for many years. Each MCFLS member library is granted one appointed member on the LDAC with voting rights; Milwaukee Public, by virtue of its role as resource library, is granted an additional position on the LDAC committee.

Members of the LDAC meet regularly each month to discuss matters of importance to the system and advise the MCFLS Board and system staff on any topics that come before it. While most informational subjects are sent to the LDAC group via an email distribution list maintained by the system, matters that require discussion or action are added to the regular agenda each month. The meetings are posted to a regular distribution list that includes the LDAC members as well as the MCFLS Board of Trustees. The agenda packets (which include minutes) are added to the system website as soon as they are sent via email. Additionally, the chair of LDAC attends regular MCFLS Board meetings, submits a written report and verbally delivers that report to the Trustees.

The 2020-2024 MCFLS Strategic Plan is available at <https://mcfls.libguides.com/admin/system-agreements-planning>. The plan includes four major strategic directions:

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.

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.

Member Library Management and Services Support: Connect members to each other and to information to encourage collaboration, sharing, and collective learning; improve and innovate library services; and provide tools for effective operational and strategic decision-making.

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.

Other planning documents include the Interlibrary Services Contract with the Milwaukee Public Library, the 2020-2024 Cataloging Contract, the MCFLS Membership Agreement, the 2020-2024 ILS, Resource Sharing, and Technology Agreement, and the 2020-2024 Resource Library Agreement. The Cataloging, Resource and ILS agreements are available at <https://mcfls.libguides.com/admin/system-agreements-planning>.

ASSURANCES

The following plan and compliance document provides assurance that your public library system intends to comply with all statutory requirements for public library systems for calendar year **2024**. Indicate, with a check, your system's intent to comply with each system requirement and provide the requested information under each system requirement.

Wis. Stat. § 43.24(2) For a public library system to qualify for and maintain its eligibility for state aid under this section it shall ensure that all of the following are provided:

Membership Agreements

- Wis. Stat. § 43.24(2)(a) Written agreements that comply with Wis. Stat. § 43.15(4)(c)4 with all member libraries.
- The system will provide a sample copy of the agreement with a list of all members signing and the dates signed to the Division by January 15. (The system does not need to file multiple copies of the same agreement; only a sample copy of each type of agreement is necessary.)

If the system is providing the sample copy and list of members signing through a publicly available webpage, provide the URL here:

<https://mcfls.libguides.com/admin/system-agreements-planning>.

Resource Library Agreement

- Wis. Stat. § 43.24(2)(b) Backup reference, information and interlibrary loan services from the system resource library, including the development of and access to specialized collections, as evidenced by a written agreement with that library.
- The system will provide a signed copy of the resource library agreement to the Division by January 15.

If the system is providing the resource library agreement through a publicly available webpage, provide the URL here:

<https://mcfls.libguides.com/admin/system-agreements-planning>.

Reference Referral, Interlibrary Loan, and Technology

- Wis. Stat. § 43.24(2)(d) Referral or routing of reference and interlibrary loan requests from libraries within the system to libraries within and outside the system.

List ongoing activities related to this requirement:

MCFLS contracts with the Milwaukee Public Library to provide services in support to all member libraries. The Milwaukee Public Library also contracts with the Reference and Loan Library to meet an agreed upon number of requests from Wisconsin residents for interlibrary loan materials. Interlibrary loan requests within the system are handled through the shared ILS and system-provided delivery.

In 2022 the system became project manager and fiscal agent for the reconstituted InfoPass project. After working with WiLS to transition responsibility for InfoPass to MCFLS, the new process was unveiled with a simplified process for participating libraries. 41 locations currently participate in the project including Alverno, UW-Milwaukee, Marquette, MSOE, MIAD and other academic and public libraries. Virtually all MCFLS members including MPL have taken part in the new InfoPass project. MCFLS will continue to be project manager and fiscal agent in 2024 and beyond, meeting our obligations to not only support resource sharing, but also promoting collaboration among multi-type libraries in our service area.

MCFLS contracts with the Milwaukee Public Library to provide back-up reference as the system resource library. As part of the 2020-2024 Resource Library contract, MPL also provides training, consulting, and other assistance to other member libraries and their staff. An annual report of resource library activities is shared with the MCFLS Board each February.

MCFLS provides:

- remote authentication services for reference databases that member libraries offer to the public;
- online forms for public requests for new materials;
- system-wide email through Outlook 365 and website hosting;
- coordination of the use of third-party products working with the ILS, including computer management software, RFID software, and enhanced content for the online catalog;
- regular lists of popular materials in the library catalog;
- readers advisory services through Patron Point software;
- and coordination of group purchasing of electronic databases.

