



GENERAL INFORMATION

Library System

Bridges Library System

Describe demographic, economic, and other facts about your system that influenced the development of this and other system plans.

In 2015, the Waukesha County Federated Library System (WCFLS), a single county federated library system since its beginning in 1981, undertook a process to alter its borders to include Jefferson County beginning in 2016. The partnership will become official on January 1, 2016, however many steps have been taken in 2015 to ensure a smooth transition. The new library system name will be Bridges Library System.

In December of 2014, Jefferson County began a study of their possible library system affiliations and approached the Waukesha County Federated Library System (and all their other contiguous library systems) with a questionnaire. Thus began the process to examine whether a partnership between Waukesha County and Jefferson County would be feasible and mutually beneficial. In March of 2015, a preliminary decision was made by the Jefferson County Library Board and by the Waukesha County Federated Library System board to move forward with forming a new two-county library system. In May, all the municipalities of Jefferson County with libraries and the Jefferson County Board of Supervisors voted to withdraw from the Mid-Wisconsin Federated Library System with the intent to join the Waukesha County Federated Library System. In June, the Waukesha County Board of Supervisors approved the change to the Waukesha County Federated Library System, altering the borders to include Jefferson County on January 1, 2016.

This transition has required significant planning and has resulted in a great deal of change, with more to come. In August of 2015, the WCFLS board voted to change the name from the Waukesha County Federated Library System to the Bridges Library System. The name change is in process and will be in place before January 1, 2016. In the Fall of 2015, the Jefferson County libraries will begin the migration process into the CAFÉ integrated library system.

In January of 2016, a new library system board will be formed. Currently, Wisconsin statute calls for a minimum library system board size of 15 for multi-county library systems. There is proposed legislation that may reduce that requirement to 11. The plan is for eight representatives from Waukesha County and three representatives from Jefferson County if the minimum board size is 11. If the minimum board size is 15, the plan is for either three or four representatives from Jefferson County and the remainder from Waukesha County. The two counties intend to appoint the smallest size board allowed under the statute. The library system will be structured to operate using Waukesha County as its fiscal agent and the library system board will contract for various services from Waukesha County.

In 2016, there will be 24 libraries, in two counties, ranging in size from the Big Bend Library that serves a service population of 1,690 to Waukesha Public Library that serves a service population of 92,485. Despite differences, there is a strong spirit of collaboration among the member libraries which is evidenced by the successful CAFÉ consortium and the cooperative purchase of databases--bringing access to an outstanding collection of more than 2.3 million items and additional access to a wealth of electronic resources for all the citizens of the two county area.

State funding for library systems was reduced 10% in 2012 and then has stayed flat for each year since then. That means prioritizing, finding savings, and exploring partnerships is essential in order to preserve quality library services for member libraries. Additionally, the fact that local municipalities have been under levy limits for some time and continue to face economic hardship results in very difficult funding circumstances for member libraries. As a result, member libraries continue to look for ways to reduce their own costs without compromising services. One way libraries are able to maximize their ability to provide services is through their library system membership. Having a full range of library system services--and being able to rely on them-- is important to the member libraries. This plan for 2016 allows the library system to capitalize on demonstrated economies of scale to allow a right-sized library system growth--one that ensures maximum efficiencies, results in savings, and still preserves the quality of library system services for the member libraries. Quality library system services are very important to the member libraries.

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

This was a very complicated budget due to the change from adding Jefferson County. There was additional revenue of \$258,108 as a result of adding Jefferson County. However, there were also additional expenses. Estimating those additional costs was done as a part of the cost benefit analysis completed early in 2015 during the Waukesha County study before a decision was made to move

GENERAL INFORMATION (cont'd.)

forward by either Jefferson and Waukesha Counties. The economies of scale that were expected had to be demonstrated by looking at real costs and modeling scenarios with various changeable factors. For example, some database vendors charge more when the population of the service area increases. Others charge based on a population range and costs don't necessarily increase unless population exceeds the higher population threshold. Another example was the ILS costs. An analysis of current hardware and software had to be made to determine if adding the eight libraries would result in a need for a new server. Once the analysis demonstrated that there were actual savings, the decisions to move forward could be made. Those cost estimates were then used as a part of the 2016 budget process. The expected savings for the library system--and the libraries in their membership fees--were benchmarks throughout the 2016 budget process. All 2016 library system programs and services were extended to the additional eight libraries of Jefferson County in the budget and in this plan. The library system has worked to bring the libraries together now so that a well-functioning and unified Bridges Library System will begin its existence in 2016.

