

Village of Mukwonago  
**Notice of Meeting and Agenda**

**LIBRARY BOARD OF TRUSTEES MEETING**  
**Thursday, June 9, 2022**

Time: **6:00 pm**

Place: **Mukwonago Community Library, 511 Division Street, Mukwonago, WI 53149**  
**AND via Zoom**

**Zoom Login**

<https://us02web.zoom.us/j/87407040519?pwd=dkFyaStpNnJXdms2ZlhaZjE3UzVhZz09>

**1. Call to Order**

**2. Roll Call and Introduction of Guests**

**3. Comments from the Public**

*Information and comment may be received from the public by the Library Board, but solely as to matters that appear on the Agenda for that meeting. The public comment session shall last no longer than 15 minutes and individual presentations are limited to (3) minutes per speaker. These time limits may be extended at the discretion of the Chief Presiding Officer. The Library Board may have limited discussion on the information received, however, no action will be taken on issues raised during the public comment session unless they are otherwise on the agenda for that meeting. Public comments should be addressed to the Library Board as a body. Presentations shall not deal in personalities or personal attacks on members of the Board, the applicant for any project, or Village employees. Comments, questions and concerns shall be presented in a respectful and professional manner. Any questions to an individual member of the Library Board or Staff will be deemed out of order by the Presiding Officer.*

**4. Approval of Minutes**

4.a Minutes from May 19, 2022

[Library Board Minutes 20220519\\_unapproved.pdf](#)

**5. Audit and Approval of Monthly Expenditures**

5.a Invoices and Executive Summary for June 2022

[Financial 2022 June Executive Summary 20220609.pdf](#)

[Financial 2022 June Invoices 20220609.pdf](#)

**6. Committee Reports**

6.a Personnel Committee - last met June 2, 2022

[Personnel Committee Meeting minutes 20220602\\_unapproved.pdf](#)

6.b Policy Committee - last met May 26, 2022

6.c Finance Committee - last met February 10, 2022

6.d Building & Grounds Committee - last met March 28, 2022

## **7. Library Director Report**

7.a Library Director Report for June  
*Director Report is for information only.*  
[Library Director Report June 2022.pdf](#)

## **8. Discussion/Action Items**

- 8.a Waukesha County Library Services Plan 2022-2026  
Discussion and possible action on approving the Waukesha County Library Services Plan 2022-2026.  
[Waukesha County Library Plan 2022-2026 - FINAL Approved 2022 04 12.pdf](#)  
[Request to Approve Standards 2022 MK.pdf](#)
- 8.b Walworth County Funding  
Discussion and possible action regarding information presented by Bridges Library System Director Karol Kennedy about how the changes in the Walworth county reimbursement formula and potential finalization of the Tri-Troy agreement will impact the Mukwonago Community Library.
- 8.c Director Evaluation  
Discussion and possible action on deciding the process by which the Board will be evaluated by the Library Director.  
[Director Goals 2022 Final Year of Strategic Plan.pdf](#)
- 8.d Personnel Policy  
Discussion and possible action on approving the Personnel Committee's recommendation to approve the revised Personnel Policy and consider including the Library Position Compensation and Performance Evaluation Program Policy.  
[DRAFT Personnel Policy for Library Board\\_approved Personnel Committee 20220602.pdf](#)  
[Library Position Compensation and Performance Evaluation Program Policy approved 20180215.pdf](#)
- 8.e Public Behavior Policy  
Discussion and possible action on recommendation from the Policy Committee to approve the rewritten Public Behavior Procedures into a full policy that also includes Theft of Library Materials Policy.  
[Public Behavior Policy\\_approved Policy Committee 20220526.pdf](#)  
[OLD Problem Behavior Procedures\\_approved 20180621.pdf](#)  
[OLD Theft of Library Materials\\_approved 20181115.pdf](#)

8.f Finance Policy

Discussion and possible action on recommendation from the Policy Committee to approve the rewritten Finance Policy that includes Fund Disbursement Policy and Finance Procedures.

