



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

GENERAL INFORMATION

Library System

Monarch Library System

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

Dodge, Ozaukee, Sheboygan and Washington Counties create the new library system, Monarch Library System. The system serves 31 public libraries, Lakeland University, Inc., Sheboygan-Ozaukee Bookmobile and Washington County Outreach librarian. These libraries serve the 416,850 people who live in this area. Libraries range in size from the largest, Mead Public Library to Lowell Public Library in Dodge County.

Major industries are manufacturing, including: machine tooling, metal fabrication, printing, pharmaceutical distribution, photo finishing, and trucking. Agriculture makes up about 10.5% of occupations in the four county area.

After the Mid-Wisconsin Federated Library System engaged in an exploratory process in the second half of 2015 to identify potential system merger partners, the Eastern Shores Library System and Mid-Wisconsin Federated Library System began discussions in February of 2016 to determine the feasibility of a merger between the two systems. This process was led by a Joint Merger Negotiation Committee made up of six representatives from each system. WILS (Wisconsin Library Services) was hired as a consultant to help develop the negotiation process and facilitate meetings of the committee.

On February 15, 2016, the systems directors and a board representative from each system met to discuss a roadmap for the negotiation process. The full Joint Merger Negotiation Committee first met on February 29th, in addition to the following dates: March 14th, March 28th, April 11th, April 25th, May 25th, June 2nd and June 13th.

The committee focused on key service and system topics that it determined needed to be addressed during this process. As the committee would come to agreements around a topic, the topic would be taken back by each system for discussion by each system's internal merger committees to discuss the potential impact to their members, in addition to holding other discussions through other system communication with members or at other system committee meetings. These internal merger committees served as the bodies for discussion and decision-making within a system. This process is where various options related to a topic would be redeveloped to propose new compromises or changes until an agreement was reached that both the Joint Merger Negotiation Committee and internal system merger committees would support.

In addition to the committee meeting and decision-making process, other meetings were held to help inform the process. This includes a demonstration of Polaris, the shared catalog platform, for the MWFLS libraries. Also, the circulation committees from both systems met to find common ground among their policies and procedures to identify areas of agreement that would exist in the new system around circulation through the shared catalog.

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

Particularly over the last five years, public library systems around Wisconsin have been experiencing the impact of reduced or flat system aid funding from the state while expenses continue to increase. Changes in system membership and less revenue have put both systems in the position of having to reduce staff and/or services. The result, to different degrees in both systems, has been a reduction in services to libraries.

The goal of this negotiation process was to determine the following:

1. If, due to an increased economy of scale and greater purchasing leverage with vendors, services could be provided at a similar or less expense to the system and member libraries.

And/or

2. Services would minimally be provided just as effectively, but preferably would be improved for both libraries and patrons.

Due to the differences in funding formulas and various policies and procedures, there were a number of challenges and ideas for the committee to consider and work through. Through continued discussion and compromise from both systems, the committee came to agreements about services they determined at the beginning of the process needed to be addressed to determine the feasibility of a merger.

There is still more to do related to operational decisions and new agreements to form the new system. This includes strategic planning to identify how the new system will lead and innovate moving forward, how the system will communicate and how it will continue to find opportunities to provide improved service as a four-county system. While not every service in the new system will bring the same benefits to each library, the sum equates to a significant gain in value in the services that can be provided as a

GENERAL INFORMATION (cont'd.)

merged system, specifically those the patrons value most.

The agreements the committee came to include recommendations about what services will be provided, how they will be provided, how services will be funded and how decisions about the services will be made in a new system. Based on the agreements and compromises made during this process and resulting service recommendations, it is the determination of this committee that the merger of the two systems will:

1. Improve services to patrons through easier and more efficient access to more resources. The shared catalog will contain more than 1.1 million holdings (currently ESLS has more than 600,000 holdings and MWFLS has nearly 500,000).
 2. Save libraries approximately \$98,000 cumulatively system fees being paid by member libraries for shared services.
 3. Improve the sustainability of and in key areas improve system services to libraries.
- Increase in in-system continuing education opportunities for library staff
 - Improved technology support and expertise
 - Maintaining the same levels of delivery service to each library, but funded fully by system aid

In the fall of 2015, as part of the MWFLS merger exploration process, libraries in both systems responded to a survey regarding the importance they place on system services provided to them and their satisfaction with those services. The services both systems placed the highest importance on were the shared catalog available to patrons, technology (both support and innovation) to libraries, delivery and a strong administration.

As noted in the three benefits listed above and documented in the following sections providing more detail about the areas of service agreements the committee reached during this process, the areas of improved services to libraries and patrons through this merger reflect the service areas the libraries in both systems indicate are most important to them.

