

Barbara Sanborn Library - Pewaukee Long Range Plan 2003 to 2005

April 2002

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The planners took note of author Alex Haley’s quote: “[i]f I needed to decide among several communities to live in, I would go quickly and visit each community’s library, for the quality of the library will tell you more than any other single factor I know, about the quality of its community.” A library in a community is like a canary in a mine cage, you know things are still healthy while the canary thrives.

**When libraries build community,
the community repays the favor.**

Acknowledgments

Library Board

- Tom Calder; 504 High Street, Pewaukee, WI 53072
- Laura Muchowski, Secretary and School District Representative; 510 Lake Street, Pewaukee, WI 53072
- Patricia Okruszynski; S361 Park Avenue, Pewaukee, WI 53072
- Sally Ruf; W277 N2531 Rocky Point Road, Pewaukee, WI 53072
- Dennis Sampson, Treasurer; 264 Prospect Avenue, Pewaukee, WI 53072
- Toni Snyder; 380F Park Hill Drive, Pewaukee, WI 53072
- Rita Staleos, President; 685 Laureatte Drive, Pewaukee, WI 53072

Joint Library Planning Committee

- Rita Staleos, Library Board, President, 685 Laureatte Drive Pewaukee, WI 53072
- Pam Hebert, Library Foundation Treasurer, S27 W29261 Jarmon Road Waukesha, WI 53188
- Tom Calder, Library Board and Village Board Trustee 504 High Street Pewaukee, WI 53072
- Tempy McCombe, Village appointee, 367 High Street Pewaukee, WI 53072
- Fritz Ruf, City Alderman, W276 N 1605 Spring Creek Drive Pewaukee, WI 53072
- Ron San Felippo, City Appointee, 413 N. 2nd Street, Suite 100 Milwaukee, WI 53203
- Georgia Bouda, Library Director, 302 Oakton Avenue Pewaukee, WI 53072
- Anders Dahlgren, Consultant Library Planning Associates, Inc. P.O. Box 44006 Madison, WI 53744

Georgia Bouda, Library Director

Thomas J. Hennen Jr. Director, Waukesha County Federated Library System

Executive Summary

In January of 2002, the Library Board and the Joint Library Planning Committee began meeting with Waukesha County Federated Library System Director Tom Hennen and Library Director Georgia Bouda to develop a long-range plan. The planning committee was faced with the challenge of providing a plan that could accommodate the possible merger of the City of Pewaukee and the Village of Pewaukee by a referendum to be held soon. This added to the complexity of the plan because contingencies had to be developed for various scenarios.

Many factors influence the total costs for building and operating a library, so the funding levels recommended here could only be informed estimates. Operating cost factors include the rate of population growth, inflation rates and other external issues. The community must also determine the level of excellence in service it will seek – this report indicates state basic to moderate levels of expectations for service targets. It would cost more to provide enhanced or excellent services. Building costs are also influenced by a wide variety of external factors as well as local choices. The point in the economic cycle when building bids are received will influence the square foot costs because contractors adjust their bids to the market. Projected costs were based on national as well as state comparables, but site acquisition and preparation costs could vary dramatically. Local choices for building materials and quality will also influence the total costs.

Key conclusions are:

- ***The committee recommended that both the city and village move to create a joint library at the earliest opportunity, as early as August of 2002, if possible.***
- The library has long since outgrown the current library building and suitable alternate quarters must be found as soon as possible. This is true for either the status quo or a merged community.
- Interim solutions for the immediate future include renting a store front for the library, obtaining rented off site storage, and the consideration of the housing of some materials at another system library.
- Consideration should be given to asking each of the two communities to value the resources brought to the merger and perhaps having the city invest in some level of the invested infrastructure that the village has built into the library.
- Strong consideration must be given to obtaining storage or leasing temporary facilities for the library until a new building can be built.
- As important as the Internet and electronic data services are, the board and staff remain committed to serving the needs of print users. We will “balance the books and bytes” as we move forward in this new millennium.
- Programming is critical to modern library services. The present building cannot accommodate the training in technology, story time for children, coffee shop or scores of other programs needed for a modern library and community center.
- State voluntary standards define four levels of standards: basic, moderate, enhanced and excellent. The county standards are set at the basic or minimum level. For the most part, Barbara Sanborn Library is close to the basic level for these measures. It is recommended that throughout the plan period, 2002 to 2005, the library attempt to stay between the basic and moderate level for all standards.
- There is a major fiscal impact on neighboring communities. It should be expected that adjacent communities will have strong concerns about a merger or joint library.
- The cost to the village for a separate standalone building would be just under \$1 per \$1,000 of equalized valuation. For the city, the cost would be under \$0.50 but it would probably experience several years of taxation from the county at about \$0.27 per \$1,000 until it met the county standards.

Cost Estimate Summary –

Preliminary only- See details for calculations in Appendixes 3,4,5.

Operating	Vill Yr 1	Village yr 5	City Yr 1	City Yr 5	Combined yr 1	Combined yr 5
Personnel	\$276,021	\$264,083	\$284,613	\$424,164	\$481,960	\$696,216
Ongoing Materials	\$40,075	\$53,633	\$59,855	\$79,255	\$101,357	\$130,088
Other costs	\$56,301	\$104,335	\$132,613	\$149,257	\$228,094	\$256,721
Leasing and other			\$111,354	\$18,172		
Total Operating	\$372,397	\$422,051	\$588,435	\$670,848	\$811,411	\$1,083,025
County Revenue	(\$85,556)	(\$94,112)	(\$105,000)	(\$115,500)	(\$9,000)	(\$40,000)
Net operating	\$286,841	\$327,939	\$483,435	\$555,348	\$802,411	\$1,043,025
Mill Rate Operating	\$0.50	\$0.52	\$0.27	\$0.27	\$0.34	\$0.27
Capital	Village		City		Combined	
Square Feet in building	12,200		16,000		25,000	
Building & Equipment	\$1,769,000		\$2,320,000		\$3,625,000	
Materials catchup	\$0		\$0		\$330,697	
Total Capital	\$1,769,000		\$2,320,000		\$3,955,697	
Bond Interest rate	\$0		\$0		\$0	
Amortized 20 yrs at 4%	\$130,166	\$130,166	\$170,710	\$170,710	\$291,067	\$291,067
Mill Rate Capital	\$0.23	\$0.21	\$0.10	\$0.08	\$0.12	\$0.08

Impact of Change in Pewaukee City Exemption on Rest of County

The result of the potential changes can be confusing because of the unique nature of library taxation in Wisconsin. For the county special library levy there is a complicated interplay because of current laws that are based on **prior** year funding and library use rates. The results might be described as a roller coaster, with the effects of changed community exemption from the levy showing up in subsequent years. In Waukesha County currently there are 18 communities that own and operate libraries and 19 that do not. In 2002 the 18 library communities will tax themselves an estimated \$9.7 million locally for library operating costs. The county special library levy on the remaining 19 municipalities is budgeted at \$2.34 million. For the 2002 budget the Village of Pewaukee is expected to tax itself at least \$239,000, an effective mill rate of about \$0.42 per \$1,000 of equalized value. The City of Pewaukee is subject to the County Levy, a rate of \$0.27 for an amount of \$454,360.

If a newly merged community or joint library had exempted from the County tax in 2001, the tax rate paid by the **remaining** library communities would have risen 23.6% to a mill rate of \$0.336 for 2001 – although the needed amounts and rates would fall again in 2002. The tax amount for 2001 is set and funds are distributed based on **prior year** operations, but the tax would have been paid by one less jurisdiction if Pewaukee City exempted. In addition, the increase in the county mill rate caused by Pewaukee City's exemption forces other communities to pay more to continue to qualify for the exemption from the county library levy.

Four Waukesha County library communities, Delafield, Eagle, Town of Merton and New Berlin, would have to increase their funding levels to continue to qualify for exemption. These communities were below the \$0.336 per thousand minimum in 2001 and would be required by ss 43.64 Wisconsin Statutes to meet or exceed that rate in 2002 to continue to qualify for exemption from the county special library levy. That in turn would increase the allowable costs defined in County Ordinance 23-4 for 2002 purposes.

Wisconsin Library Standards Compared to Barbara Sanborn Actual State Library Standards for Various size Populations.

Note that *County Standards* are for FTE Staff, Hours, Materials Spending and Collection at the “basic” level by 2007, with a phase in starting in 2003. Note also that for purposes of this chart, population is held constant through 2007.

