

Waukesha County



"Leading the way with quality and value"

Waukesha County
Federated Library System
Strategic Plan
2014-2016

Waukesha County Mission Statement:

“The mission of Waukesha County government is to promote the health, safety and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high quality programs and services in a courteous and fiscally prudent manner.”

Waukesha County Federated Library System Statement of Purpose:

“Improving member libraries through leadership, collaboration, and support.”

Waukesha County Federated Library System (WCFLS)/Department Critical Issues

- Critical Issue #1: The need to provide, develop, and maintain a high quality library system staff that results in efficient, effective operations and services.
- Critical Issue #2: The need to offer library system services that are of value to member libraries that have diverse and unique needs.
- Critical Issue #3: The need to identify, evaluate, prioritize, and implement technology solutions that maximize the sharing of resources, offer efficiencies of operations, and allow libraries to lead the way in digital services in their communities.
- Critical Issue #4: The need to provide leadership in inter/intra-governmental cooperation and public/private partnerships to take advantage of opportunities for collaboration and efficiencies where those partnerships will benefit our member libraries.
- Critical Issue #5: The need to strategically plan for the future which includes both a review of WCFLS as a state funded regional library system followed by a county library service planning effort.
- Critical Issue #6: The need to review all areas of operations to ensure that operational expenditures provide the best solutions and offer the proper balance of fiscal prudence, calculated risk, innovation, and sustainability.
- Critical Issue #7: The need to advocate for library system funding to ensure that the funding level is stable enough that WCFLS is able to effectively fulfill its mission.

Waukesha County Strategic Outcomes

- A safe county
- An economically vibrant county
- An environmentally responsible county
- A well-planned county
- A county that assists at-risk citizens
- A county that provides customers with quality programs and services
- A county that provides cost-effective services delivered with competence and skill

Environmental Scan or Analysis

Overview

Waukesha County has played a role in library services planning, funding and delivery since 1981, while local municipalities have been in the library services business for decades - in many cases for over a century.

The Waukesha County Federated Library System (WCFLS) was established under Wisconsin Statute 43.15 by action of the Waukesha County Board of Supervisors in January 1981. WCFLS is an agency of the county as well as a state funded library system and operates under the authority of a seven member board of trustees.

Funding for the operation of WCFLS is primarily from the state of Wisconsin through the Universal Services Fund (USF) appropriated by the Department of Public Instruction through the Division for Libraries and Technology (DLT). WCFLS receives state funds allocated on a formula basis. The formula is based upon population, area, and the level of municipal and county funding. The state aid is used to provide services to member libraries. Services include management of an integrated library system in a consortium environment (Café), delivery services for materials that transfer between libraries, continuing education opportunities, technical assistance, consulting, public relations, LSTA grants, professional performers for children's summer library programs, and more. The Waukesha Public Library is the designated resource library. It provides specialized services on a contract basis.

Additional WCFLS funding is received from Waukesha County, adjacent library systems, and member libraries. All county library tax funding is distributed back to libraries as a reimbursement for services that the libraries provide to residents who live in communities without libraries.

In Waukesha County, only the residents of the 18 municipalities without their own libraries pay the county library tax. The remaining library municipalities are exempt from the county library levy provided they certify that they will tax themselves locally at a higher mill rate than that of the county. WCFLS adjusts payments to libraries for use by

one library municipality's residents at another municipality's library. This crossover borrowing, where people pay taxes to one community's library while using another, accounts for almost 12% of total circulation. Residents living in areas of the county that don't have libraries do make use of the municipal libraries. Circulation to these non-residents makes up about 16% of total Waukesha County circulation. Non-library community residents are taxed based only on their circulation. They do not contribute to capital costs.

Although borrowing from outside Waukesha County equals 4.6% of total circulation, it reaches 10 to 12% of total circulation at border libraries. An increase in demand for library service from residents living outside WCFLS borders is anticipated. Some libraries receive reimbursement for serving intersystem patrons and some do not. Paying for non-resident and crossover usage and looking for solutions to address funding inequities have been major concerns in our library system. In addition, actual and potential municipal reorganizations contribute to funding concerns. Continued westward movement of urban populations places increased demands on existing library buildings and infrastructure. Passage of Act 420 required payments for some of this use, that of non-library community residents in adjacent counties beginning in 2008. WCFLS assists member libraries in calculating these reimbursement payments from adjacent counties. WCFLS also calculates the payments that must be made from Waukesha County to adjacent county libraries for services those libraries provide to Waukesha County residents.