[Finance Policy\\_approved Policy Committee 20220526.pdf](#)

[OLD Finance Policy\\_approved 20180315.pdf](#)

[OLD Fund Disbursement Policy\\_approved 20180315.pdf](#)

[OLD Finance Procedures\\_approved 20180315.pdf](#)

8.g Display Case and Posting Policy

Discussion and possible action on recommendation from the Policy Committee to approve updates to the Display Case and Posting Policy.

[Display Case and Posting Policy\\_approved Policy Committee 20220526.pdf](#)

[OLD Display Case and Posting Policy\\_approved 20210812.pdf](#)

8.h Standing Subcommittees

Discussion and possible action on President Pringle's change to number of members of each standing subcommittee.

8.i Grutzmacher Donation Subcommittee

Discussion and possible action on creating and appointing a subcommittee to conduct negotiations with the Mukwonago Historical Society and Museum regarding the donation of the Grutzmacher collection.

8.j Strategic Planning Subcommittee

Discussion and possible action on creating and appointing a Strategic Planning Subcommittee.

8.k Officer Nominations

Discussion and possible action on accepting nominations for Vice President and President to be voted on at the July meeting.

8.l Trustee Essentials Chapter 8

Discussion on the questions found at the end of Trustee Essentials Chapter 8.

[Trustee Essentials Chapter 08.pdf](#)

**9. Referral Items**

**10. Confirm Next Meeting Date**

Next regular Library Board meeting is July 14, 2022, at 6:00pm.

**11. Adjourn**

It is possible that a quorum of, members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Please note, upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities through appropriate aids and services. For additional information or to request this service, contact the

Municipal Clerk's Office, (262) 363-6420.

Village of Mukwonago

**DRAFT MINUTES OF THE LIBRARY BOARD MEETING**

**Thursday, May 12, 2022**

Time: **6:00 pm**

Place: **Mukwonago Community Library, 511 Division St., Mukwonago, WI 53149**

**Call to Order**

The President H. Pringle called the meeting to order at 6:00 p.m. located in the Mukwonago Community Library Community Room, 511 Division St., Mukwonago, WI 53149

**Roll Call and Introduction of Guests**

Board Members Present

E. Brill  
J. Darin  
D. Magolan  
J. Gasser  
S. Kaufman  
E. Pautz  
M. Penzkover  
H. Pringle  
C. Stienstra  
D. Whalen

Excused

J. Gasser  
M. Lacock

Also Present

A. Armour, Library Director

**Comments from the Public**

None.

**Approval of Minutes**

D. Magolan/J. Darin motioned to approve the minutes from the Board of Trustees meeting on Thursday April 21, 2022. Unanimously carried.

**Audit and Approval of Monthly Expenditures**

M. Penzkover/S. Kaufman motioned to approve the monthly expenditures. Unanimously carried.

**Committee Reports** *Committee chairperson will report on any recent committee activity. There will be no discussion or action on anything reported out.*

Building & Grounds Committee - last met on March 28, 2022

Finance Committee - last met on February 10, 2022

Personnel Committee - last met on October 7, 2021 - next meets on June 2, 2022

Policy Committee - last met on February 24, 2022 - next meets on May 26, 2022

**Library Director Report** The Library Director Report is for information only.

A. Armour shared information about her report as well as being appointed as a mentor for the new director at Butler's Public Library.

### **Discussion/Action Items**

NAGPRA Summary Contract - Discussion and possible action on approving the contract with Bernstein & Associates NAGPRA Consultants to conduct NAGPRA inventory and summary on the Grutzmacher collection.

A. Armour noted the estimate that was presented to MCL for the NAGPRA services will include a total inventory and a NAGPRA summary. This will discharge MCL as owners of all legal federal obligations prior to donating the collection. Monies could be taken from the endowment funds of the WCCF

C. Stienstra/M. Penzkover motioned to approve the NAGPRA Summary Contract pending legal review and to not exceed the proposed amount of \$44,320.00 as listed on the estimate. Unanimously carried.