	A	B	C	D	E	F	G	H	I
1	5,000 to 9,999 Population	FTE Staff levels	Hours open per week	Spending on library materials	Collection Size	Short of Minimum Standard			
2	Population	9,000	9,000	9,000	9,000				
3	2001 Actual	7.2	52.0	\$37,500	46,295				
4	Basic per capita	0.8	56.0	\$5.67	5.5				
7	<i>Excellent per capita</i>	1.4	65.0	\$9.42	9.5				
8	State Basic	7.2	56.0	\$51,030	49,500				
11	State Excellent	12.6	65.0	\$84,780	85,500				
12	County Minimums *	FTE Staff levels	Hours open per week	Spending on library materials	Collection Size	FTE Staff levels	Hours open per week	Spending on library materials	Collection Size
13	2002 (75% of State Basic)	5.4	42.0	\$38,273	37,125			\$773	
14	2003 (80% of State Basic)	5.8	44.8	\$40,824	39,600			\$3,324	
15	2004 (85% of State Basic)	6.1	47.6	\$43,376	42,075			\$5,876	
16	2005 (90% of State Basic)	6.5	50.4	\$45,927	44,550			\$8,427	
17	2006 (95% of State Basic)	6.8	53.2	\$48,479	47,025	1.2		\$10,979	730
18	2007 (100% of State Basic)	7.2	56.0	\$51,030	49,500	4.0		\$13,530	3,205
19									
20	* County minimums are based on annual reports for year prior.								
21	10,000 to 24,999 Popul	FTE Staff levels	Hours open per week	Spending on library materials	Collection Size				
22	Population	12,000	12,000	12,000	12,000				
23	2001 Actual	7.2	52.0	\$37,500	46,295				
24	Basic per capita	0.7	59.0	\$5.31	4.2				
27	<i>Excellent per capita</i>	1.0	67.0	\$9.07	7.6				
28	State Basic	8.4	59.0	\$63,720	50,400				
31	State Excellent	12.0	67.0	\$108,840	91,200				
32	County Minimums *	FTE Staff levels	Hours open per week	Spending on library materials	Collection Size				
33	2002 (75% of State Basic)	6.3	44.3	\$47,790	37,800				
34	2003 (80% of State Basic)	6.7	47.2	\$50,976	40,320				
35	2004 (85% of State Basic)	7.1	50.2	\$54,162	42,840				
36	2005 (90% of State Basic)	7.6	53.1	\$57,348	45,360				
37	2006 (95% of State Basic)	8.0	56.1	\$60,534	47,880				
38	2007 (100% of State Basic)	8.4	59.0	\$63,720	50,400				
39									
40	* County minimums are based on annual reports for year prior.								
41	10,000 to 24,999 Popul	FTE Staff levels	Hours open per week	Spending on library materials	Collection Size				
42	Population	21,000	21,000	21,000	21,000				
43	2001 Actual	7.2	52.0	\$37,500	46,295				
44	Basic per capita	0.7	59.0	\$5.31	4.2				
47	<i>Excellent per capita</i>	1.0	67.0	\$9.07	7.6				
48	State Basic	14.7	59.0	\$111,510	88,200				
51	State Excellent	21.0	67.0	\$190,470	159,600				
52	County Minimums *	FTE Staff levels	Hours open per week	Spending on library materials	Collection Size	FTE Staff levels	Hours open per week	Spending on library materials	Collection Size
53	2002 (75% of State Basic)	11.0	44.3	\$83,633	66,150	3.8		\$46,133	19,855
54	2003 (80% of State Basic)	11.8	47.2	\$89,208	70,560	4.6		\$51,708	24,265
55	2004 (85% of State Basic)	12.5	50.2	\$94,784	74,970	5.3		\$57,284	28,675
56	2005 (90% of State Basic)	13.2	53.1	\$100,359	79,380	6.0	1.1	\$62,859	33,085
57	2006 (95% of State Basic)	14.0	56.1	\$105,935	83,790	6.8	4.1	\$68,435	37,495
58	2007 (100% of State Basic)	14.7	59.0	\$111,510	88,200	7.5	7.0	\$74,010	41,905

Demographic data

The majority of Pewaukee City residents use libraries other than Barbara Sanborn. Nearly half of Pewaukee Village use is also at other area libraries.

2001 Library Circulation Data for Village & City Residents

Community	Barbara Sanborn	Waukesha P.L.	Brookfield	Other Libraries	Totals
Pewaukee Village	27,379	19,072	4,344	7,011	57,806
Pewaukee City	25,966	57,098	19,156	10,019	112,239
Other Communities	6,897	1,272,667	528,207	1,929,827	3,737,598
Totals	60,242	1,348,837	551,707	1,946,857	3,907,643
Pewaukee Village	47.4%	33.0%	7.5%	12.1%	100.0%
Pewaukee City	23.1%	50.9%	17.1%	8.9%	100.0%
Other Communities	0.2%	34.1%	14.1%	51.6%	100.0%
Totals	1.5%	34.5%	14.1%	49.8%	100.0%

Population projections used in this report are very conservative.

	<i>Village</i>	<i>City</i>	<i>Combined</i>
Population	8,000	12,000	20,000
Popul 5 yr	9,000	13,000	22,000
Popul 10 yr	10,000	15,000	25,000

Equalized valuation projections are based on the Ruekert and Mielke study.

State Equalized Valuations (Tax Base)

	<i>Village</i>	<i>City</i>	<i>Combined</i>
Equalized Valuation now	576,666,700	1,780,504,700	2,357,171,400
Equalized Valuation 5 yr	630,516,700	2,020,504,700	2,651,021,400

Building size and capacity are very modest. Larger building sizes may well be indicated.

Current and Projected Building Data

	Square feet	Collection Capacity	Estimated Costs at \$150 per sq. ft.
Current Actual	3,100	30,000	\$465,000
Projected for Village only	11,000	80,000	\$1,650,000
Projected for City Only	15,840	100,000	\$2,376,000
Combined	26,400	160,000	\$3,960,000

Waukesha County Library Standards

See Appendix for further information, including definition of the Library Service Effort Ratio.

Standard	5,000 to 9,999 Popul	10,000 to 25,000	
Materials Spending	\$5.67	\$5.31	Per capita
Collection Size	5.5	4.2	Per capita
Total Staff	0.0008	0.0007	Per capita
Hours Open	56	59	Per week
Library service Effort Ratio	80%	90%	

Library Data for Southeastern Wisconsin Libraries of Comparable Size

The data below indicate the averages for libraries of comparable size to Barbara Sanborn Library. The items are provided to give a base of comparison for the computations on potential costs in the budget section of this report.

	10,000 to 24,999 Population	5,000 to 9,999 Population	Barbara Sanborn 2001
1. Population	15,491	7,595	8,200
2. Average of Equalized Value	\$889,222,045	\$486,601,745	\$564,012,250
3. Municipal funds	\$469,302	\$288,969	\$236,654
4. Effective local municipal mill rate	\$0.56	\$0.66	\$0.42
5. <i>Personnel costs per FTE Staff member</i>	<i>\$34,030</i>	<i>\$29,636</i>	\$33,661
6. <i>Collection Budget</i>	<i>\$86,453</i>	<i>\$69,502</i>	\$37,500
7. <i>Other Operating costs per capita</i>	<i>\$6.37</i>	<i>\$10.02</i>	\$3.50
8. <i>Square feet in building</i>	<i>17,940</i>	<i>11,154</i>	3,100
9. <i>Total Collection</i>	<i>80,439</i>	<i>49,123</i>	46,295
10. <i>MLS ALA Staff</i>	<i>3.1</i>	<i>2.6</i>	1.0
11. <i>Total Staff</i>	<i>10.7</i>	<i>8.9</i>	6.7
12. <i>Circulation total</i>	<i>200,589</i>	<i>120,355</i>	60,242
13. <i>Average of Non Resident Circulation</i>	<i>71,196</i>	<i>62,347</i>	30,427

Space Needs Assessment Sheet - Service Parameters –

In order to calculate the ideal size of a library building, we needed to consider the current and projected parameters listed below.

A separate building consultant's report is available.

Village only

The calculations have been done for the current village alone, with a 2003 population of 9,000. The projections here are for a design population of 14,926 in the year 2008

- A building according to state recommendations for this population would be at least 12,200 square feet compared to the current 3,100 square feet.

City Only

The calculations have been done for the current city alone, with a 2003 population of 12,500. The projections here are for a design population of 14,926 in the year 2008.

- A building according to state recommendations for this population would be 16,000 square feet.

Combined

The calculations assume a 2003 population of 21,500 with no additional population of Waukesha County non-library communities assigned. The projected 2020 population assumes a 20% growth and adds some additional non-library community resident use by then as well. The total 2008 design population is projected at 24,499.

- A building according to state recommendations for this population would be 25,000 to 30,000- square feet compared to the current 3,100 square feet.

Capital Costs for Building and Equipment

- This report uses \$145 per square foot as an estimated cost for new construction. This assumes equipment and other costs but not site costs because these can vary quite widely.
- Menomonee Falls is building a 50,000 square foot building. Total cost per square foot is projected at \$150.
- Muskego finished a building in 2000 and total cost per square foot was 127.50.
- Nearby Waterford costs for a 19,970 square foot building was \$113.20. Equipment and other costs brought the total to \$146.33, but Waterford had no site costs because it already owned the property.

Waterford, Wisconsin	Fiscal 2001	Per Sq Foot
Square Feet new	19,970	
New Building Costs	\$2,260,648	\$113.20
New Building Equipment Costs	\$331,196	\$16.58
New Building Site costs	\$0	
New Building Other Costs	\$310,410	\$15.54
Total New Building	\$2,922,224	\$146.33

Assuming a 12,200 to 25,000 square foot building and a volume deficit as noted for a combined library, we have the following projected capital costs for each configuration.

Pewaukee Estimates	Village	City	Combined
Building Costs	\$110.00	\$110.00	\$110.00
Equipment Costs	\$15.00	\$15.00	\$15.00
Site costs	\$10.00	\$10.00	\$10.00
Other Costs	\$10.00	\$10.00	\$10.00
Combined	\$145.00	\$145.00	\$145.00
Square Feet Needed	12,200	16,000	25,000
Building & Furnishings	\$1,769,000	\$2,320,000	\$3,625,000
Volume deficit	-	-	22,046
Unit Cost/Volume	15.00	15.00	15.00
Volumes- Capital	\$0	\$0	\$330,690
Capital Amount needed	\$1,769,000	\$2,320,000	\$3,955,690
Total years for financing	20	20	20
Bond Interest rate	4.000%	4.000%	4.000%
Annual payments	\$130,166	\$170,710	\$291,067
Total Principle and Interest	\$2,603,322	\$3,414,193	\$5,821,332

History, Vision, and Mission

The Library balances books and bytes in a friendly place where users can find information, share knowledge, and seek wisdom.