Describe the planning environment and process under which this and other system plans were developed. (List additional system planning documents with the period covered and attach any planning documents which have not previously been provided to the division.)

A formal strategic planning process took place in the spring of 2015. The libraries of Jefferson County were included in the process which included a survey of member Waukesha County libraries and a separate survey for the Jefferson County libraries. WiLS was hired for the strategic planning process and, in addition to conducting and compiling the survey results, facilitated the all-day planning session. Directors of libraries in both counties, WCFLS staff and WCFLS board members were in attendance at the planning session. A three-year plan was written and then formally adopted by the board of trustees in July of 2015. It is available for review on the website at: <http://www.wcfls.org/plans/>.

Alliance of Public Librarians (APL) meetings were held monthly and included the library directors of Jefferson County beginning in May. Two meetings with APL library directors were held to discuss budget items, one to get feedback on changes and set priorities and one to discuss the proposed budget in detail. Discussions at the board level and with Waukesha County officials were key in the development of this plan. A cataloging study to explore the idea of centralized cataloging for CAFÉ (the Waukesha County shared automation system/ILS) is scheduled to take place in late 2015.

In 2016, Waukesha County will appoint a county library planning committee whose charge will be to examine the Waukesha County specific areas that will no longer be under the purview of the library system and formulate a new county library plan. The Jefferson County library board is revising its county library plan to reflect the change of their library system affiliation.

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 **2016**. Indicate, with a check, your system's intent to comply with each system requirement and provide the requested information under each system requirement.

S.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

- (a) Written agreements that comply with s. 43.15(4)(c)4. with all member libraries.
- A copy of the agreement with a list of all members signing that it will be provided to the division by January 15.

Resource Library Agreement

- (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.
- A signed copy of the resource library agreement will be provided to the division by January 15.

Reference Referral, Interlibrary Loan, and Technology

- S.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.

1. Utilize WISCAT to promote interlibrary loan among systems, and the CAFÉ shared system internally.
 2. Ensure that all libraries have access to WISCAT statistics.
 3. Encourage all libraries to follow protocols established by R&LL.
 4. Participate in all DLT/R&LL sponsored meetings regarding ILL and share information with member libraries.
 5. Promote webinars that provide training on ILL procedures as well as BadgerLink.
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ASSURANCES (cont'd.)

6. Provide for backup reference services from the resource library, the Waukesha Public Library, through an annual contract.
7. Coordinate purchase of and provide access to reference databases that are evaluated, selected, and paid for by member libraries.
8. Provide information on a variety of library-related topics on the WCFLS website.
9. Provide information on cooperative purchasing opportunities, state negotiated pricing, or coordinate WCFLS purchases to achieve maximum purchasing power.
10. Create and share promotional pieces and toolkits for reference databases.
11. Create and share promotional pieces and how-to information for e-content access for member libraries.
12. Monitor development in the TEACH Wisconsin program, FCC telecommunication discounts, BadgerNet, etc, as they apply to WCFLS member libraries. Encourage libraries to take advantage of these programs/discounts when it is appropriate to do so.
13. Continue to monitor bandwidth usage by member libraries.
14. Continue to provide a secure Wide Area Network (WAN), with adequate bandwidth, for data communication between member libraries, the system headquarters, and appropriate application servers.
15. Continue to administer CAFÉ. This includes developing and monitoring CAFÉ budget; offering training opportunities and resources; managing the database; offering library specific customization services, and hosting CAFÉ advisory meetings to discuss policies and procedures.
16. Upload local content into OverDrive providing statewide access to locally created e-content.
17. Provide member libraries reports and statistics need to manage their libraries and report to their boards and the DLT.
18. Provide OverDrive support for Waukesha County citizens needing assistance via a contract with the resource library, the Waukesha Public Library.
20. Provide gaming equipment, projectors, screens and various other items for libraries to borrow for their local programs.
21. Libraries participated in a bulk technology purchase with Lakeshores Library System that began in 2014.
22. Implemented CAFÉ Community Profiles module which allows library events and community organizations and events to be integrated into the CAFÉ catalog.
23. Implemented LEAP which is the web browser version of the staff module of CAFÉ for easier accessibility by staff at offsite locations giving the library the ability to take the library into the community.
24. Implemented OverDrive integration with Polaris enabling users to go to CAFÉ to manage their digital loans.
25. Implemented a pilot program through Gale Courses that allowed citizens access to online instructor-led learning opportunities via their CAFÉ library card.
26. Purchased and management of an e-magazine subscription service and content for member libraries that allowed citizens access via their CAFÉ library card.
27. Purchased charging stations for member libraries to offer patrons the ability to efficiently charge mobile devices.
28. Released the 1000 Books Before Kindergarten mobile app for parents and caregivers to use to record their child's reading list. This project was in development for more than a year and WCFLS staffers worked with UW-Milwaukee's Innovation Lab's App Brewery on this project. One of the first of its kind in the country, this app, along with the the graphics the were professionally developed for WCFLS, will be shared with other libraries in our continued effort to aggressively promote early literacy efforts in libraries.
29. In the process of migrating the Jefferson County libraries into the CAFÉ ILS.
30. Training the Jefferson County libraries on the CAFÉ software and delivery workflows.
31. Rebidding the delivery services for the new 2 county system.
32. Transitioned the website to a WordPress website and continued to add content. Also, formed a WordPress support group to assist member libraries using (or planning to use) WordPress as their website software.