System Pump Rebuild and Alignment Proposal - Discussion and possible action on proposal to rebuild and add brush grounding to system pump #4 as well as proposal from Illingworth-Kilgust for system pump laser alignment.

A. Armour noted that in March pump #3 was rebuilt, it is suggested pump #4 be brought to the same specs prior to laser alignment.

M. Penzkover/D. Whalen motioned to approve the rebuild of pump #4 then have both laser aligned. Unanimously carried.

Strategic Planning SWOT Analysis – Nancy Wilhelm to facilitate SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for the strategic planning process.

N. Wilhelm discussed SWOT Analysis and lead the MCL Library Board through the exercise.

### **Referral Items**

A joint meeting with the MCL and Historical Society Boards after the NAGPRA consultants contract is finalized to discuss possible donation of the Grutzmacher collection.

### **Confirm Next Meeting Date**

Regular Library Board on June 9, 2022 at 6pm.

### **Adjournment**

E. Brill/J. Darin motioned to adjourn the meeting. Unanimously carried. Meeting was adjourned at 8:11 pm.

DRAFT

# Mukwonago Community Library Executive Summary 2022

6/9/2022

Account	Amended Budget	Amount Used	Account Balance	% of Budget Used
5110 - Salaries & Wages	559,332.00	212,654.31	346,677.69	38.0%
5112 - Social Security	44,355.00	16,038.28	28,316.72	36.2%
5152 - Retirement	41,145.00	15,586.49	25,558.51	37.9%
5154 - Health	64,788.00	31,508.83	33,279.17	48.6%
5158- OPEB Payout	10,000.00	0.00	10,000.00	0.0%
5159 - Other Fringe Benefits	3,880.00	(52.73)	3,932.73	-1.4%
5219 - Professional Services	4,000.00	2,403.28	1,596.72	60.1%
5220 - Contractual Services	16,000.00	11,380.44	4,619.56	71.1%
5221 - Water & Sewer	3,500.00	614.50	2,885.50	17.6%
5222 - Electric	30,000.00	9,630.37	20,369.63	32.1%
5224 - Gas	15,000.00	6,278.13	8,721.87	41.9%
5225 - Telephone	9,000.00	2,815.44	6,184.56	31.3%
5226 - Insurance	8,000.00	628.11	7,371.89	7.9%
5310 - Outside Services	20,000.00	8,743.01	11,256.99	43.7%
5311 - Supplies	20,000.00	10,002.26	9,997.74	50.0%
5312 - Printing	500.00	424.33	75.67	84.9%
5314 - MetaSpace 511 Equip/supplies	5,000.00	2,788.76	2,211.24	55.8%
5315 - Postage	500.00	164.00	336.00	32.8%
5326 - Periodicals	2,700.00	2,725.22	(25.22)	100.9%
5327 - Newspapers	1,800.00	1,093.40	706.60	60.7%
5328 - Books	70,000.00	26,886.57	43,113.43	38.4%
5329 - AV Materials	12,000.00	5,266.47	6,733.53	43.9%
5330- The Thingery	4,900.00	832.97	4,067.03	17.0%
5331 - Programming	10,000.00	3,228.15	6,771.85	32.3%
5332 - Mileage	2,000.00	116.25	1,883.75	5.8%
5333 - Outreach	2,000.00	1,475.72	524.28	73.8%
5335 - Training & Travel	5,000.00	1,721.98	3,278.02	34.4%
5340 - Digital Materials	10,000.00	3,494.79	6,505.21	34.9%
5341 - Cafe	23,713.00	23,713.00	0.00	100.0%
5343 - Data Lines	1,200.00	0.00	1,200.00	0.0%
5344 - Shared County Databases	22,772.00	12,772.00	10,000.00	56.1%
5395 - Repairs & Maintenance	20,000.00	27,753.13	(7,753.13)	138.8%
5399 - Other	5,000.00	1,418.43	3,581.57	28.4%
5811 - Technology Equipment	18,904.00	8,679.93	10,224.07	45.9%
<b>TOTAL Budget Accounts</b>	<b>1,066,989.00</b>	<b>452,785.82</b>	<b>614,203.18</b>	<b>42.4%</b>
<i>Donation Accounts</i>				
Balance from 2021	<b>53,164.45</b>			
4890 - Donations Revenue 2022			12,083.03	
5806 - Donation Expenditures 2022			14,905.60	
<b>TOTAL Donation Accounts</b>	<b>50,341.88</b>		<b>(2,822.57)</b>	
<b>OVERALL TOTAL</b>			<b>611,380.61</b>	