Vision Statement

The people of the greater Pewaukee area will:

- have the information they need to succeed at work, at school, and in their personal lives;
- have reading, viewing, and listening materials and programs that stimulate their thinking, enhance their knowledge of the world, and enrich the quality of their leisure time;
- discover the joy of reading and develop a love of learning;
- enjoy a high level of access to electronic information resources and develop the technological, information seeking, and information evaluation skills needed in an increasingly complex world;
- think of Pewaukee's public library as a focal point of community life that connects and unites people.

Mission Statement

The Barbara Sanborn Public Library is a dependable source of accurate information that people need to be successful in all aspects of their lives. The Library is a center of community life and provides Pewaukee area residents of all ages with opportunities for personal growth, education, and recreation.

An Ideal Vision for the Greater Pewaukee Community

Pewaukee is known throughout the region for its natural beauty, its high-quality public facilities, and its informed citizenry. The residents of the Pewaukee area enjoy a safe and friendly community where economically and ethnically diverse people care about each other and actively participate in community life. The people of Pewaukee are proud of their unique community and of creative community leaders who welcome open discussion of issues and strive to maintain a sound and balanced economy.

Public Library Service Roles Chosen

The Public Library Association has recommended that libraries consider focusing their activities by choosing some of the 13 possible “Public Library Service Responses” found in the Appendix.

The Library Board met with Himmel and Wilson consultants in 1999 and chose the following responses.

1. **GENERAL INFORMATION:** A library offering GENERAL INFORMATION service helps meet the need for information and answers to questions on a broad array of topics related to work, school, and personal life
2. **LIFELONG LEARNING:** A library that provides LIFELONG LEARNING service helps address the desire for self-directed personal growth and development opportunities.
3. **CURRENT TOPICS & TITLES:** A library that provides CURRENT TOPICS & TITLES helps to fulfill community residents' appetite for information about popular cultural and social trends and their desire for satisfying recreational experiences.
4. **COMMONS:** A library that provides a COMMONS environment helps address the need of people to meet and interact with others in their community and to participate in public discourse about community issues.
5. **FORMAL LEARNING SUPPORT:** A library that offers FORMAL LEARNING SUPPORT helps students who are enrolled in a formal program of education or who are pursuing their education through a program of homeschooling to attain their educational goals.

Planning Needs Narratives

Collection

Currently the library is close to basic standards levels by comparison to library peers statewide. The primary goal is to get the collection size to at least basic standards level whether in the current community or a merged community. In either case it will be important to integrate electronic or Internet resources into ongoing operations of the library – balance the books and the bytes. State voluntary standards define four levels of standards: basic, moderate, enhanced and excellent. The county standards are set at the **basic** or minimum level. For the most part, Barbara Sanborn Library is close to the basic level for the village population alone. It is recommended that throughout the plan period the library attempt to stay between the basic and moderate level for all standards. The following pages provide specific numbers.

A joint library will require an addition of 22,000 volumes beyond normal purchasing rates in 2003 and 45,000 volumes by 2007.

Building

The current building is inadequate. Until a new building is built, storage for materials must be found.

This plan anticipates a building of 12,200 square feet for the village, 16,000 square feet for the city, 25,000 square feet for the combined community. Costs are anticipated at \$145 per square foot.

Staffing

The village meets minimum county standards for staffing at present levels. A city library would need to add two positions by 2007 while a joint library would require the addition of 8 positions by 2007.

Technology

The current library has little room for public access workstations. The plan calls for the addition additional computer workstations in the new building. This is the minimum recommended by the state, additional workstations would be highly preferable.

Public Programming

There is not any room currently for public programming of any sort. This plan envisions a lively and dedicated set of programs for both adults and children in a new library.

Collection Goals

Village only	City only	Combined
Plan for off site storage of some of the library's current collection by the end of 2002.	Same	Same.
Aim for a total collection size of between 44,000 and 49,600 book volumes throughout the plan period.	50,400 to 58,800	84,000 to 98,000
Materials budget at least at \$40,000 to \$55,000 between 2002 and 2007 in order to maintain current standards for total collection size	Same but target budget is \$50,000 to \$67,000.	Same, but target budget is \$90,000 to \$118,000 AND a base investment in added volumes of about \$400,000 is required.
Aim for an annual book addition rate of between 2,200 and 2,500 print volumes.	2,500 to 2,900	4,200 to 4,900
Aim for an annual book-weeding rate of between 2,200 and 2,500 volumes.	2,500 to 2,900	4,200 to 4,900
Plan to maintain the periodical collection at a current rate of 136 to 158 subscriptions (current rate is 144).	142 to 164	236 to 274
Maintain audio collection at between 960 and 1,520 items compared to current 1,646 items.	1,440 to 2,160	2,400 to 3,600
Maintain video collection at between 1,040 and 1,360 items as compared to current 1,322.	1,320 to 1,920	2,200 to 3,200
Evaluate and review costs and utility of electronic books (e-books) and online texts that can be purchased by library. Establish line item in budget for 2003. Estimated cost: \$1,500.	Same	Same.
Evaluate the collection development plan annually based on usage in each Dewey Decimal category	Same.	Same

Operational Hours and Building Issues.

Village Only	City Only	Combined
Develop a plan for meeting Americans with Disabilities Act requirements for accessibility in a new or remodeled building.	Same	Same.
Provide wiring for computer terminals throughout the building.	Same	Same
Provide 300 square feet of new materials display space.	Same, but 600 feet.	Same, but 900 feet.
Increase open hours at between 56 and 57 hours per week as compared to the current 52.	Increase open hours to between 59 and 62 hours per week as compared to the current 52.	Same as city.
Staffing permitting, include Sunday hours in the library service profile by 2003. Estimated cost at: \$150 per additional open hour.	Same.	Same.
Increase story time attendance by at least 33% within first two years of new building.	Same but 66%.	Same but 75%.
Expand book clubs for adult readers. Provide for at least six sessions for discussion groups. Estimated cost: minimal.	Same.	Same.
Establish group meetings and workshops in such areas as Investments, Gardening, etc. Aim for adult attendance at such meetings at an average of 20 per meeting and aim for at least 10 meetings per year.	Same	Same

Staff, Board and Public Relations

Village Only	City Only	Combined
Maintain staffing levels at about the same 6.7 to 7.0 FTE level.	Increase staffing level to at least 8.4 FTE	Increase staff to at least 14 FTE.
Annually calculate the minimum requirements for meeting county and state standards and the related costs. Communicate resulting budget needs to the council.	Same, except that the costs will be higher for all categories.	Same, except that the costs will be higher for all categories.
Starting in 2002, establish and annually implement a program of staff training in emergency procedures such as fire, medical emergencies and related issues. Involve municipal emergency and police officials.	Same.	Same
At least annually have a meeting between the staff and the library board to discuss public service goals.	Same	Same
At least quarterly have staff meetings to discuss needs for library materials and services.	Same	Same
Establish training and development budget equivalent to 2% of the entire library-operating budget. (Estimated cost in 2003 \$6,000).	Same, but cost at \$8,000.	Same, but cost at \$10,000.
Annually review the library long-range plan and policy manual.	Same.	Same

Public Service Goals

Village only	City only	Combined
Perform periodic user surveys to evaluate user needs.	Perform periodic user surveys to evaluate user needs.	If communities merge, plan a major survey to determine the desired location for the library and the needed services. Projected date for survey – fourth quarter 2002.
Enhance current web page as time permits. Use it as a tool for communicating information about the library and for receiving public comment on services.	Same	Same.
Continue having story time sessions for pre-schoolers.	Same	Same.
Provide classes for the public on Internet access, how to use computers, parental supervision of childrens' Internet use, and so forth. Estimated cost: \$2,500.	Same, except cost at \$6,000.	Same, except cost at \$8,000.

Technology Goals

Village only	City only	Combined
Continue to plan for automated services with Constellation.	Same	Same
Move towards state suggested minimum standards for public access workstations of at least 1 per 35 user visits per day. At present use rate this means at least 6 to 8 public access computers.	8 to 12 public access workstations.	12 to 15 public access workstations.
<p>Develop a multi-year technology plan by the year 2003. Include directions for technology in current facility and suggestions for new building. Include the investigation of the following issues:</p> <ul style="list-style-type: none"> • 24/7 e-mail reference service • Computer-training lab using wireless technology. • Cybercafe atmosphere in commons area for at least 10 users in casual atmosphere with wireless computers. 	Same	Same

Appendix 1: Impact of Mergers on the County Library Special Levy

Big Bend and Vernon are planning to consolidate into a single community. The City and Village of Pewaukee may do so as well. They have also appointed an exploratory committee to consider a joint library operation. Such mergers would have a major impact on library services and taxes in the county.

The result of the potential changes can be confusing because of the unique nature of library taxation in Wisconsin. For the county special library levy there is a confusing interplay because of state and county laws that are based on prior year funding and library use rates. The results are like a roller coaster, with the effects of changed community exemption from the levy showing up in subsequent years.