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

1. The 1000 Books Before Kindergarten mobile app will be offered for sale to the other state library systems to help offset future development costs. The next version of the app software will be developed.
 2. Member libraries will receive the E-vanced module of their choice to implement in their library with the system's LSTA technology block grant.
 3. Oversee the delivery service in the expanded area.
 4. Hire a cataloger to manage the cataloging aspects of CAFÉ.
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ASSURANCES (cont'd.)

5. Implementation of Paypal or similar payment option in CAFÉ.
6. Study and, if feasible, implement NCIP for streamlining interlibrary loan workflow in member libraries.

Inservice Training

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

List ongoing activities related to this requirement.

1. Provide at least 4 in-person system workshops for member library staff and trustees each year.
2. With input from member libraries, evaluate each CE opportunity and conduct an annual evaluation of the system's continuing education program.
3. Provide CE grants for member library staff to attend workshops and other training events.
4. Host a summer meeting of children's librarians to evaluate summer library programs, share successful program ideas, and discuss common needs.
5. Provide consulting/training in the areas of public library governance, adult and youth services, automation and technology, interlibrary loan, staff development, planning, evaluation and standards collection development, reference, and special needs.
6. Since 2011, cooperate financially with all adjacent systems to provide high quality, multitype continuing education for a 10 county area. This cooperative venture allows for a higher quality program.
7. Maintain list of web links to all pertinent continuing education programs to help area public library directors maintain their state-required certification.
8. Monitor public library directors' progress toward certification and recertification. Provide updates to each director as needed.
9. Encourage orientation and ongoing training for area library board members.
10. Assist member libraries in the process of filing annual reports by training libraries, providing answers and support, and reviewing completed reports.
11. Professional staff meet with new directors in the system to orient them to system.
12. Staff attends relevant meetings and conferences and shares what is learned.
13. Library System staff attends DLT's Youth Services consultants, Special Needs consultants, and CE consultants meetings and communicates information to libraries.
14. Offer a streamlined process for library directors to gather and record CE information, making a more efficient certification process.
15. Provide library director-specific training opportunities.
16. Encourage library staff members to take advantage of the Gale Courses pilot program offerings.

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

1. Provide orientation for the new library system board members. There will be a number of new members due to the expanded board size.
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ASSURANCES (cont'd.)

Delivery and Communication

- S. 43.24 (2)(fm) Electronic delivery of information and physical delivery of library materials to participating libraries.

List ongoing activities related to this requirement.

1. Provide daily van delivery service to all the public libraries and several academic libraries in the two counties.
2. Perform at least one delivery volume study per year and regularly evaluate delivery service.
3. Contract for and participate in the South Central statewide van delivery service.
4. E-mail information to all our member libraries, including "wrap" reports to communicate decisions immediately after the APL and CAFÉ council meetings.
5. Produce and distribute regular e-newsletters.
6. Monitor legislative issues and inform all library directors and WCFLS board members.
7. Transitioned to a WordPress website which allowed easier ability to keep content organized and updated, encourage libraries to transition to WordPress websites by offering consultation and hosting.
8. Expand the use of social media.
9. Assist member libraries with upgrades to their websites and with their use of social media.
10. Keep directory of libraries updated.
11. Continue to offer promotional materials and toolkits to help member libraries promote their services.
12. Continue regular meetings of library directors with APL (Alliance of Public Librarians), as well as circulation, cataloging, and reference committees.
13. Promote Gale Courses with extra publicity.
14. Sponsor and staff a booth at the County Fairs to spread the word about library resources, including Gale Courses and Flipster.
15. Hired a marketing intern and now in the process of transitioning that position into a full-time marketing/communications librarian.
16. Handle the communications necessary to change the library system name and add the 8 Jefferson County libraries to the library system and to the CAFÉ ILS.