A major service program MCFLS supports is reciprocal borrowing across municipal borders. This ongoing activity supports net lender member libraries through the distribution of 36% of state aid and supports those libraries in their ability to offer quality service and collections for all users. This is an ongoing activity for 2024.

MCFLS contracts with the Milwaukee Public Library to provide centralized cataloging for all materials in the system.

ASSURANCES (cont'd)

MCFLS also contracts with the Milwaukee Public Library to act as a clearinghouse for all Interlibrary Loan (ILL) requests for member libraries. The MPL staff member managing ILL services communicates regularly with the system and DPI on matters relevant to ILL and resource sharing. MPL also adds additional metrics for reporting ILL transactions for all member libraries to assist with data requirements on the state annual report.

The system has hired and will continue to work with a network security consultant that has familiarity with libraries in our service area to do intrusion scans and work with system staff to repair possible vulnerabilities on the network at the system and local library level.

System staff are planning to once again use part of additional state aids on electronic resource products available to all county residents, such as Gimlet reference tracking, Gale Courses, Transparent Language and Udemy on-demand video instruction. MCFLS will also cover costs for OverDrive Magazines in 2024, roughly \$17,800. By covering all costs for these products, the system can lower costs for members and ensure availability which is critical to our need to market these resources.

Indicate new or priority activities relating to this requirement for the plan year (if none, indicate so):

- System staff and ILL staff from Milwaukee Public Library are improving workflows to enhance the ILL experience for member libraries and patrons including the possible acquisition of a Sierra ILL module and streamlined request process using online forms.
- By mid-2024, the system will have migrated to the Aspen Discovery service, a cloud-based discovery layer managed by ByWater Solutions.
- In 2024 MCFLS will be investing in cloud-based services for web hosting and telephone notifications, two services which currently require onsite equipment and maintenance. This is part of a larger move away from centralized hardware and removal of data bottlenecks at the MCFLS system HQ.

Inservice Training

- Wis. Stat. § 43.24(2)(e) Inservice training for participating public library personnel and trustees.

The Division interprets inservice training to incorporate a range of in-person and virtual continuing education opportunities.

List ongoing activities related to this requirement.

MCFLS continues to participate as a member of the SEWI continuing education consortium, managed through the Bridges Library system. Through this partnership, MCFLS offers member libraries regular continuing education opportunities. The MCFLS Library Systems Administrator works with the MCFLS Director to coordinate continuing education planning, with MCFLS Business Manager reviewing CE hours related to member library director certification.

MCFLS also provides regular in-person, hands on training sessions through staff and vendor representatives on MCFLS-specific products and services. Regular training on ILS functionality is provided, as is training on digital streaming services and traditional databases. Additionally, MCFLS participates financially in statewide online training events, such as the Trustee Training Week, Tech Days and Wild Wisconsin Winter Webinar series. MCFLS and member library staff have also participated as speakers in these series.

Indicate new or priority activities relating to this requirement for the plan year (if none, indicate so):

- MCFLS staff will be conducting the first of a series of patron-focused webinars on system resources like Hoopla that focus on how to sign up, search and browse the collection and other tips for using the app. The webinar will be recorded and available for other patrons and staff to use. Other resources (e.g., Libby) will follow in 2024.

Identify the names and email addresses of continuing education staff employed by the system for continuing education services:

Laurie Freund, Bridges Library System. Email: ljfreund@bridgeslibrarysystem.org

If the system contracts with another system or entity to plan and conduct continuing education services, list that system or entity and provide a link to, or copy of, the current agreement:

Bridges Library System

<https://mcfls.libguides.com/admin/system-agreements-planning>

	ASSURANCES (cont'd)	
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Delivery and Communication

Wis. Stat. § 43.24 (2)(fm) Electronic delivery of information and physical delivery of library materials to participating libraries.

List ongoing activities related to this requirement. For physical delivery reference resources, personnel, and vendors.

MCFLS administers system-wide daily (M-F) physical delivery to every library in the system through a contract with Winning Solutions and sorting services through a contract with T&E Logistics, LLC that began September 1, 2022. MCFLS fully funds these services for member libraries. MCFLS also funds regular delivery to other systems through the South Central Library Delivery service.