**MUKWONAGO COMMUNITY LIBRARY**  
**ACCOUNT #440-5511 LIBRARY**  
**June 9, 2022**

Account	Vendor	Memo	Amount
5219 Professional Services	BS & A Software	Annual maintenance Fee	298.03
5220 Contracted Services	Taylor Computer Services	DNS Service and other adjustmer	875.00
5222 Electric	WE Energies	April	2626.94
5224 Gas	WE Energies	April	1280.73
5225 Telephone	Century Link -Village Charge	4/21/22-5/20/22	179.95
5225 Telephone	Charter Communications- Village Charge	4/8/22-5/26/22	293.61
5310 Outside Services	America Aquaria	Fish Tank Maintenance May	85.00
5310 Outside Services	Great America Financial Services	Copier agreement May	353.14
5310 Outside Services	Klassy Kleaners	Weekend Cleaning May	960.00
5311 Supplies	AED Brands- Village Credit Card	Kids AED Pads	132.00
5311 Supplies	Alsco	Mats & Dusters	27.94
5311 Supplies	Amazon Business (DPW Charge)	Battery pack emergency light	31.47
5311 Supplies	Amazon Business	Tape	25.00
5311 Supplies	Amazon Business	General Supplies	227.85
5311 Supplies	Demco	Processing Supplies	214.40
5311 Supplies	Demco	Processing Supplies	133.97
5311 Supplies	Hahn Ace- Village Credit Card	Batteries for Alarm	51.98
5311 Supplies	Home Depot- Village Charge	Hardware	9.98
5311 Supplies	Home Depot- Village Credit Card	Flowers for Planters	86.66
5311 Supplies	Menards- Village Credit Card	Shelving for Basement	270.84
5311 Supplies	OfficePro- Village Charge	Copy Paper	22.50
5311 Supplies	Quill	CREDIT missing box	-59.99
5311 Supplies	Quill	Ink CREDIT	-71.09
5311 Supplies	Quill	Cleaning supplies	174.85
5311 Supplies	Quill	Cleaning supplies	119.98
5311 Supplies	Quill	Cleaning supplies	265.09
5311 Supplies	Quill	Cleaning supplies	245.50
5311 Supplies	Quill	hardwound towels	59.99
5311 Supplies	Quill	Ink	84.58
5311 Supplies	Quill	Ink	71.09
5311 Supplies	Quill- Village Charge	Copy paper	4.55
5311 Supplies	Vernon Library Supplies	DVD cases	285.65
5311 Supplies	Walmart- Village Credit Card	Cleaning Supplies	79.80
5312 Printing	Bayside Printing- Village Charge	Newsletter	78.30
5312 Printing	Central Offices- Village Charge	Copier lease	22.64
5312 Printing	James Imaging	Copier lease	50.12
5312 Printing	James Imaging	Copier Lease	104.11
5314 MetaSpace 511 Equip-	Amazon Business	MetaSpace Supplies	373.80
5314 MetaSpace 511 Equip-	Hero Forge	Characters	31.96
5315 Postage	Postage Used April		13.78
5315 Postage	Quadient Leasing- Village Charge	Postage lease	24.37
5315 Postage	USPS - Village Credit Card	Stamps	58.00