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

1. Complete a marketing plan.
 2. Provide additional promotion to help increase the public's understanding of the importance of libraries and their continued relevance to our society.
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Service Agreements

- S.43.24(2)(g) Service agreements with all adjacent library systems
- A copy of the agreement with adjacent systems with a list of all systems signing the agreement will be provided to the division by January 15.
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Other Types of Libraries

- S.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. A copy of the agreement with a list of all signing libraries will be provided to the division by January 15.
- Other types of libraries in the system area have had an opportunity to review and comment on the plan.
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Library Technology and Resource Sharing Plan

- S.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.
- Member public libraries and other types of libraries in the system area have had an opportunity to review and comment on the plan.
- By January 1, 2016, the system's current plan for library technology and resource sharing will be submitted to the Division.
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ASSURANCES (cont'd.)

Professional Consultation

- S. 43.24(2)(h) Professional consultant services to participating public libraries.

List ongoing activities related to this requirement.

1. The System has staff that routinely consult with members on special needs, automation, reference, interlibrary loan, children's and adult services as well as administrative and building services.
2. Continuously represent the interests of the member libraries with officials and policy-makers and report to member libraries the concerns and needs of the counties.
3. Report on statistics regularly and pre-populate the member libraries' state annual report with all known information.
4. Prepare and present annual county library budget requests for member library reimbursement for citizens who live in non-library communities.
5. Certify that Waukesha County libraries meet county library standards prior to funding reimbursements.
6. Collect, verify, and budget for adjacent county library requests.
7. Manage the reimbursement contract with Lakeshores Library System and handle disbursements to Waukesha County libraries.
8. Manage planning efforts and implement plans goals and objectives.
9. Answer Chapter 43 questions and refer legal questions.
10. Assist in process for county board appointments to local library boards.

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

1. Provide orientations to our library system for the Jefferson County libraries and Jefferson County trustees on the Bridges Library System board
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ASSURANCES (cont'd.)

Services to Users With Special Needs

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

List ongoing activities related to this requirement.

1. The Special User Needs committee meets once a year to discuss needs and priorities.
2. Provide member libraries with access to expertise and consulting to assist them in planning, developing, and evaluating services for special populations.
3. Maintain collection of professional materials on special needs topics, include articles in e-newsletter, and offer CE opportunities to raise awareness of special needs issues.
4. Facilitate member libraries' use of the Department of Public Instruction's website, Serving Special Populations (http://pld.dpi.wi.gov/pld_ssp), an online resource which follows up Youth with Special Needs: A Resource and Planning Guide for Wisconsin's Public Libraries (http://pld.dpi.wi.gov/pld_ysnpl) and Adults with Special Needs: A Resource and Planning Guide for Wisconsin's Public Libraries (http://pld.dpi.wi.gov/pld_specialasn) in the planning, development, and evaluation of services.
5. Facilitate collaborations with member libraries, appropriate agencies, and other systems on services to special populations.
6. Collaborate with member libraries or other systems to obtain grants which provide funding to serve special populations.
7. Support member library outreach efforts to extend services to underserved populations. Target groups include persons with disabilities, persons who are unemployed, underemployed, and/or seeking to improve their job skills, persons who are incarcerated, and persons in need of improving literacy and reading skills, and have difficulty using libraries because of their educational, cultural and socioeconomic background.
8. Provide books for at risk adolescents through partnership with county juvenile detention centers.
9. Provide books for incarcerated individuals through partnership with the county jails.
10. Assist member libraries in exploring and acquiring new technologies to serve users with special needs.
11. Shares a list of countywide available interpreters with member libraries.
12. Oversee and evaluate hearing loop installations.
13. Library System staff attends DLT special needs meetings and communicate information to member libraries.
14. Coordinate the Memory Project which includes Memory CAFEs that involve partnering libraries.

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

1. Coordinate additional memory CAFEs where there is a need and desire for them.
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Other Service Programs

S.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 programs 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.)

COLLECTION DEVELOPMENT:

1. Provide area library directors with usage reports for electronic databases and OverDrive collections.
 2. Continue membership in the Wisconsin Public Library Consortium to provide access to e-content.
 3. Help offset the cost of electronic access by subsidizing a portion of the e-content buy pool fee.
 4. Fund additional e-content purchases through OverDrive Advantage program to reduce long waits for people waiting for e-content access.
 5. Purchase reference materials through the resource library contract with Waukesha Public Library, with a new focus on some library or librarian-related materials such as are published by ALA.
 6. Purchase Novelist Select product, which integrates in the CAFÉ catalog.
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ASSURANCES (cont'd.)