In Waukesha County currently there are 18 communities that own and operate libraries and 19 that do not. We call the former “library communities” and the latter “True Non-Resident (TNR) Communities. In 2002 the 18 library communities will tax themselves an estimated \$9.7 million locally for library operating costs. The county special library levy on the remaining 19 municipalities is budgeted at \$2.34 million. The mergers could reduce that amount by almost \$450,000 while requiring Library communities that tax at the minimum rate allowed by Wisconsin Statute 43.64 to increase by as much as 48%.

Standards scheduled for implementation in 2003 in County Ordinance 23-4 make it impossible for a merged community to exempt by merely matching the county levy rate, as was previously possible. The standards require a new community or joint library to either: 1) serve the majority of residents locally, or 2) spend far more to staff and stock the library than the minimum mill rate amounts, or 3) not expect an exemption from the county library levy.

The Big Bend Library Long Range Plan draft reads: *“For a transition time, the community should not be exempted from the county library service levy.... This will provide time to plan a library that will meet the needs of the entire community. Trying to reach the level of funding and services necessary for exemption from the county levy in a short period of time would result in a waste of resources and effort. Careful planning is preferable.”* It is hoped that the Village and City of Pewaukee, if they merge library operations, will consider the same option, allowing for a smoother transition and better planning.

Note on the attached table:

The attached table illustrates summary results of the 2001 to 2003 impact on the funding and distribution in Waukesha County as if both mergers had taken place in late 2000 for 2001 budget purposes. Local funding for 2002 is projected at a uniform increase without a merger. With the merger, the merged libraries would see a substantial local funding increase and a county funding decline in 2002. The majority of Pewaukee and Big Bend Library’s county funding is the result of use by the residents of the communities being merged. When they stop being “TNR” residents, the library would stop getting most of that revenue.

Note that eight communities on the next page would be required to increase local funding to match the minimum mill rate of the county. For 2002, the funds distributed to libraries would decline 12% rather than increase 8.3%, but the best fit funding formula would result in different payment levels to different libraries as illustrated in the table on the next page. Funding for 2003 is estimated by assuming a 3% increase in allowable expenditures and a corresponding distribution to each library. Actual funding and distribution would vary depending on actual spending levels and circulation data, of course.

Faced with a similar “spike” in the minimum rate, Cedarburg, Grafton and Mequon elected officials sought relief from the Ozaukee County Board as described in an article from the Milwaukee Journal Sentinel of October 30, 2001. Ozaukee County’s proposed solution is to allow debt service and/or building fund amounts to be used to qualify for exemption from the county library levy. The State library agency disagrees that debt service and other capital costs can be used for exemption purposes as outlined in ss 43.64 of Wisconsin statutes but the agency will allow it for Ozaukee because they have deemed it “a matter between the County and its municipalities.”

A similar option would be open to Waukesha, of course, but there is a possibility that some community would challenge the process. Adding capital costs to the exemption amount would also add to the amount of tax collected

from non-library communities and distributed to libraries. Waukesha City’s Finance Committee chair has asked the library to pursue capital funding from the County Library Levy for their proposed remodeling.

Waukesha County Federated Library System plans to continue to monitor the situations closely and to continue to work with local groups considering library and community mergers.

	A	B	C	D	E	F	G	H	I
1	Basis		2001 Projected	2001 With Merger	2002 Before mergers	2002 After mergers		2003 After mergers	
2	TNR Circulation		713,174	713,174	714,162	554,282		?	
3	Library Community Circ		2,709,562	2,709,562	2,697,058	2,856,938		?	
4	Total County-wide Circ.		3,422,736	3,422,736	3,411,220	3,411,220		?	
5	TNR Ratio		20.8%	20.8%	20.9%	16.2%		16.2%	
6	"Allowable expenditures"		10,476,964	10,476,964	11,293,787	11,800,994		12,155,100	
7	Levy per per Ordinance 23-4		2,183,019	2,183,019	2,364,431	1,917,519		1,975,057	
8	TNR Equalized Valuation		8,020,202,300	5,968,972,700	8,746,220,900	6,516,395,900		7,119,122,500	
9	"TNR" Mill Rate		0.272	0.366	0.270	0.294		0.277	
10									
11	Funding levels	COMM.	2001 Projected	2001 With Merger	2002 Projected	2002 With Merger (County funds at Best Fit, local at current estimated)	Merger requires adjusted minimum Mill	2003 After mergers (County funds at 3% Across board to libraries) local at 3% or minium	Merger requires adjusted minimum Mill
13	County TNR	BB	17,502	17,502	18,482	-		-	
14	Library levy	BR	268,265	268,265	283,288	242,780		250,063	
15	Distribution per Best Fit	BU	167	167	176	151		155	
16	Formula	DE	130,413	130,413	137,316	121,344		124,984	
17		EA	4,303	4,303	5,177	4,960		5,109	
18		EG	34,001	34,001	35,903	30,771		31,694	
19		HL	191,943	191,943	202,692	173,708		178,920	
20		MF	7,496	7,496	9,233	6,784		6,987	
21		MK	225,561	225,561	271,272	204,133		210,257	
22		MS	15,542	15,542	16,412	14,065		14,487	
23		NB	3,986	3,986	4,209	3,607		3,716	
24		NL	31,187	31,187	32,933	28,224		29,071	
25		OW	217,853	217,853	230,053	197,157		203,072	
26		PK	68,478	68,478	85,556	6,792		6,996	
27		SXL	28,351	28,351	36,713	33,822		34,837	
28		WK	938,131	938,131	994,614	849,416		874,653	
29		TOTAL	2,183,178	2,183,178	2,364,431	1,917,714		1,975,000	
31	Estimated	BB	34,885	225,342	35,932	234,768	0.366	198,322	0.294
32	Local Municipal Revenues	BR	1,573,679	1,573,679	1,620,889	1,658,630	0.366	1,708,000	0.353
33		BU	62,821	62,821	64,706	64,948	0.366	53,930	0.294
34		DE	178,785	178,785	184,149	272,719	0.366	243,623	0.294
35		EA	116,390	116,390	119,882	132,835	0.366	117,847	0.294
36		EG	332,898	332,898	342,885	342,885	0.470	353,000	0.458
37		HL	279,879	279,879	288,275	288,275	0.437	297,000	0.409
38		MF	1,418,344	1,418,344	1,460,894	1,460,894	0.532	1,505,000	0.514
39		MK	277,899	277,899	286,236	286,236	0.688	295,000	0.582
40		MS	773,512	773,512	796,717	796,717	0.526	821,000	0.498
41		NB	825,236	825,236	849,993	1,114,042	0.366	946,497	0.294
42		NL	225,637	225,637	232,406	336,494	0.366	293,160	0.294
43		OW	515,684	515,684	531,155	531,155	0.633	547,000	0.606
44		PK	232,142	661,304	239,106	821,018	0.366	716,933	0.294
45		SXL	656,030	656,030	675,711	675,711	0.521	696,000	0.497
46		WK	1,922,792	1,922,792	1,980,476	1,980,476	0.541	2,040,000	0.516
47		TOTAL	9,426,613	10,046,232	9,709,411	10,997,803		10,832,313	

Appendix 2: Report on County Standards.

The County Board adopted changes to Chapter 23 of the County Code of Ordinances based on recommendations of the Act 150 Planning Committee. Among other things, the adopted plan includes library standards, including a library service effort ratio allowing libraries an alternate method of meeting requirements. State law, ss 43.11(3)(d) requires approval by 50% of the library boards representing 80% of the communities.

1. *All 16 libraries met or exceeded the standards as reported in their Annual Reports filed in March of 2002 for 2001 activities.*
2. ***The City of Pewaukee and the Village of Pewaukee have appointed a joint planning committee to consider the issue of forming a joint library.***
 - State law allows the County Board the authority to forbid or allow the formation of joint libraries. Cities do not require county permission to form libraries, either jointly or singly. When the Town of Pewaukee became a city in 1999, the county board lost the ability to determine whether or not any library formed by the city served the best interests of the county as a whole. But the county does have the ability to set library standards as a condition for exemption from the county library levy.
3. Fifteen of sixteen library boards endorsed the standards, thereby satisfying the requirements of ss 43.11(3)(d).
4. The plan intent was to allow for advance notice to all libraries and then a phased in implementation starting at 75% of the standards in 2002 and gradually increasing to 100% by 2007.
5. The first time that the County Board will take formal action on granting exemptions based on the standards would be by August 31, 2002 when preparing to set the levy for 2003 purposes.
6. During 2003, prior to County Board adoption of the budget for 2004 purposes, we expect another committee to evaluate this plan's implementation and recommend potential changes.