Account	Vendor	Memo	Amount
5327 Newspapers	Wall Street Journal- Village Credit Ca	3 month subscription	149.97
5328 Books	Amazon Business	Books	229.91
5328 Books	Amazon-Village Credit Card	Books/ Kindle	14.99
5328 Books	Amazon-Village Credit Card	Books/ Kindle	13.99
5328 Books	Amazon-Village Credit Card	Books/Kindle	14.99
5328 Books	Amazon-Village Credit Card	Books/Kindle	14.99
5328 Books	Amazon-Village Credit Card	Books/Kindle	7.39
5328 Books	Amazon-Village Credit Card	Books/Kindle	14.99
5328 Books	Amazon-Village Credit Card	Books/Kindle	14.99
5328 Books	Amazon-Village Credit Card	Books/Kindle	14.99
5328 Books	Amazon-Village Credit Card	Books/Kindle	14.99
5328 Books	Baker & Taylor	Books	744.21
5328 Books	Baker & Taylor	Books	15.24
5328 Books	Baker & Taylor	Books	1495.48
5328 Books	Baker & Taylor	Books	239.81
5328 Books	Baker & Taylor	Books	109.54
5328 Books	Baker & Taylor	Books	96.47
5328 Books	Baker & Taylor	Books	80.40
5328 Books	Baker & Taylor	Books	675.21
5328 Books	Brodart Co.	Books	258.51
5328 Books	Brodart Co.	Books	388.06
5328 Books	Brodart Co.	Books	84.44
5328 Books	Brodart Co.	Books	220.38
5328 Books	Cengage	Books	30.39
5328 Books	Cengage	Books	29.59
5328 Books	Center Point	Books	26.57
5328 Books	Center Point	Books	55.94
5329 AV Material	Amazon Business	DVD	791.82
5329 AV Material	Walmart- Village Credit Card	DVD	67.80
5331 Programming	Amazon Business	Program supplies/ YS	101.94
5331 Programming	Amazon Business	Program supplies	101.84
5331 Programming	Amazon Business	Spices	31.96
5331 Programming	Amy Mueller	April & May Programs	225.00
5331 Programming	Creative Pals- Village Credit Card	Cardstock	76.98
5331 Programming	Joann- Village Credit Card	Program Supplies	15.96
5331 Programming	Party City- Village Credit Card	Big Tree	8.40
5331 Programming	Pick N Save- Village Credit Card	Program supplies YS	35.36
5331 Programming	Pick N Save- Village Credit Card	Program supplies Outreach	27.33
5331 Programming	Steve Girman	Juggling/Magic/ Music Act	175.00
5332 Mileage	Eric Huemmer	Outreach Mileage	30.54
5332 Mileage	Jane DeAngelis	SLP Promotions	33.35
5333 Outreach	Facebook	AD Boost	2.27
5333 Outreach	Thomas Press	Bookmarks	66.00
5335 Training & Travel	Qdoba- Village Credit Card	Staff Training Day Meal	267.75

Account	Vendor	Memo	Amount
5335 Training & Travel	UWCC- Village Credit Card	Back In Circulation Conference	300.00
5335 Training & Travel	Wyndham Garden _ Village Credit Card	Conference/ Emily	161.61
5340 Digital Materials	MailChimp- Village Credit Card	Newsletter-June	69.99
5340 Digital Materials	Midwest Tape	Hoopla May	464.79
5340 Digital Materials	Netflix- Village Credit Card	5/1/22-5/31/22	19.99
5395 Repairs & Maintenance	EMCOR Services	Hard Wire Boiler controls	4113.00
5395 Repairs & Maintenance	Rinderle Door Co.	Fix front door	150.50
5399 Other	UKG Payroll Processing	Processing Fee	278.25
581100 Equip < \$5,000	Amazon Business	Computers	1011.44
<b>TOTAL REGULAR ACCOUNTS</b>			<b>\$ 23,904.36</b>