Describe the planning environment and process under which this and other system plans were developed. Include how member libraries are involved in plan development and review and whether your systems has a formally appointed advisory committee. (List additional system planning documents with the period covered and attach any planning documents which have not previously been provided to the division.)

The merger plan was created through the partnership of system board members and library directors. several meetings were held to review the progress of the merger discussions and the many topics to compromise on. Counties will be reviewing their county plans to reflect the changing system name. Strategic planning is budgeted for 2017/2018.

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 2017. 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 and the dates signed 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.

Interlibrary Loan

53.24(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. Member libraries use WISCAT or Worldcat Resource Sharing software for interlibrary loan outside of the system and the shared Integrated Library System (ILS) for in-system interlibrary loan.
 2. Contract with South Central Library System for 4 day a week statewide courier service and provide in-system delivery service by system trucks for transportation of interlibrary loan materials.
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	ASSURANCES (cont'd.)	
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3. Serve as intermediary and facilitate communication between Resources for Libraries and Lifelong Learning staff and member libraries.

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

System staff are working with the member libraries to implement Polaris system wide. Extensive training will be given on new modules for all libraries. MLS is leasing an additional truck for a second route to deliver materials to Dodge and Washington. Electronic resources are available through email,

Inservice Training

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

List ongoing activities related to this requirement.

MLS will be a part of SEWI. ESLS and MWFLS were members in the past.

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

Activities that are a priority in 2017 is getting all library staff comfortable with the new ILS and delivery.

List specific staff and resources dedicated to this requirement and/or contract arrangements with other libraries or systems.

The new system will continue a relationship with Southeast Wisconsin Consortia for continuing education for library personnel and board members. The Bridges Library System, SEWI Consortia coordinators, will work with the new system to provide CE in our boundaries. This will allow more library personnel to take advantage of continuing education within a reasonable distance. Continuing Education and consulting has allocated funds for workshops and courses for system library

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.

See below for system priorities below.

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

The committee unanimously approved that delivery be a system run service with two routes providing delivery five days a week, daily sorting for the next day's deliveries, holds pulled by each library at least once a day and arranged delivery for interlibrary loans through the Wisconsin Libraries' Delivery Network as currently provided by the South Central Library System. The system will perform a study of delivery after 18 months to determine if there is any potential need for a third route and to do a comparison of costs between system run services versus contracting with a private courier. Following this study, the service should be studied every 5 years or less.

Considerations:

- The system will need a second garage location for the second van and route. This will be located in the West Bend area. It was recommended that any lease for this space be short enough to allow flexibility should the system need to make changes after a service study.
- The two-route configuration will have one route run from the system headquarters in Sheboygan and will serve Ozaukee and Sheboygan libraries and the second route from the second garage serving Dodge and Washington counties.
- Due to the uncertainty regarding delivery volume after the catalogs are merged, the new board and staff will need to monitor route capacity to determine if a third route needs to be considered before a delivery service study is done at 18 months.
- Sorting of outgoing materials will be organized to be flexible to allow each library to sort within available library space.
- The system will work with the hold sequence to balance loads for libraries to best manage costs at the libraries for staff time handling incoming and outgoing delivery.

Impact: The result will be more access to resources through an expanded shared catalog. This will increase delivery volume; however, it is not possible to predict this with any certain accuracy. This increase in volume will be due to patrons finding more resources with the expanded catalog. Documents may be shared electronically through the system network.

ASSURANCES (cont'd.)

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, 2017, the system's current plan for library technology and resource sharing or changes to the current plan will be submitted to the division.
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Professional Consultation

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

List ongoing activities related to this requirement.

System staff continue to offer consultation on cataloging, tech services, digitization, ILS, WRS, Human Resources, policies, youth and inclusive services, etc.

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

The system staff is the first point of contact to advise on topics facing the libraries. If the system staff is not able to answer a particular question, they will seek answers from fellow systems staff and DPI.

Indicate specific methods or means of communication with member libraries to fulfill this requirement.

The committee did not discuss consulting as a key topic for determining the feasibility of a merger other than to discuss that consulting services will be provided by the new system to fulfill statutory requirements. Consulting services and expertise outside of those required will be provided according to the abilities of the new system staff and their area of expertise

Services to Users With Special Needs

- S.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.

List ongoing activities related to this requirement.

See below

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

The new system has a .2 FTE to work on Youth services and inclusive services. This staff members will hold meetings with the libraries' staff to discuss special needs. This position will develop these services and encourage libraries to be involved in their communities in the areas of youth and inclusive services.

ASSURANCES (cont'd.)

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.)

- * Acclimate staff and patrons to new bookmobile.
- * New bookmobile employee will acquire Commercial Driver's License (CDL).
- * Increase promotional presence (newsletter, website, blog, social media)
- * Expand summer reading program to include activities to engage older readers.
- * Introduce monthly bookmobile themes and related activities for all ages (i.e. "Color Your World" during autumn, featuring adult coloring books, coloring sheets for children).
- * Strengthen relationship with area schools (i.e. increase classroom visits to bookmobile, provide on-site training).
- * Research ways to increase circulation at present stops.