In 2017 MCFLS improved its ability to provide electronic delivery of information through an email upgrade to Office 365 for all member libraries. MCFLS manages the wide area network connecting member libraries to the catalog and out to the internet. MCFLS also manages and funds the library's internet connection through WiscNet.

The system has hired a part-time Public Information Coordinator whose role is promoting communication among staff and the public. Her duties include services to member libraries and developing system-wide campaigns to reconnect with patrons and inform them of the wide variety of services our members offer. MCFLS anticipates further collaboration with other systems in our service area for 2024.

MCFLS has procured a product called Patron Point which allows the system to automate a number of tasks related to patron communication and we have started sending system-generated notices to patrons through this platform, as well as automating the card renewal process. System staff feel the savings in terms of member library staff time and expense used for re-registration of existing patrons will be substantial and ultimately provide excellent customer service to patrons. Patron Point also allows member libraries to save costs on targeted email newsletters rather than paying additional money for a third party that provides the same service. The system has also seen high engagement with a readers' advisory newsletter through Patron Point that is sent out to interested patrons once a month.

Indicate new or priority activities relating to this requirement for the plan year (if none, indicate so):

- Cloud services

MCFLS is planning on investing money into a Cloud Backup 2 Backup service that will provide a reliable backup service of all Microsoft user accounts, including OneDrive and SharePoint files. While Microsoft provides some versioning of files to allow for immediate correctios, they are not meant to be backups in the traditional sense. This investment is being made because of the high priority MCFLS has put into cloud sharing.

The system is also budgeting to move all telephone notifications for patron holds into the cloud. Currently this service is expensive and requires onsite hardware to make telephone calls. The new service is potentially less expensive and requires no onsite hardware.

- MCFLS is planning expanded collaboration with neighboring systems for marketing and outreach. Our neighbor to the west, Bridges Library System, recently hired a new marketing coordinator and our two systems have begun working on collaborative projects that will continue in 2024.

ASSURANCES (cont'd)

Service Agreements

- Wis. Stat. § 43.24(2)(g) Service agreements with all adjacent library systems.
- The system will provide a copy of the agreements to the Division by January 15. The agreements with adjacent systems – including consulting agreements, consortium agreements, etc. – must include a list of all systems signing the agreement.

If the system is providing the service agreements through a publicly available webpage, provide the URL here:

<https://mcfls.libguides.com/admin/system-agreements-planning>

If the system is providing the service agreements through a publicly available webpage, provide a brief description of the types and number of agreements here:

- Bridges and MCFLS Intersystem Agreement
- Monarch and MCFLS Intersystem Agreement
- IFLS and MCFLS Intersystem Agreement
- Lakeshores and MCFLS Intersystem Agreement
- MCLS and MCFLS Intersystem Agreement
- NFLS and MCFLS Intersystem Agreement
- OWLS and MCFLS Intersystem Agreement
- WRLS and MCFLS Intersystem Agreement
- WVLS and MCFLS Intersystem Agreement

Other Types of Libraries

- Wis. Stat. § 43.24(2)(L) Cooperation and continuous planning with other types of libraries in the system area, which results in agreements with those libraries for the appropriate sharing of library resources to benefit the clientele of all libraries in the system area.
- The system will have agreements with other types of libraries, or if the system participates in a cooperation agreement with a multitype organization to meet the purposes of this goal, there is established a clear link between the system and the individual members of the multitype organization. The system will provide a copy of the agreement with a list of all signing libraries to the Division by January 15.

If the system is providing the agreements with other types of libraries through a publicly available webpage, provide the URL here:

If the system is providing the agreements with other types of libraries through a publicly available webpage, provide a brief description of the types and number of agreements here:

ASSURANCES (cont'd)

Library Technology and Resource Sharing Plan

- Wis. Stat. § 43.24(2)(m) Planning with the division and with participating public libraries and other types of libraries in the area in regard to library technology and the sharing of resources. By January 1, 2000, and every fifth January 1 thereafter, the public library system shall submit to the division a written plan for library technology and the sharing of resources.
- The system will provide the current plan for library technology and resource sharing to the Division by January 1, 2024, if the system amended the plan since last submitting it to the Division or if the plan on file with the Division is no longer valid. See [the Library System Technology and Resource Sharing plan webpage](https://mcfls.libguides.com/admin/system-agreements-planning) for the most current version of the system library technology and resource sharing plan.

If the system is providing the current technology and resource sharing plan through a publicly available webpage, provide the URL here:

<https://mcfls.libguides.com/admin/system-agreements-planning>

Is the plan current and comprehensive for the technology and resource sharing services the system provides?