YOUTH SERVICES:

1. Provide member libraries with access to expertise and consulting to assist them in planning, developing, and evaluating youth and young adult services.
2. Fund and coordinate three performers for the summer library program at each member library.
3. Meet with youth services staff from member libraries to determine grants, focus of CE workshops, and directions of future projects.
4. Assist member libraries in marketing youth and young adult activities, with special focus on 1000 Books before Kindergarten program and other early literacy efforts.
5. Maintain a system-wide movie licensing agreement to enable public performance movie programming for interested libraries.
6. Partner with the DPI/DLT Public Library Youth and Special Services Consultant and other system youth services consultants to implement and promote early literacy and other statewide initiatives.
7. Conduct Mock Awards program for member library staffs.
8. Conduct Kids' Choice program--a multi-type program intended for youth in grades 4th through 6th to read and then vote for their favorite books.
9. Provide incentive coupons for libraries to distribute during the summer library program, focused on enriching family opportunities.
10. Library System staff attends DLT Youth Services meetings and communicates information to member libraries.
11. Continue to provide member youth services grants, combining summer library grants and early literacy grants.

Administration

- The system will not expend more than 20 percent of the state aid projected to be received in the plan year for administration.
- The 2015 system audit will be submitted to the division no later than September 30, 2016.

Budget

- A copy of your public library system budget by service program category and fund source for the plan year (see attached guidelines) is attached.

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 2016 resource library contract.*

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

Activity	Amount
1. CE collaboration (through SEWI)	\$11,000
2. Cooperative computer purchasing with Lakeshores Library System	\$4,000
3. WPLC Wisconsin Digital Library Collection	\$1,000,000
4. Wisconsin Winter Webinar Conference	\$2,500

COLLABORATIVE ACTIVITIES (cont'd.)

5.	
6.	
7.	
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9.	
10.	

Cost Benefit Total \$1,017,500

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 2016.

Name of System Director <i>Connie Meyer</i>	Signature of System Director ➤ <i>Connie Meyer</i>	Date Signed <i>9-15-15</i>
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Name of System Board President <i>Richard Nowak</i>	Signature of System Board President ➤ <i>Richard Nowak</i>	Date Signed <i>9/15/15</i>
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FOR DPI USE
LIBRARY SYSTEM PLAN APPROVAL

Pursuant to Wis. Statutes, the plan contained herein is: <input checked="" type="checkbox"/> Approved <input type="checkbox"/> Provisionally Approved See Comments. <input type="checkbox"/> Not Approved See Comments.	DLT Assistant Superintendent Signature ➤ <i>[Signature]</i>	Date Signed <i>10-30-15</i>
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Comments

PUBLIC LIBRARY SYSTEM 2016 ANNUAL PROGRAM BUDGET					
Program	2016 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	\$112,500		\$22,400	\$274,023	
2. Reference	\$107,640				
3. Interloan	\$22,385				
4. Electronic Resources	\$83,288	\$72,500		\$166,207	
Program Total	\$325,813	\$72,500	\$22,400	\$440,230	\$860,943
Continuing Education and Consulting Service*					
1. CE & Consulting	\$123,089	\$40,000		\$11,000	
2.					
Program Total	\$123,089	\$40,000	\$0	\$11,000	\$174,089
Delivery Services	\$231,343			\$583	\$231,926
Library Services to Special Users	\$55,002			\$2,000	\$57,002
Library Collection Development	\$24,395				\$24,395
Direct Payment to Members for Nonresident Access	\$38,352			\$3,636,883	\$3,675,235
Direct Nonresident Access Payments Across System Borders	\$2,019			\$12,284	\$14,303
Library Services to Youth	\$106,833			\$8,316	\$115,149
Public Information	\$95,840				\$95,840
Administration	\$214,058			\$6,500	\$220,558
Subtotal	\$767,842	\$0	\$0	\$3,666,566	\$4,434,408
Other System Programs					
1. ILS replacement fund				\$61,080	\$61,080
2.					\$0
Program Total	\$0	\$0	\$0	\$61,080	\$61,080
Grand Totals	\$1,216,744	\$112,500	\$22,400	\$4,178,876	\$5,530,520

* 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 4 is reserved for the amounts budgeted for electronic resources (see Program Budget Guidelines).