Database Management Service

Ongoing Activities

1. Contract with OCLC for a Cataloging Subscription, providing member libraries with access to the OCLC cataloging database and services.
2. Provide member libraries with a centralized database management service. This includes cleanup, standardization, maintenance, enrichment, authority control, and original cataloging to enhance access to and the quality of information in the Integrated Library System (ILS) database. It also includes maintenance of the accuracy of member libraries' holdings displayed in WISCAT, the local catalog currently known as EasiCat, and Worldcat.
3. Continue support of digitization program and projects for member libraries.

Shared Integrated Library Automation Service

Ongoing activities

The system coordinates and operates the shared library automation system on behalf of its member libraries, the system bookmobile, and Lakeland University. The services are carried out according to the policies and procedures created by the ILS Committee, which is made up of members from participating agencies.

Services provided include, but are not limited to: technical support of the ILS, training and support for member library staff on the ILS, customization of the web catalog currently known as EasiCat, researching new services, maintaining a good working relationship with the ILS vendor, monthly/yearly reports for libraries, customization of reports.

Emphasis in 2017

Work with and engage participation of member library staff to investigate and improve the use of the ILS, both for staff and the public.

Improve the appearance and usability of EasiCat.

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 2016 system audit will be submitted to the division no later than September 30, 2017.

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

COLLABORATIVE ACTIVITIES (cont'd.)

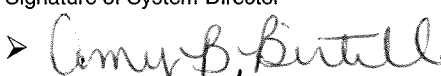

Summary of Activities *Briefly describe collaborative activities with other libraries, public library systems, and other organizations. Exclude services and activities listed in the system's 2017 resource library contract.*

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

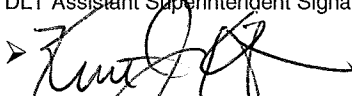
Activity	Amount
1. South East Wisconsin Continuing Education	\$2,500
2. ILS- Polaris cooperative services	\$100,000
3. Trustee Training w/Nicolet	\$1,000
4. Sheboygan Children's Book Festival	\$500
5. Delivery- Cooperative Service between the System and libraries	\$50,000
6. Wild Winter Wisconsin Webinar Series	500
7.	
8.	
9.	
10.	
Cost Benefit Total	\$154,500

CERTIFICATION

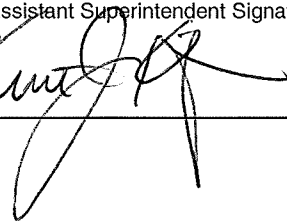
WE, THE UNDERSIGNED, CERTIFY that to the best of our knowledge, the information provided in this document and any attachments is true and correct, and that the system will be in full compliance with all applicable provisions of Chapter 43 of the Wisconsin Statutes for the year **2017**.

Name of System Director Amy B. Birtell	Signature of System Director ➤ 	Date Signed 10/13/2016
Name of System Board President Mark Hanson	Signature of System Board President ➤ 	Date Signed 10/13/2016

**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 <i>See Comments.</i> <input type="checkbox"/> Not Approved <i>See Comments.</i>	DLT Assistant Superintendent Signature ➤ 	Date Signed 11-15-16
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Comments



PUBLIC LIBRARY SYSTEM 2017 ANNUAL PROGRAM BUDGET					
Program	2017 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	\$221,100		25000	\$20,000	
2. Reference & ILL	\$42,578				
3. ILS	\$150,526			\$144,000	
4. Electronic Resources				\$147,929	
Program Total	\$414,204	\$0	\$25,000	\$311,929	\$751,133
Continuing Education and Consulting Service*					
1. C.E. & Consulting	\$29,526				
2. Resource Library	\$109,958				
Program Total	\$139,484	\$0	\$0	\$0	\$139,484
Delivery Services	\$152,939				\$152,939
Library Services to Special Users	\$12,015				\$12,015
Library Collection Development	\$0				\$0
Direct Payment to Members for Nonresident Access			\$1,568,583		\$1,568,583
Direct Nonresident Access Payments Across System Borders			\$33,995		\$33,995
Library Services to Youth	\$12,005				\$12,005
Public Information	\$53,057				\$53,057
Administration	\$144,940				\$144,940
Subtotal	\$374,956	\$0	\$1,602,578	\$0	\$1,977,534
Other System Programs					
1. Database Management	\$141,000				\$141,000
2. Bookmobile			255000		\$255,000
Program Total	\$141,000	\$0	\$255,000	\$0	\$396,000
Grand Totals	\$1,069,644	\$0	\$1,882,578	\$311,929	\$3,264,151

* 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).