- Yes, the library system technology and resource sharing plan is current and comprehensive for the technology and resource sharing services the system provides.
- No, the library system technology and resource sharing plan is not current or comprehensive for the technology and resource sharing services the system provides or will provide.

If no, describe what the system has added, changed, or eliminated from the plan in effect (and describe how the changes were reviewed with member libraries and approved by the system board):

Indicate new or priority activities relating to this requirement for the plan year:

- By mid-2024, the system will have migrated to the Aspen Discovery service, a cloud-based discovery layer managed by ByWater Solutions. This should result in a substantial improvement in discovery of member library resources.
- In 2024 MCFLS will be investing in cloud-based services for web hosting, Microsoft account backups and telephone notifications. Two of the services currently require onsite equipment and maintenance. This is part of a larger move away from centralized hardware and removal of data bottlenecks at the MCFLS system HQ.
- The system is also planning investments in computer equipment to replace domain controller servers required for network operations.

Professional Consultation

- Wis. Stat. § 43.24(2)(h) Professional consultant services to participating public libraries.

Identify consultants, specific service areas, and related activities. If the consultant is employed by a member library, indicate the library and the consultant's title:

Steve Heser, Director: Statutory compliance, library administration, annual reports, technology.

Eric Henry: Network architecture, technology and network equipment recommendations and purchasing.

Jen Schmidt: ILS configuration for libraries (authentication, loan rules, etc)

Brittney Hornung: Delivery, Director certification

Deb Marett: Public information and marketing

Indicate new or priority activities relating to this requirement for the plan year (if no change from current year, indicate *None*):

None

Inclusive Services

- Wis. Stat. § 43.24(2)(k) Promotion and facilitation of library service to users with special needs.

The Division interprets services to users with special needs as inclusive services. Inclusive library services are holistic, spanning library policies, collections, space, and services. Inclusive services reflect equity and accessibility for all members of the community, including services to individuals or groups for whom using the public library is difficult, limited, or minimized.

Indicate new or priority activities relating to this requirement for the plan year:

Milwaukee Public Library has offered the services of a staff member to lead inclusive services efforts for the system as part of the resource library contract. Chantel Clark recently started as our Inclusive Services Liaison for the system and will continue to lead our LDAC ad hoc Inclusive Services team of member library staff that meet quarterly. With additional funding from the system, our ad hoc workgroup plans to arrange for outside speakers to help our libraries adopt best practices related to inclusivity and assist libraries in reaching goals set in the Inclusive Services Assessment and Guide.

ASSURANCES (cont'd)

MCFLS has participated in the LibraryNow project (Milwaukee Public Library) since its inception. This project puts access to library resources into the hands of all Milwaukee Public School students, including many underserved or marginalized young people.

In 2023 MCFLS facilitated a collaboration between member libraries and the Milwaukee County Jail to provide for new library materials for incarcerated residents. For 2024 MCFLS is looking to possibly expand that collaboration to meet a need for library services at all County correctional facilities.

Other Service Programs

Wis. Stat. § 43.24(2)(i) Any other service programs designed to meet the needs of participating public libraries and the residents of the system area, as determined by the public library system board after consultation with participating public libraries.

List each "other" service program individually with ongoing activities and new or priority activities for the plan year under each program. For instance, if the system provides a bookmobile service program, list ongoing activities and new or priority activities for the bookmobile program. (Do not lump miscellaneous activities under a single "other" program.)

Administration

- The system will not expend more than 20 percent of state aid received in the plan year for administration.
- The system will submit the 2022 system audit to the Division no later than September 30, 2024.

Budget

- The system completed and included the budget by service program category and fund source for the plan year ([see guidelines](#)).
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COLLABORATIVE ACTIVITIES

Summary of Activities *Briefly describe collaborative activities with other libraries, public library systems, and other organizations. Exclude services and activities listed in the system's 2023 resource library contract.*

Collaborative Marketing activities. System staff responsible for marketing at Bridges and MCFLS collaborated on a joint campaign for library card sign up month in September 2023 which included radio spots, targeted social media ads and other activities. Our Public Information Coordinator is also involved in the statewide cohort of system marketing staff which has produced a number of projects used by systems and libraries across the state.

SRLAAW compensation study. MCFLS took leadership of the SRLAAW compensation study process and completed the first iteration of the study since 2005. The report and data were released to libraries in August of 2023. Our workgroup feels the compensation study could be used to provide guidance and support for local library boards and directors to adequately compensate library staff and ensuring the state is led by qualified librarians at every level.