Library Service Effort Ratio Report

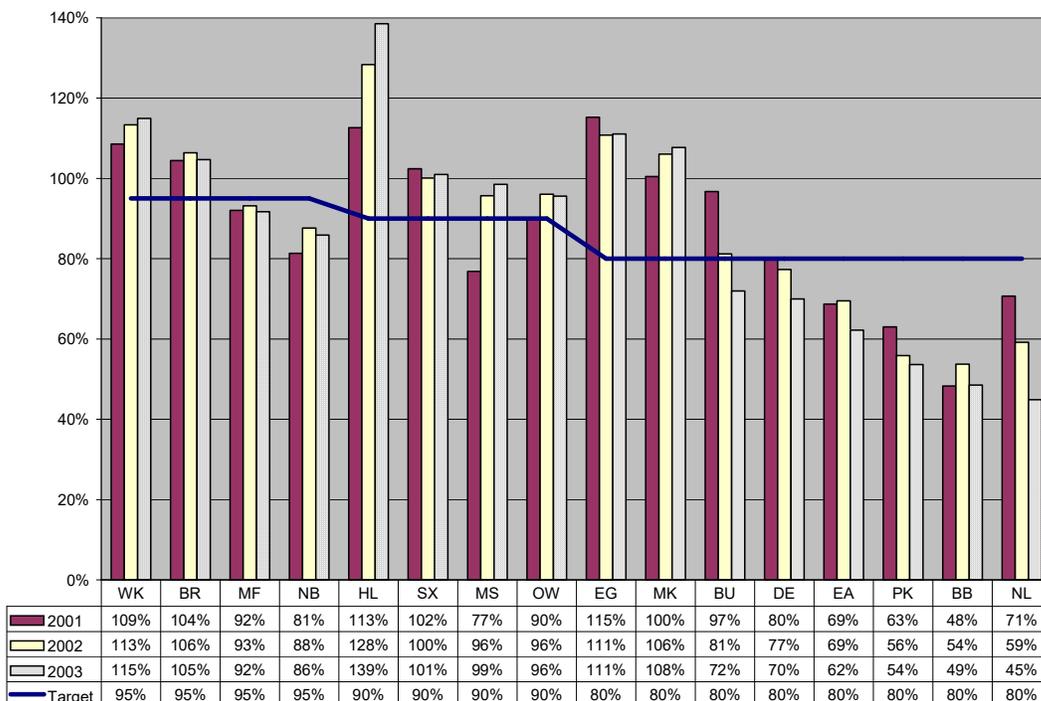
Section 23-5 of the County Code sets the **Library Service Effort Ratio**. It is designed to measure a library community's progress toward meeting resident user library needs. A library could either meet this requirement and serve most of the needs of its community locally or meet the numerical standards on the next page. Failure to do either would result in loss of the ability to exempt from the county library levy set in 2002 for 2003 purposes.

According to the county plan, if most of your residents, most of the time, do most of their library business locally, the numerical standards will not apply. This is because residents will not be imposing any undue burden on neighboring libraries. The **Library Service Effort Ratio** allows library communities to retain exemption from the county levy if their residents do most of their library business at home.

- A ratio below 100% indicates that many of the community's residents are borrowing materials from libraries other than their own – commonly called a crossover borrowing community.
- A ratio over 100% indicates that the library is a net lending community for crossover purposes.

The population sizes divide the libraries into three groups. Larger libraries are assumed to be better able to address the needs of their own residents. Three standard target levels based on population recognize ability to provide resources, services and economies of scale. The population categories and target ratios are as follows:

Population	Ratio
Under 10,000	80%
10,000 to 29,999	90%
Over 30,000	95%



Numerical Standards Comparison

Standards are phased in from 75% of state basic for 2002 to 100% in 2007.

	A	B	C	D	E	F	G	J	K	L	M	N	O	P	Q
1	Municipality	Popul. Category	Category	Standard	1999 pop (for 02)	2000 Popul (for 03)	2001 Popul (for 04)	Actual 01 (for 02)	Meets Standard for 03 Exemption?	2002 (using 99 Popul)	2003 (using 00 Popul)	2004 (using 01 Popul)	2005 (using 01 Popul)	2006 (using 01 Popul)	2007 (using 01 Popul)
2	Big Bend	e) Under2.5k	FTE	0.8	1,412	1,278	1,281	1.4	Yes	0.8	0.8	0.9	0.9	1.1	1.0
3	Brookfield	b) 25K	FTE	0.5	37,255	38,649	38,823	32.6	Yes	14.0	15.5	16.5	17.5	17.7	19.4
4	Butler	e) Under2.5k	FTE	0.8	2,055	1,881	1,875	1.8	Yes	1.2	1.2	1.3	1.4	1.6	1.5
5	Delafield	c) 5k	FTE	0.8	6,374	6,472	6,535	8.0	Yes	3.8	4.1	4.4	4.7	4.8	5.2
6	Eagle	d) 2.5 k	FTE	0.8	4,046	4,824	4,933	3.0	Yes	2.4	3.1	3.4	3.6	3.1	3.9
7	Elm Grove	c) 5k	FTE	0.8	6,288	6,249	6,275	6.4	Yes	3.8	4.0	4.3	4.5	4.8	5.0
8	Hartland	c) 5k	FTE	0.8	7,994	7,905	8,004	10.2	Yes	4.8	5.1	5.4	5.8	6.1	6.4
9	Menomonee Falls	b) 25K	FTE	0.5	30,132	32,647	32,778	21.8	Yes	11.3	13.1	13.9	14.8	14.3	16.4
10	Mukwonago	c) 5k	FTE	0.8	5,862	6,162	6,247	12.3	Yes	3.5	3.9	4.2	4.5	4.5	5.0
11	Muskego	c) 10 k	FTE	0.7	20,814	21,397	21,491	15.5	Yes	10.9	12.0	12.8	13.5	13.8	15.0
12	New Berlin	b) 25K	FTE	0.5	37,411	38,220	38,652	14.7	Yes	14.0	15.3	16.4	17.4	17.8	19.3
13	North Lake	c) 5k	FTE	0.8	7,579	7,988	8,010	4.8	Yes	4.5	5.1	5.4	5.8	5.8	6.4
14	Oconomowoc	c) 10 k	FTE	0.7	11,830	12,382	12,545	13.5	Yes	6.2	6.9	7.5	7.9	7.9	8.8
15	Pewaukee	c) 5k	FTE	0.8	7,185	8,170	8,176	6.7	Yes	4.3	5.2	5.6	5.9	5.5	6.5
16	Sussex-Lisbon	c) 10 k	FTE	0.7	16,949	18,187	18,358	12.0	Yes	8.9	10.2	10.9	11.6	11.3	12.9
17	Waukesha	a) 50k	FTE	0.5	63,027	64,825	65,324	45.3	Yes	23.6	25.9	27.8	29.4	29.9	32.7
18	Big Bend	e) Under2.5k	Materials \$	5.67	1,412	1,278	1,281	\$17,502	Yes	\$6,005	\$5,797	\$6,174	\$6,537	\$6,900	\$7,263
19	Brookfield	b) 25K	Materials \$	4.96	37,255	38,649	38,823	\$320,680	Yes	\$138,589	\$153,359	\$163,678	\$173,306	\$182,934	\$192,562
20	Butler	e) Under2.5k	Materials \$	5.67	2,055	1,881	1,875	\$11,661	Yes	\$8,739	\$8,532	\$9,037	\$9,568	\$10,100	\$10,631
21	Delafield	c) 5k	Materials \$	5.67	6,374	6,472	6,535	\$54,289	Yes	\$27,105	\$29,357	\$31,495	\$33,348	\$35,201	\$37,053
22	Eagle	d) 2.5 k	Materials \$	5.67	4,046	4,824	4,933	\$18,549	Yes	\$17,206	\$21,882	\$23,775	\$25,173	\$26,572	\$27,970
23	Elm Grove	c) 5k	Materials \$	5.67	6,288	6,249	6,275	\$72,527	Yes	\$26,740	\$28,345	\$30,242	\$32,021	\$33,800	\$35,579
24	Hartland	c) 5k	Materials \$	5.67	7,994	7,905	8,004	\$82,277	Yes	\$33,994	\$35,857	\$38,575	\$40,844	\$43,114	\$45,383
25	Menomonee Falls	b) 25K	Materials \$	4.96	30,132	32,647	32,778	\$214,292	Yes	\$112,091	\$129,543	\$138,192	\$146,321	\$154,450	\$162,579
26	Mukwonago	c) 5k	Materials \$	5.67	5,862	6,162	6,247	\$88,723	Yes	\$24,928	\$27,951	\$30,107	\$31,878	\$33,649	\$35,420
27	Muskego	c) 10 k	Materials \$	5.31	20,814	21,397	21,491	\$124,373	Yes	\$82,892	\$90,894	\$97,000	\$102,705	\$108,411	\$114,117
28	New Berlin	b) 25K	Materials \$	4.96	37,411	38,220	38,652	\$204,789	Yes	\$139,169	\$151,657	\$162,957	\$172,543	\$182,128	\$191,714
29	North Lake	c) 5k	Materials \$	5.67	7,579	7,988	8,010	\$55,032	Yes	\$32,230	\$36,234	\$38,604	\$40,875	\$43,146	\$45,417
30	Oconomowoc	c) 10 k	Materials \$	5.31	11,830	12,382	12,545	\$105,971	Yes	\$47,113	\$52,599	\$56,622	\$59,953	\$63,283	\$66,614
31	Pewaukee	c) 5k	Materials \$	5.67	7,185	8,170	8,176	\$37,500	Yes	\$30,554	\$37,059	\$39,404	\$41,722	\$44,040	\$46,358
32	Sussex-Lisbon	c) 10 k	Materials \$	5.31	16,949	18,187	18,358	\$88,469	Yes	\$67,499	\$77,258	\$82,859	\$87,733	\$92,607	\$97,481
33	Waukesha	a) 50k	Materials \$	4.61	63,027	64,825	65,324	\$438,721	Yes	\$217,916	\$239,075	\$255,972	\$271,029	\$286,086	\$301,144
34	Big Bend	e) Under2.5k	Hours Open	25	1,412	1,278	1,281	28.0	Yes	18.8	20.0	21.3	22.5	23.8	25.0
35	Brookfield	b) 25K	Hours Open	62	37,255	38,649	38,823	67.0	Yes	46.5	49.6	52.7	55.8	58.9	62.0
36	Butler	e) Under2.5k	Hours Open	25	2,055	1,881	1,875	41.0	Yes	18.8	20.0	21.3	22.5	23.8	25.0
37	Delafield	c) 5k	Hours Open	56	6,374	6,472	6,535	62.0	Yes	42.0	44.8	47.6	50.4	53.2	56.0
38	Eagle	d) 2.5 k	Hours Open	44	4,046	4,824	4,933	46.0	Yes	33.0	35.2	37.4	39.6	41.8	44.0
39	Elm Grove	c) 5k	Hours Open	56	6,288	6,249	6,275	56.0	Yes	42.0	44.8	47.6	50.4	53.2	56.0
40	Hartland	c) 5k	Hours Open	56	7,994	7,905	8,004	61.0	Yes	42.0	44.8	47.6	50.4	53.2	56.0
41	Menomonee Falls	b) 25K	Hours Open	62	30,132	32,647	32,778	68.0	Yes	46.5	49.6	52.7	55.8	58.9	62.0
42	Mukwonago	c) 5k	Hours Open	56	5,862	6,162	6,247	60.0	Yes	42.0	44.8	47.6	50.4	53.2	56.0
43	Muskego	c) 10 k	Hours Open	59	20,814	21,397	21,491	64.0	Yes	44.3	47.2	50.2	53.1	56.1	59.0
44	New Berlin	b) 25K	Hours Open	62	37,411	38,220	38,652	67.0	Yes	46.5	49.6	52.7	55.8	58.9	62.0
45	North Lake	c) 5k	Hours Open	56	7,579	7,988	8,010	56.0	Yes	42.0	44.8	47.6	50.4	53.2	56.0
46	Oconomowoc	c) 10 k	Hours Open	59	11,830	12,382	12,545	62.0	Yes	44.3	47.2	50.2	53.1	56.1	59.0
47	Pewaukee	c) 5k	Hours Open	56	7,185	8,170	8,176	52.0	Yes	42.0	44.8	47.6	50.4	53.2	56.0
48	Sussex-Lisbon	c) 10 k	Hours Open	59	16,949	18,187	18,358	59.0	Yes	44.3	47.2	50.2	53.1	56.1	59.0
49	Waukesha	a) 50k	Hours Open	67	63,027	64,825	65,324	73.0	Yes	50.3	53.6	57.0	60.3	63.7	67.0
50	Big Bend	e) Under2.5k	Collection	8.6	1,412	1,278	1,281	13,274	Yes	9,107	8,793	9,364	9,915	10,466	11,017
51	Brookfield	b) 25K	Collection	3.6	37,255	38,649	38,823	147,773	Yes	100,589	111,309	118,798	125,787	132,775	139,763
52	Butler	e) Under2.5k	Collection	8.6	2,055	1,881	1,875	22,549	Yes	13,255	12,941	13,706	14,513	15,319	16,125
53	Delafield	c) 5k	Collection	5.5	6,374	6,472	6,535	61,722	Yes	26,293	28,477	30,551	32,348	34,145	35,943
54	Eagle	d) 2.5 k	Collection	6.3	4,046	4,824	4,933	27,895	Yes	19,117	24,313	26,416	27,970	29,524	31,078
55	Elm Grove	c) 5k	Collection	5.5	6,288	6,249	6,275	38,231	Yes	25,938	27,496	29,336	31,061	32,787	34,513
56	Hartland	c) 5k	Collection	5.5	7,994	7,905	8,004	54,905	Yes	32,975	34,782	37,419	39,620	41,821	44,022
57	Menomonee Falls	b) 25K	Collection	3.6	30,132	32,647	32,778	110,331	Yes	81,356	94,023	100,301	106,201	112,101	118,001
58	Mukwonago	c) 5k	Collection	5.5	5,862	6,162	6,247	67,745	Yes	24,181	27,113	29,205	30,923	32,641	34,359
59	Muskego	c) 10 k	Collection	4.2	20,814	21,397	21,491	95,875	Yes	65,564	71,894	76,723	81,236	85,749	90,262
60	New Berlin	b) 25K	Collection	3.6	37,411	38,220	38,652	119,950	Yes	101,010	110,074	118,275	125,232	132,190	139,147
61	North Lake	c) 5k	Collection	5.5	7,579	7,988	8,010	31,987	Yes	31,263	35,147	37,447	39,650	41,852	44,055
62	Oconomowoc	c) 10 k	Collection	4.2	11,830	12,382	12,545	92,624	Yes	37,265	41,604	44,786	47,420	50,055	52,689
63	Pewaukee	c) 5k	Collection	5.5	7,185	8,170	8,176	46,295	Yes	29,638	35,948	38,223	40,471	42,720	44,968
64	Sussex-Lisbon	c) 10 k	Collection	4.2	16,949	18,187	18,358	73,751	Yes	53,389	61,108	65,538	69,393	73,248	77,104
65	Waukesha	a) 50k	Collection	3.4	63,027	64,825	65,324	284,360	Yes	160,719	176,324	188,786	199,891	210,997	222,102