WCFLS Provides Cost effective services

Despite continued stagnation of state aid, WCFLS is responsible for fulfilling the same statutory requirements as in the past as well as the same ones that all library systems must fulfill in Wisconsin. The challenges of funding constraints combined with the changes in the library world--particularly related to technology--require WCFLS to examine its entire operation with an eye toward cost effectiveness, shared services, and innovation.

WCFLS Provides Well Planned Operations

Effective organizations require proper planning. The most recent planning effort took place in 2011. A county library planning committee was appointed pursuant to the provisions of Wisconsin Act 150. Richard Brandt, President of the WCFLS Board, chaired this committee. The committee's charge was to look at library services countywide and

included discussions of county library standards as well as the formula used for the county library budget request and the distribution of those funds. Numerous meetings were held between March and June, 2011 when the committee adopted its report of recommendations for the plan. The committee recommended the County Board accept this plan for the period 2011 to 2014. The County Board approved the plan. A new county library planning committee will be appointed in time for any recommendations to be implemented in the 2016 budget.

In addition to the county library plan, a strategic planning process for WCFLS operations is needed. Library system services should be periodically reviewed so that changes in the landscape can be incorporated into the service plan. Where the county library planning committee looks at library services countywide, the WCFLS strategic plan looks at library system operations and the services provided for the benefit of its member libraries.

Legal Context

A federated library system must spend its state funds in a manner consistent with state law. The Division for Libraries and Technology (DLT) must approve the plan and budget. The compliance checklist that WCFLS will file based on the budget as approved by the WCFLS board in June can be found in Appendix 1.

Strategic Outcome - Objective Worksheet

Strategic Outcome: A Well Planned County

Objective 1: Effectively integrate strategic goals and objectives into the annual County budget process, staff goals and performance evaluations.

Objective Owner: Waukesha County Federated Library System

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Conduct a WCFLS strategic planning process.	Director, Staff, Member Library Directors, WCFLS Board	Dec. 31, 2014
2. Consider all budget initiatives against WCFLS' strategic goals and objectives.	Director, Staff, Member Library Directors, WCFLS Board	June 2015
3. Examine employee goals and ensure that each one is related to strategic goals and objectives prior to agreeing on them each year.	Director, Staff	Jan. 2015
4. Measure achievement of employee goals in context of its related strategic goal/objective.	Director, Staff	Dec. 2015

Evidence of Success: Completed strategic planning process for WCFLS. Also, through the annual county employee survey, ensure that a minimum of 80% of the WCFLS employees understand how their work and assigned goals directly contribute to the overall success of the county in meeting its key strategic priorities.

Strategic Outcome - Objective Worksheet

Strategic Outcome: A Well Planned County

Objective 2: Leverage WCFLS' ability to offer resource sharing opportunities to increase the ability of libraries to provide valued content and services in a cost effective manner.

Objective Owner: Waukesha County Federated Library System

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Continue the governance and funding of the Café automation consortium and review opportunities for enhanced value and shared services.	Director, Staff, Member Library Directors, WCFLS Board	Continuous 2014-2016
2. Revise the plan for the Café fund balance that designates appropriate reserves for future items such as replacement automation system hardware and software and include a plan to draw down reserves to a targeted level by implementing one-time programs from a consensus of member libraries.	Director, Staff, Member Library Directors, WCFLS Board	June 2015 for 2016 Budget

Evidence of Success: Board approval of fund balance plan that designates reserves as required by the county's auditor and the Division for Libraries and Technology in the Department of Public Instruction. Reviewed software, databases, streaming services, and other content services and programs that add value to each library's service program and considered opportunities for shared services as well as other special projects that allow WCFLS to improve services.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Cost Effective Services Delivered With Competence and Skill

Objective 3: Complete a staff organizational study.

Objective Owner: Waukesha County Federated Library System

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Work with county's human resources department to study all WCFLS staff positions in context of service priorities.	Director, Staff, Human Resources, Library Directors, WCFLS Board	June 2014
2. Implement results of organizational study.	Director, Staff, Human Resources, Library Directors, WCFLS Board	Jan. 1, 2015

Evidence of Success: A staffing plan is adopted in time for the 2015 budget process and any changes are transitioned prior to January of 2015.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Cost Effective Services Delivered With Competence and Skill

Objective 4: Ensure that each WCFLS employee has a training plan established to provide professional development and to ensure that services are delivered with competence and skill.