Cybersecurity Training. MCFLS continues to lead a group of library systems including Bridges, Kenosha, South Central and Winnefox to provide cybersecurity training through a program called InfoSec IQ and paid through LSTA funding for three years. This on the heels of a very successful cybersecurity collaboration with many of the same systems in 2019/20. Staff are tested and trained regularly each month to be better aware of malicious threats through email.

InfoPass project. MCFLS worked with WiLS and a steering committee to revamp the local resource sharing project InfoPass which allows residents access to many collections which may otherwise be closed to them. MCFLS acts as project manager and fiscal agent for the project which includes 41 academic and public libraries in the greater Milwaukee area.

Dell purchasing. The system's participation in the Dell purchasing group statewide has saved our members a great deal of money on the purchase of new computers and hardware. We've seen more investment by libraries in technology as a result, improving their ability to serve patrons with up-to-date resources.

Support for WLA. MCFLS continues to contribute to statewide projects through the WLA. The system offered continued financial support for WLA legislative support activities at the state level and sponsorship for the WLA conference in November.

CE Collaboration. The system will continue to collaborate with other systems to provide support for Trustee Training Week which continues to grow in popularity. The system also offers financial support for the Wild Wisconsin Winter Web Conference. The collaboration with SEWI to provide high quality continuing education for our member libraries is extremely valuable and a model for the state. The system also collaborates and offers tech support and assistance for Tech Days each September.

Cost Benefit *For each activity above, list the activity name and estimated cost benefit realized.*

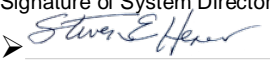
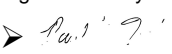
Activity	Amount
1. SRLAAW Compensation Study	\$10,000
2. Cybersecurity Training	\$5,000
3. InfoPass	\$5,000
4. Statewide Dell Purchasing WLA Support	\$15,000
5. WLA Support	\$10,000
6. CE Collaboration	\$20,000
7. Collaborative Marketing	\$10,000
8.	

Cost Benefit For each activity above, list the activity name and estimated cost benefit realized.

Activity	Amount
9.	
10.	
Cost Benefit Total	\$75,000

CERTIFICATION

WE, THE UNDERSIGNED, CERTIFY that to the best of our knowledge, the information provided in this document and any attachments is true and correct, and that the system will be in full compliance with all applicable provisions of Chapter 43 of the Wisconsin Statutes for the year **2024**.

Name of System Director Steven E Heser	Signature of System Director  <small>Steve Heser (Oct 11, 2023, 5:00pm)</small>	Date Signed Mo./Day/Yr. 11 Oct 2023
Name of System Board President Paul M. Ziehler	Signature of System Board President 	Date Signed Mo./Day/Yr. 11 Oct 2023

FOR DPI USE 1, 2023, 4:26pm
LIBRARY SYSTEM PLAN APPROVAL

Pursuant to Wis. Statutes, the plan contained herein is: <input type="checkbox"/> Approved <input type="checkbox"/> Provisionally Approved See Comments. <input type="checkbox"/> Not Approved See Comments.	DLT Assistant Superintendent Signature 	Date Signed Mo./Day/Yr. 11/20/23
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Comments

PUBLIC LIBRARY SYSTEM 2024 ANNUAL PROGRAM BUDGET					
Program	2024 Public Library System Aid	System Aid Carryover and Interest Earned	Other State and Federal Library Program Funds	All Other Income	Total
Technology, Reference, and Interlibrary Loan*					
1. Technology	\$953,066	\$17,000	\$0	\$940,270	
2. Reference	\$245,324	\$0	\$0	\$0	
3. Interlibrary Loan	\$36,450	\$0	\$0	\$0	
4.					
5. Electronic Resources	\$410,901	\$0	\$0	\$311,884	
Program Total	\$1,645,741	\$17,000	\$0	\$1,252,154	\$2,914,895
Continuing Education and Consulting Service*					
1. Continuing Education	\$40,954	\$0	\$0	\$0	
2. Consulting	\$95,957	\$0	\$0	\$0	
Program Total	\$136,911	\$0	\$0	\$0	\$136,911
Delivery Services	\$335,139	\$0	\$3,000	\$0	\$338,139
Inclusive Services	\$32,623	\$0	\$0	\$0	\$32,623
Library Collection Development	\$0	\$0	\$0	\$0	\$0
Direct Payment to Members for Nonresident Access	\$1,284,682	\$0	\$0	\$41,706	\$1,326,388
Direct Nonresident Access Payments Across System Borders	\$0	\$0	\$0	\$0	\$0
Youth Services	\$11,669	\$0	\$0	\$0	\$11,669
Public Information	\$146,927	\$0	\$0	\$0	\$146,927
Administration	\$319,538	\$0	\$0	\$0	\$319,538
Subtotal	\$2,130,578	\$0	\$0	\$0	\$2,175,284
Other System Programs					
1. Multitype	\$9,173	\$0	\$0	\$0	\$9,173
2. Member office	\$2,786	\$0	\$0	\$51,600	\$54,386
Program Total	\$11,959	\$0	\$0	\$51,600	\$63,559
Grand Totals	\$3,925,188	\$17,000	\$3,000	\$1,345,460	\$5,290,648