Appendix 3: Cost Estimate Details –Village

Proper planning requires consideration of a variety of factors in addition to the required standards and minimum mill rates. Changing any of the assumptions listed here, will change the totals in the time series table below, of course.

The beginning **population** is indicated here at 9,000. **Population growth** is assumed at a steady rate throughout the plan period. The **Cost per FTE** refers to full time equivalent staff and is pegged at close to the current library average. **CPI Assumption** refers to the inflation rate as measured by the Consumer Price Index. **Other Operating per capita** refers to the library operation costs beyond personnel and

Summary	
Population Assumption	9,000
Population Growth	1.0%
CPI Assumption	3.0%
Cost per FTE	\$40,000
Other Operating/Capita	\$10.00
New Building year	2004
Building per square foot	\$145.00
Size of building	25,000
Weeding cycle (years)	20
Cost per volume	\$15.00

materials. It is set at the actual Barbara Sanborn experience in the current building and at the average for southeastern Wisconsin libraries once a new library is built. **New Building Year** refers to the assumed year in which the library occupies a new building, thereby incurring added operational costs and making room for added materials. **Building per square foot** indicates the assumed cost for building, equipment, site preparation and related costs. **Size of Building** in square feet refers to the design size for the building. **Weeding Cycle** refers to the average amount of time an item is held in the collection: the lower the year, the more aggressive the weeding rate and the higher the need for replacement volumes in order to maintain volume standards. Ten to fifteen years would be optimum, twenty years is fairly standard, allowing for a faster growth in collection, but probably not a good match for patron needs. **Cost per volume** indicates the average cost per item added to the collection used for these projections.

Item	2002	2003	2004	2005	2006	2007	2008
Population	8,200	9,090	9,181	9,273	9,365	9,459	9,554
Personnel cost	\$276,021	\$276,040	\$284,321	\$292,851	\$301,636	\$310,685	\$320,006
Materials upkeep cost	\$40,075	\$41,232	\$44,247	\$47,319	\$50,447	\$53,633	\$54,169
Projected other operations	\$56,301	\$59,730	\$95,481	\$98,345	\$101,296	\$104,335	\$107,465
Rounded Total Operations	\$372,000	\$377,000	\$424,000	\$439,000	\$453,000	\$469,000	\$482,000
Construction cost	\$0	\$0	\$3,625,000	\$0	\$0	\$0	\$0
Volume addition cost		\$0	\$0	\$0	\$0	\$0	\$0
Volumes per capita projected	46,295	46,954	47,556	48,333	49,279	50,391	51,483
Volumes - minimum	37,125	39,600	42,075	44,550	47,025	49,500	49,500
Volume Deficit		-	-	-	-	-	-
FTE Staff Minimum	4.3	5.1	5.5	5.8	6.2	6.6	6.7
FTE Staff projected	6.7	6.7	6.7	6.7	6.7	6.7	6.7

Appendix 4: Cost Estimate Details –City

Proper planning requires consideration of a variety of factors in addition to the required standards and minimum mill rates. Changing any of the assumptions listed here, will change the totals in the time series table below, of course.

The beginning **population** is indicated here at 12,500. **Population growth** is assumed at a steady 3% rate throughout the plan period. The **Cost per FTE** refers to full time equivalent staff and is pegged at close to the average rate for the southeastern Wisconsin average. **CPI Assumption** refers to the inflation rate as measured by the Consumer Price Index. **Other Operating per capita** refers to the library operation costs beyond personnel and materials. It is set at the actual Barbara Sanborn experience in the current building and at the average for southeastern Wisconsin libraries once a new library is built. **New Building Year** refers to the assumed year in which the library occupies a new building, thereby incurring added operational costs and making room for added materials. **Building per square foot** indicates the assumed cost for building, equipment, site preparation and related costs. **Size of Building** in square feet refers to the design size for the building. **Weeding Cycle** refers to the average amount of time an item is held in the collection: the lower the year, the more aggressive the weeding rate and the higher the need for replacement volumes in order to maintain volume standards. Ten to fifteen years would be optimum, twenty years is fairly standard, allowing for a faster growth in collection, but probably not a good match for patron needs. **Cost per volume** indicates the average cost per item added to the collection used for these projections.