5806 Donation Expenditure	All Star Rentals	Balance Due on Canopy rental	741.00
Donation Designated Funds	4 Imprint	Tent/ Grant	484.83
Donation Designated Funds	Zoozort	Mini Zoo / PD by Friends	825.00
Donation Designated Funds	Nomcon- Village credit card	Maker Class/ Grant	213.80
<b>Total Donation Expenses</b>			<b>\$ 2,264.63</b>
Director	Treasurer	To Be Reimbursed	1523.63
		Regular Donation Expenses	741.00
Secretary		<b>Total Expenses</b>	<b>\$ 26,168.99</b>

**DRAFT MINUTES OF MUKWONAGO COMMUNITY LIBRARY'S  
PERSONNEL COMMITTEE MEETING**

**Thursday, June 2, 2022**

Time: **4:00 pm**

Place: **Mukwonago Community Library, 511 Division St., Mukwonago, WI 53149  
and Zoom**

**Call to Order**

The committee chair Donna Whalen called the meeting to order at 4:04p.m.

**Roll Call and Introduction of Guests**

Committee Members Present

J. Darin  
M. Lacock  
E. Pautz  
D. Whalen

Absent

M. Penzkover

Also Present

A. Armour, Library Director

**Comments from the Public**

None.

**Approval of Minutes**

M. Lacock/E. Pautz motioned to approve the minutes from the Personnel Committee meeting on Thursday, October 7, 2021 Unanimously carried. J. Darin abstained.

**Discussion/Action Items**

Library Position Compensation and Performance Evaluation Program Policy. Discussion and possible recommendation on the annual review and evaluation of the overall policy.

A. Armour noted that once annually the compensation evaluation policy needs to be reviewed and she drew from several general questions that she had once she reviewed this policy. It was decided to bring these questions to the full board as well as have A. Armour research the Village policy for compensation and what other libraries are currently doing in regards to non-monetary job incentives.

Personnel Policy. Discussion and possible recommendation on proposed updates to the Personnel Policy including the integration of the Remote Work Agreement Policy into Section III.

A. Armour noted that this policy needed review and amendment of several areas that are highlighted; these areas were thoroughly discussed.

M. Lacock/J. Darin motioned to recommend to the Library Board the approval of the Personnel Policy changes as proposed by the Library Director and amended at this meeting. Unanimously carried.

Employee Recognition. Discussion and possible recommendation to approve the allowance of one additional paid day of vacation in the year an employee reaches a milestone anniversary with the Village.

D. Whalen noted that this would be best discussed after Village Board review and/or adoption. It was recommended to bring it to the Library Board for the July meeting.

#### Library Director Evaluation

Discussion and possible recommendation on annual evaluation of the Library Director.

D. Whalen noted that this would be a good discussion to have with the entire Board and should be an agenda item at the next full Board meeting in June.

#### Referral Items

None.

#### Confirm Next Meeting Date

The Personnel Committee meets on an as-needed basis. The Committee did not identify a future meeting date.

#### Adjournment

M. Lacock/J. Darin motioned to adjourn the meeting. Unanimously carried. Meeting was adjourned at 5:12 pm.

## **Mukwonago Library Board**

### **Policy Committee **DRAFT** Meeting Minutes**

**Meeting of Thursday, May 26, 2022**

#### **I. REGULAR ORDER OF BUSINESS**

A. The meeting was called to order at 1:02 p.m., May 26, 2022 by Policy Chair Howard Pringle. In attendance were committee members Trustees Diane Magolan and Howard Pringle. Trustee Carol Stienstra attended the hybrid meeting by Zoom. Also in attendance was Library Director Abby Armour.

B. Public Comment.

There were no public comments.

C. The minutes of the February 24, 2022 Policy Committee meeting were reviewed. The minutes were approved as submitted.

Motion by Magolan, second by Stienstra. Approved unanimously.