*These programs may be divided into subprograms at the discretion of the system. If choosing not to use subprograms, enter amounts on line 1. Line 5 is reserved for the amounts budgeted for electronic resources ([see program budget guidelines](#)).



Issuer Milwaukee County Federated Library System

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Wed, 11th Oct 2023 16:26:17 UTC	Paul Ziehler - Signer (565d37f226c87123f95efb4e96dbf796)
Wed, 11th Oct 2023 17:00:19 UTC	Steve Heser - Signer (423b8a534b65e95cd846fd951d345365)

Audit history log

Date

Action

Wed, 11th Oct 2023 17:00:19 UTC	Steve Heser viewed the envelope. (204.128.241.2)
Wed, 11th Oct 2023 17:00:19 UTC	This envelope has been signed by all parties (204.128.241.2)
Wed, 11th Oct 2023 17:00:19 UTC	Steve Heser signed the envelope (204.128.241.2)
Wed, 11th Oct 2023 16:58:45 UTC	Steve Heser viewed the envelope. (204.128.241.2)
Wed, 11th Oct 2023 16:58:42 UTC	Steve Heser opened the document email. (204.128.241.2)
Wed, 11th Oct 2023 16:27:41 UTC	Paul Ziehler opened the document email. (66.102.8.68)
Wed, 11th Oct 2023 16:27:26 UTC	Paul Ziehler opened the document email. (66.102.8.68)
Wed, 11th Oct 2023 16:27:24 UTC	Paul Ziehler opened the document email. (66.102.8.65)
Wed, 11th Oct 2023 16:26:18 UTC	Paul Ziehler viewed the envelope. (65.30.214.249)
Wed, 11th Oct 2023 16:26:18 UTC	Document emailed to steve.heser@mcfls.org (18.130.221.28)
Wed, 11th Oct 2023 16:26:17 UTC	Sent the envelope to Steve Heser (steve.heser@mcfls.org) for signing (65.30.214.249)
Wed, 11th Oct 2023 16:26:17 UTC	Paul Ziehler signed the envelope (65.30.214.249)
Wed, 11th Oct 2023 16:22:47 UTC	Paul Ziehler viewed the envelope. (65.30.214.249)
Wed, 11th Oct 2023 16:21:37 UTC	Paul Ziehler opened the document email. (66.102.8.66)
Wed, 11th Oct 2023 16:15:18 UTC	Paul Ziehler viewed the envelope. (65.30.214.249)
Wed, 11th Oct 2023 16:14:34 UTC	Paul Ziehler opened the document email. (66.102.8.65)
Wed, 11th Oct 2023 16:12:09 UTC	Paul Ziehler opened the document email. (66.249.83.99)
Tue, 10th Oct 2023 16:14:38 UTC	Document emailed to paulziehler@gmail.com (35.178.14.230)
Tue, 10th Oct 2023 16:14:38 UTC	Sent the envelope to Paul Ziehler (paulziehler@gmail.com) for signing (70.92.250.44)

Tue, 10th Oct 2023 16:10:34 UTC

Steve Hesper has been assigned to this envelope (70.92.250.44)

Tue, 10th Oct 2023 16:10:34 UTC

Paul Ziehler has been assigned to this envelope (70.92.250.44)

Tue, 10th Oct 2023 16:10:06 UTC

Document generated with fingerprint

8dbc218ce2274d25338bd1fdbb22065a (70.92.250.44)

Tue, 10th Oct 2023 16:09:47 UTC

Envelope generated by Steve Hesper (70.92.250.44)