Summary	
Population Assumption	12,500
Population Growth	3.0%
CPI Assumption	3.0%
Cost per FTE	\$34,000
Other Operating/Capita	\$10.00
New Building year	2004
Building per square foot	\$145.00
Size of building	16,000
Weeding cycle (years)	20
Cost per volume	\$15.00

Item	2002	2003	2004	2005	2006	2007	2008
Population	8,200	12,875	13,261	13,659	14,069	14,491	14,926
Personnel cost	\$276,021	\$252,494	\$284,613	\$319,708	\$358,021	\$399,815	\$424,164
Materials upkeep cost	\$40,075	\$54,693	\$59,855	\$65,277	\$70,970	\$76,947	\$79,255
Projected other operating	\$56,301	\$59,730	\$132,613	\$136,591	\$140,689	\$144,909	\$149,257
Rounded Total Operating	\$372,000	\$367,000	\$477,000	\$522,000	\$570,000	\$622,000	\$653,000
Construction cost	\$0	\$0	\$3,625,000	\$0	\$0	\$0	\$0
Volume addition cost		\$0	\$0	\$0	\$0	\$0	\$0
Volumes per capita projected	46,295	48,580	50,142	51,986	54,118	56,542	58,999
Volumes - minimum	39,375	42,000	44,625	47,250	49,875	52,500	52,500
Volume Deficit		-	-	-	-	-	-
FTE Staff Minimum	4.3	7.2	7.9	8.6	9.4	10.1	10.4
FTE Staff projected	6.7	7.2	7.9	8.6	9.4	10.1	10.4

Appendix 5: Cost Estimate Details –Combined

Proper planning requires consideration of a variety of factors in addition to the required standards and minimum mill rates. Changing any of the assumptions listed here, will change the totals in the time series table below, of course.

The beginning **population** is indicated here at 21,500. **Population growth** is assumed at a steady rate throughout the plan period. The **Cost per FTE** refers to full time equivalent staff and is pegged at close to the average rate for the southeastern Wisconsin average. **CPI Assumption** refers to the inflation rate as measured by the Consumer Price Index. **Other Operating per capita** refers to the library operation costs beyond personnel and materials. It is set at the actual Barbara Sanborn experience in the current building and at the average for southeastern Wisconsin libraries once a new library is built. **New Building Year** refers to the assumed year in which the library occupies a new building, thereby incurring added operational costs and making room for added materials. **Building per square foot** indicates the assumed cost for building, equipment, site preparation and related costs. **Size of Building** in square feet refers to the design size for the building. **Weeding Cycle** refers to the average amount of time an item is held in the collection: the lower the year, the more aggressive the weeding rate and the higher the need for replacement volumes in order to maintain volume standards. Ten to fifteen years would be optimum, twenty years is fairly standard, allowing for a faster growth in collection, but probably not a good match for patron needs. **Cost per volume** indicates the average cost per item added to the collection used for these projections.

Summary	
Population Assumption	21,500
Population Growth	2.2%
CPI Assumption	3.0%
Cost per FTE	\$34,000
Other Operating/Capita	\$10.00
New Building year	2004
Building per square foot	\$145.00
Size of building	25,000
Weeding cycle (years)	20
Cost per volume	\$15.00

Note that this scenario, a joint library or library for a consolidated community requires the purchase of added volumes to meet standards.

Item	2002	2003	2004	2005	2006	2007	2008
Population	8,200	21,973	22,456	22,950	23,455	23,971	24,499
Personnel cost	\$276,021	\$430,917	\$481,960	\$537,183	\$596,886	\$661,388	\$696,216
Materials upkeep cost	\$40,075	\$93,341	\$101,357	\$109,680	\$118,321	\$127,288	\$130,088
Projected other operating	\$56,301	\$59,730	\$228,094	\$234,936	\$241,984	\$249,244	\$256,721
Rounded Total Operating	\$372,000	\$584,000	\$811,000	\$882,000	\$957,000	\$1,038,000	\$1,083,000
Construction cost	\$0	\$0	\$3,625,000	\$0	\$0	\$0	\$0
Volume addition cost		\$11,650	\$19,966	\$14,613	\$9,626	\$4,294	\$0
Volumes per capita projected	46,295	72,240	76,755	81,270	85,785	90,300	94,472
Volumes - minimum	67,725	72,240	76,755	81,270	85,785	90,300	90,300
Volume Deficit		777	1,331	974	642	286	-
FTE Staff Minimum	4.3	12.3	13.4	14.5	15.6	16.8	17.1
FTE Staff projected	6.7	12.3	13.4	14.5	15.6	16.8	17.1

Appendix 6: State Standards for Village, City, Joint Library.

County Standard rises from 75% of Basic in 2002 to 100% of basic in 2007. County Standard includes only Staff, Hours, Materials Expenditure, and Collection Size.

Pewaukee City – 12,000 Population

	Basic Level	Moderate Level	Enhanced Level	Excellent Level
Staff FTE*	8.40	8.40	9.60	12.00
Volumes Held (Print)*	48,000	55,200	68,400	84,000
Periodical Titles Received*	142	164	181	246
Audio Recordings Held	1,440	2,160	2,880	4,440
Video Recordings Held	1,320	1,920	2,520	3,000
Hours Open per Week*	59	62	65	67
Materials Expenditures*	\$63,720	\$64,440	\$78,720	\$108,840
Collection Size (Print, Audio & Video)	50,400	58,800	73,200	91,200

Pewaukee Village at 8,000 Population

	Basic Level	Moderate Level	Enhanced Level	Excellent Level
Staff FTE*	6.40	8.00	9.60	11.20
Volumes Held (Print)*	41,600	45,600	56,000	71,200
Periodical Titles Received*	136	158	180	218
Audio Recordings Held	960	1,520	1,920	2,960
Video Recordings Held	1,040	1,360	1,840	2,480
Hours Open per Week*	56	57	59	65
Materials Expenditures*	\$45,360	\$51,680	\$59,200	\$75,360
Collection Size (Print, Audio & Video)	44,000	49,600	60,000	76,000

Pewaukee Joint at 20,000 Popul.

	Basic Level	Moderate Level	Enhanced Level	Excellent Level
Staff FTE*	14.00	14.00	16.00	20.00
Volumes Held (Print)*	80,000	92,000	114,000	140,000
Periodical Titles Received*	236	274	302	410
Audio Recordings Held	2,400	3,600	4,800	7,400
Video Recordings Held	2,200	3,200	4,200	5,000
Hours Open per Week*	59	62	65	67
Materials Expenditures*	\$106,200	\$107,400	\$131,200	\$181,400
Collection Size (Print, Audio & Video)	84,000	98,000	122,000	152,000

Appendix 7: Joint Library Planning Checklist

Yes	Work on	No	Planning
X			1. Has there been an assessment of the impact the proposed merger will have on other communities and the joint library itself in regards to the mill rate requirements and funding levels in ss 43.64 Wisc. Stat.?
X			2. Has there been an assessment of the impact the proposed merger will have on the funding for distribution to other libraries in the county as provided for in ss 43.64?
	X		3. All parties have reviewed any existing planning documents and there is agreement on how these documents can be integrated and priorities established.
X			4. A preliminary study of the feasibility and suitability of the joint library program for the community has been conducted, including the review of alternatives to establishing a combined library.
		X	5. Concerned community groups have examined carefully the proposed joint library and are aware of the range of services and resources and costs involved.
	X		6. The municipal governing boards that are to fund the program have defined their responsibilities in a formal agreement drawn up during the planning phase.
		X	7. Counsels for the participating municipalities, the public library system, and the Division for Libraries, Technology and Community Learning have reviewed the agreement noted above.
N/A			8. If a town is merging with an existing library, has the county board been consulted? The county board can deny the application.
X			9. Is one of the agencies that is discussing the joint library a library that existed prior to May 8, 1990 as required by state law?
Yes	Work on	No	Legal Issues
	X		1. The library will be established in accordance with Chapter 43, Wis. Stats.
	X		2. A legally appointed and constituted public library board will govern the operation of the public library program.
	X		3. The method and number of appointments to the board by each municipality has been determined and there is an agreed upon method in the contract for changing the number of appointments if the relative funding levels of the parties changes enough to warrant such a change.
	X		4. The public library board will have exclusive control of the expenditure of all moneys collected, donated, or appropriated for the public library fund. One of the constituent municipalities will have custody.
X			5. The public library board will employ a library director who is qualified and maintains the appropriate level of certification under the provisions stated in the Wisconsin Administrative Code.
	X		6. There is a clear definition of how legal counsel will be provided. There should be provision for allocating indirect costs if legal advice is received through one of the participating municipalities.

Yes	Work on	No	Contractual
	X		1. General procedures for operating the combined library have been discussed, and all parties agree on principal elements, such as hours of operation, responsibility for expenses, access to resources and activities, user rights and responsibilities, and authority for daily decision making.
X			2. The public library will be a member of a public library system and actively participate in its programs of service, including reciprocal borrower's privileges and interlibrary loans.
X			3. The public library board will follow statutory requirements as to fiscal year, audits, budgeting process, and annual reports to the municipal governing authority and the Division for Libraries and Community Learning.
	X		4. The proposed contract clearly spells out a defined process, timetable and notice requirements for any dissolution.
Yes	Work on	No	Building
		X	1. The building that will house the proposed combined public library is in compliance with the provisions of Title II of the Americans with Disabilities Act (ADA).
		X	2. The building provides adequate space to implement the full range of library services consistent with the library's comprehensive long-range plan, and appropriate Wisconsin Public Library Standards.
	X		3. The contract clearly identifies who owns the building, land, equipment and other tangible assets. Clear provision is made in the contract for dispersal of all tangible assets in the case of dissolution of the agreement.
Yes	Work on	No	Financial
	X		1. Improving service, rather than saving money, is the overriding concern in planning a combined library.
X			2. Does the agreement recognize the requirements for exemption from the county library levy as defined in ss 43.64 of Wisconsin Statutes?
	X		3. Does the agreement recognize the requirement in ss 43.12 for continued participation in the public library system that includes the need to continue funding at no less than the average of the three prior year's effort?
	X		4. The contract clearly specifies the respective liabilities for legal claims and judgments made against the library, especially as regards the amounts beyond any insurance coverage obtained by the library.
	X		5. Is there a clearly established contractual method for determining the total amount of annual operating and capital budgets? This should include provision for what happens if one municipality agrees to a library board proposal and the other party or parties do not. The contract clearly identifies needed deadlines, timetables and procedures.