Objective Owner: Waukesha County Federated Library System

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Work with the county human resources department to assess need for training and seek out additional training opportunities for each staff member.	Director, Staff Human Resources Department	Dec. 31, 2015
2. Encourage each staff member to attend at least one in-person continuing education event each year and share what's learned with other staff members and member libraries.	Director, Staff	2014-2016

Evidence of Success: A minimum of 80% of the WCFLS staff answer the following statement affirmatively on the annual county employee survey: "During my annual performance evaluation with my direct supervisor, I discussed my training needs and opportunities for professional development." Also, WCFLS and the county human resources department will work together to assess employees' training needs.

Strategic Outcome - Objective Worksheet

Strategic Outcome: Cost Effective Services Delivered With Competence and Skill

Objective 5: Facilitate a work environment that rewards and recognizes employees that exemplify Waukesha County core values.

Objective Owner: Waukesha County Federated Library System

Action Steps To Complete This Objective:	Individuals Involved	Target Date To Complete:
1. Work to consistently convey gratitude to exemplary employees through positive feedback, celebrations, or other small rewards, such as chocolate.	Director, Staff	2014-2016
2. During staff meetings and annual performance appraisals, discuss the county core values.	Director, Staff	2014-2016
3. Review office location in terms of work environment, ability to provide services to libraries, and value received for dollars spent.	Director, Staff, WCFLS Board, Library Directors	Dec. 2014

Evidence of Success: At least 80% of the WCFLS staff will understand the county core values and be able to indicate on the county annual employee survey that: "I agree that I can be recognized for extra effort while demonstrating county core values." Office location determined prior to end of lease in February of 2015.

Strategic Outcome - Objective Worksheet

Strategic Outcome: A Well Planned County

Objective 6: Develop internal strategies to improve communication within and between county departments.

Objective Owner: Waukesha County Federated Library System

Action Steps To Complete This Objective:

Individuals Involved

Target Date To Complete:

1. Consider options for better staff communication such as more frequent staff meetings, using multiple methods for communication, a review of office layout, and addition of technology to improve process.

Director, Staff,
Library Directors,
WCFLS Board

End of 2014

2. Develop a formal WCFLS communications Plan.

Director, Staff,
Library Directors,
WCFLS Board

Dec. 31, 2015

Evidence of Success: A written staff communication plan exists and, through the annual employee survey, a minimum of 80% of WCFLS staff will be able to answer the following statement affirmatively: "I agree that information and knowledge are shared openly within my department."

Appendix 1 – State Requirements for Federated Library Systems

WISCONSIN DEPARTMENT OF PUBLIC INSTRUCTION
DIVISION FOR LIBRARIES, TECHNOLOGY, AND COMMUNITY LEARNING
CERTIFICATION OF COMPLIANCE FOR CALENDAR YEAR

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 to provide, to any resident of the system area, the same library services, on the same terms, that are provided to the residents of the municipality or county that established the member library, except for the group programming preference authorized under s. 43.15 (4) (c) 4., and to provide for the interlibrary loan of materials among all participating public libraries, as evidenced by agreements with those libraries.
- A copy of the agreement with a list of all members signing 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 and interlibrary loan

- 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

Must list ongoing activities related to this requirement:

In-service training

- S.43.24(2)(e) In-service training for participating public library personnel and trustees.
Must list ongoing activities related to this requirement

Delivery and communication

- S. 43.24 (2)(fm) Electronic delivery of information and physical delivery of library materials to participating libraries.
Must list ongoing activities related to this requirement

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.

Professional consultation

- S. 43.24(2)(h) Professional consultant services to participating public libraries.
Must list ongoing activities related to this requirement

Service to users with special needs

- S.43.24(2)(k) Promotion and facilitation of library service to users with special needs.
Must list ongoing activities related to this requirement

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.

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 5th 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.
- A copy of the written plan, including any revisions and amendments, for library technology and resource sharing is attached to this document.

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 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.)

- Children's services**

Administration

- The system will not expend more than 20 percent of the state aid projected to be received in the plan year for administration.

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.