#### **II. NEW BUSINESS – DISCUSSION / ACTION ITEMS**

A. Display Case and Posting Policy

Library Director Armour presented a draft of a revised and reformatted Display Case and Posting Policy to both comply with the newly approved formatting standards and also to incorporate statements of access and transparency from the Library Bill of Rights. The Committee reviewed the revision and reformatting and recommends that the revised policy be forwarded to the Board for approval and adoption at its June meeting.

Motion by Magolan, second by Stienstra. Approved unanimously.

B. Finance Policy

Director Armour presented a working draft of a completely revised and rewritten Finance Policy that incorporates disparate policies and procedures into a single whole. The new policy incorporates the existing Finance Policy, Fund Disbursement Policy and Finance Procedures and further breaks out all of the components of the varying funds and accounts held by, or usable by the Library. This was a significant piece of work and should prove extremely beneficial to future directors and Board members and is an important component of any succession planning. The Committee reviewed the rewritten and reformatted policy and recommends that the revised policy be forwarded to the Board for approval and adoption at its June meeting.

Motion by Stienstra, second by Magolan. Approved unanimously.

C. Public Behavior Policy

Director Armour presented a working draft of a rewritten Public Behavior Policy that incorporates an existing Public Behavior Procedure and existing Theft of Library Materials Policy into a single Public Behavior Policy. This revision would convert a procedure into policy so as to comply with the requirements of the Waukesha County Library Standards that were adopted in 2022 and bring the Library into full compliance with all standards. The Committee reviewed the rewritten and reformatted policy and recommends that the newly developed policy replace the existing procedure and incorporate the Theft of Library Materials Policy and be forwarded to the Board for approval and adoption at its June meeting in order to comply with Waukesha County Library Standards.

Motion by Pringle, second by Stienstra. Approved unanimously.

**III. REFERRAL ITEMS**

No referrals.

**IV. NEXT MEETING DATE(S)**

The next meeting of the Policy Committee is scheduled to be held Thursday, August 4, 2022 at 11:00 a.m. at the library and in hybrid format for those unable to attend in person. The Committee will continue reviewing policies in accordance with the review schedule..

**V. ADJOURNMENT**

Magolan moved, second by Stienstra that the meeting be adjourned. Motion passed unanimously. The meeting adjourned at 1:39 p.m.

Minutes submitted by Howard Pringle, May 26, 2022

## Library Director Report: June 2022

### Director Meetings and Activities

May 11 through 13 I attended the WAPL conference at the Ingleside in Pewaukee. The first day was the joint meeting of the WPLC Board and Steering Committee, and I was the only Steering Committee member who would could attend in person. This conference focuses specifically on public librarianship, and I attended some great seminars including one on how to improve effectiveness of meetings (my Department Heads like the changes I've made to our meetings!) and on project management.

On May 19 the Library and I were featured on CBS 58's new "Hometowns" segment. My tour of the Thingery was featured live during their noon segment and pieces of my interview were incorporated into their evening feature. My staff did a stellar job straightening and cleaning the inside and outside of the library and really showed why the Library is the pride of Mukwonago. When the CBS crew finished and said they were going to find a coffee shop to do their film editing, I convinced them to use our study rooms and free wifi instead!

May 20 was our Staff Development Day. The Info Desk team and the veteran circulation staff were CPR and AED trained. The instructor helped us learn about our specific AED and we took her suggestion to add an emergency medical bag to the AED cabinet so everything is in one place. The whole staff did a walkthrough of the updated fire safety procedures and we set off the various alarms so everyone know what they sound like. We also had Nancy Wilhelm conduct SWOT on the whole staff for vital perspectives in preparation for strategic planning.