Yes	Work on	No	Personnel
	X		1. Does the contract define for which employment purposes the staff are to be considered employees of the library or one or the other of the constituent municipalities? Human resource professionals and legal counsel should be consulted so that employee as well as employer rights and privileges are properly considered.
	X		2. Does the contract define the share of state and federal retirement costs attributable to each participating municipality?
	X		3. Does the contract define the shares of unfunded pension liability (if any) attributable to each participating municipality?
	X		4. Is there a clear delineation regarding the personnel policy for the library staff? This should include grievance policies, severance conditions, and necessary requirements regarding state and federal laws for equal employment, ADA requirements and so forth.

Appendix 8: Contract Considerations

Parties involved in a combined library have long-term interests that must be protected by a carefully written contract. The agreement should be supported by written policies that cover operational matters. The Library Board adopts and maintains policies, but all parties should review the initial policies. A committee made up of members of the public library board, and the municipal governing bodies should outline the content of the basic contract. Then an attorney should put it into legal form. This agreement is essential to the long-term success of a joint library. It is important to take the necessary time to do it right. Drafts should be sent to the library system administrator and the Division for Libraries Technology and Community Learning for comment.

There can be a temptation to place more in the basic contract than is necessary. The contract should deal with the fundamentals of governance, staffing, funding, ownership, and termination of the agreement.

Other matters can be handled through policies. Asking two questions will help to determine whether a point should be a part of the contract or of a policy manual: Is this of overriding importance? Is this likely to be changed during the time frame of the agreement? Yes to the first and No to the second suggests the matter is a good candidate to be placed in the contract.

The successful operation of a joint library depends on doing a number of things right. Below are a number of items to deal with in order to set up and manage the combined library properly.

Contract Categories

1. **Governance.** The contract should list the parties entering into the agreement and cite the statutory authority for entering into an agreement of this sort. Ordinarily the parties to the agreement should be the library board, and the municipal governing bodies involved. It is essential to understand that the village board or city council may not act on behalf of the library board unless authorized by the library board to do so. The agreement should also cite the statutes under which the parties will operate the library. **Wisconsin statutes require a community of this size to have 7 library trustees.**
2. **Staffing.** Appropriately certified public library personnel must be employed. The agreement should state the intent of all participant municipalities to fund the agreement. It should specify retirement and disability compensation issues. The intention to meet statutory staffing requirements should be stated in the agreement.
3. **Funding.** It is important to determine and put into the contract the financial responsibilities of each party. This includes both capital and operational costs as well as ongoing maintenance and grounds upkeep for the present and future facilities. ***Distribution of costs based on respective shares of equalized value will ordinarily be preferable to shares based on population, use or other considerations.*** This is so because equalized valuation is the basis on which nearly all other municipal services are

based and because of the mill rate requirements for exemption from the county library levy in ss 43.64 Wisc. Stat.

4. **Budget Setting.** When two or more municipalities must determine the annual budget for a joint library, there is always the danger of a deadlock. Even if the proportions paid by each municipality are set by contract, there still remains the question of total budget in a given year. The contract should clearly specify a method for resolving differences between municipalities on an annual budget. Some joint library contracts call for a budget summit as a joint meeting of the participating municipalities. Others specify that if agreement cannot be reached, the budget reverts to the prior year's level. Other agreements specify that a joint subcommittee be appointed to resolve the budget. Since it is important to meet the requirements of all communities that a budget be set in a timely manner, the contracts should specify deadline dates that assure completion of the budget within the calendars of all parties to the joint agreement.
5. **Ownership of assets.** The agreement should clarify the ownership of assets brought into the shared library (such as equipment, collection, etc.) and how ownership will be determined in the event of termination of the combined library agreement.
6. **Physical plant.** The agreement should state the requirements that must be met by the party providing the physical facility for the combined library. This can include the library's location in the building, public access to the library, maintenance, and more. There should be a clear statement regarding the cost sharing arrangements for the building maintenance. In some instances, one municipality owns the building and leases it back to the joint library, often for a nominal fee.
7. **Termination of the agreement.** The agreement should state the conditions related to termination of the agreement. Some agreements state that dissolution requires just a few months notice by either party. Given the magnitude of the impact this could have on library users and/or remaining parties to a library agreement, a longer time frame should usually be included. Some contracts in the state call for 18 months notice prior to the dissolution. Others specify an annual month in which notice must be given. A rolling two or three-year contract that can be continuously renewed should also be considered.
8. **Resolution for City Council and Village Board.** A model resolution for both the city and village to pass in order to accomplish the merger should be drawn up as soon as both communities approve the concepts in this plan.

Appendix 9: Steps In Establishing A Joint Public Library

1. A library planning committee representative of all municipalities involved formulates a plan or joint library agreement which addresses the following:
 - a) The names of the municipalities which will be members of the joint public library.
 - b) The statutory authority under which the joint library will be established.
 - c) The size of the joint library board and proportionate distribution of the members among the participating municipalities.
 - d) The method by which a school district administrator, or representative shall be appointed.
 - e) The initial terms of office which will be assigned to each board member.
 - f) The designated municipality to be responsible for paying bills and custody of library funds.
 - g) The disposition of existing and future assets of the joint library in case of dissolution of the joint library.
 - h) The method by which annual budgets will be formulated and costs apportioned among the participating municipalities.
 - i) If the proposed joint library territory lies in 2 or more counties that are not in the same system, the agreement must designate the system in which the joint library will participate.
2. Submit proposed plan to the governing bodies of each participating municipality for approval.
3. Submit proposed plan to county board of supervisors for approval.
4. Submit proposed plan to the Division for Libraries, Technology, and Community Learning for an opinion regarding the desirability and feasibility of the plan. The Division's opinion will be contingent upon the following conditions:
 - a) The joint library will be established under the appropriate provisions of Chapter 43 of the Wisconsin Statutes.
 - b) A librarian who is eligible for the appropriate grade level of Wisconsin public librarian certification from the Department of Public Instruction will be appointed to administer the library.
 - c) The establishment of the joint library agrees with the long-range plan for library service in the county.
 - d) The municipalities party to the joint library agreement will make a long term commitment to provide adequate financial support for the library.
 - e) The joint library will be a member of a public library system.
5. Draw up legal joint library agreement incorporating provisions of plan.
6. Submit final plan and joint library agreement to municipalities for action and appointment of library board members.

Appendix 10: Outline of a Sample Plan

Name of Proposed District
Current budget of library
Proposed first year budget of library
[List participant amounts individually]
Names of proposed participant municipalities
Statutory authority for district
Municipality designated as legal custodian of funds.
System of which joint library will be a member
Grade level certification of director
Required grade level certification for newly formed district.
Number of proposed trustees for joint library
[List participant amounts individually]

1. **Executive Summary**
2. **Mission Statement.**
3. **Committee Membership** [list members of the planning committee that developed this document]
4. **Brief History Of Library Development** [Provide a history of the library that is the basis of the proposed joint library]
5. **Current Library Services** [list current circulation, attendance, collection and other input and output data for the current library operation]
6. **Current Funding Of Library Services** [provide a 3 to 5 year summary of past funding for the library]
7. **Proposed Revenue Collection Formula** [indicate the specific formula that will be used for allocating all elements of the joint library budget. Include data on how operating budget will be apportioned, of course, but also indicate how present and future capital budgets, building maintenance budgets and employee fringe benefit costs will be apportioned]
8. **Proposed Resolution for Budget Impasse** [Provide a specific methodology that is proposed for resolving disagreements between the municipalities on operating and capital budgets]
9. **Provide Impact statement** [Indicate the impact that the proposed merger is projected to have on funding and usage patterns in the county and the system. Include letters or reports from the system and the county on feasibility.]
 - a. Relations With Other Libraries.
 - b. Funding formulas
 - c. Library System Opinion on Feasibility
 - d. County Opinion on Feasibility
10. **Tax Base All Municipalities** [Provide ad current summary of the tax base (State Equalized Valuations) for the participants in the proposed joint library over the last several years]
11. **Standards For Libraries** [Provide a listing of how the current and projected joint library compare to the numerical requirements for state and county library standards]
 - e. State
 - f. County (if any)
12. **Buildings.** [Describe the building in which the joint library will be housed. Include relevant data regarding square feet, collection capacity, parking, and so forth. Also indicate who will own the building and how physical assets will be distributed in the event of dissolution]
13. **Contracts, Bylaws, etc.** [Attach copies of proposed bylaws and contracts. Indicate whether they have been reviewed by the relevant municipalities, county board and the library division]