After 7 years of doing Shake Rattle and Roll toddler dance time, Amy Mueller is stepping away. I have taken over the class because we have no other viable alternative and I believe it is a vital link to the families in our community that must be kept within the staff (as opposed to hiring some outside facilitator who does not build connections with families and drive circulation). This beloved class will give me direct information from the parents, grandparents, and nannies who attend and I intend to not only keep the program going, but to use it as a way to survey and bounce ideas off of stakeholders as we work on the next strategic plan. I do NOT want to continue doing this program for very long, but I have the skills and range necessary to maintain it and I needed a stop-gap until budgeting and deciding on staffing levels for 2023.

I am still struggling to get the public copier up and running. All of the problems we are having are on the vendor side with "deployment," though no deployment should ever take 3 ½ months. Instead of having a pre-deployment checklist and giving us specs to have ahead of time, they have treated the entire situation as troubleshooting and I've had to do an inordinate amount of troubleshooting alongside them. The reason we chose this company is because they had decent reviews from other libraries (though I have since figured out that was probably because they had only hired Impact for their copiers and not the payment kiosk and software) and because they were able to offer a fully-staffed tech department to take any troubleshooting out of the Library (and off my plate). I have complained to everyone at Impact copiers, on the tech team who is supposed to be setting it up, and at ACDI who is supposed to



set up PaperCut and the payment kiosk. I've made formal complaints, filled out their surveys, and talked with them on the phone. The Impact manager is coming in this week so I can show how bungled this has been and get them to finish the "deployment".

On May 31 President Pringle and I did a virtual meeting with Jan Bernstein and her associates, Claire and Alianna. We presented the lawyer's minor tweaks to the contract and Jan is currently reviewing them. We also decided that August 9 through August 21 Claire and Alianna will come to Mukwonago to do the entire NAGPRA inventory and begin the summary process. I am working with Henry of the Historical Society on ensuring we have complete and unfettered access to our collection during that time.

### **Grutzmacher Collection Timeline – where are we now?**

- 1) Acquire insurance – done
- 2) Create extended loan agreement with Historical Society – Historical Society is having their lawyer review the loan agreement that Library Board approved on April 21; close to finalizing this to have in place as other things are worked on
- 3) Conduct inventory of entire collection – will be done through NAGPRA summary (see #4)
- 4) NAGPRA Summary – NAGPRA summary work will be conducted August 9 through August 21. Two of Jan Bernstein's associates will be on-site in the Library and at the Red Brick Museum. I am working with Henry to ensure complete and unfettered access for them to work.
- 5) Donate collection – MHMS has appointed a subcommittee to discuss donation with the Library. President Pringle will suggest the same to the Library Board June 9. With a specific date now set for NAGPRA summary work, we have a deadline on deciding if/when the collection will get donated.

### **Circulation (Emily Ceithamer)**

In circulation this last month we welcomed another new circulation clerk, Laurie! With our two new hires, I have been working on getting training materials together and handed out binders for training materials at our circulation meeting on staff development day. I also have made a new hire check list this week that will help with training since there is so much to learn! I also took a trip to the Muskego Public Library this month to meet with the circulation supervisor there. We chatted about how she runs her department and specifically how she files and does reporting. I learned a lot and am going to incorporate what I've learned here with my team. I am looking forward to going out and visiting more libraries in the future. It helps a lot just to see how other libraries do things and to understand how to make things more efficient by incorporating new ideas!

### **Children's Department (Jane DeAngelis)**

I spent much of May doing class visits to all the elementary schools to promote the Summer Library Program. Here are some highlights of what's to come:

Summer Kick-Off--arts & crafts, music, animals, ice cream, SRC sign-up

Read Beyond the Beaten Path Summer Reading Challenge

1000 Books Before Kindergarten

Family Movie Mondays

Teen Dungeons and Dragons

Shake, Rattle & Roll

Teen Tuesdays--yard games, video games, blanket forts, Nerf war, escape room, trivia

Family Night--geocaching, camping, theatrical production for families, Ice Age Trail, blanket fort family night, papermaking, waltz lessons

Wonderful Wednesdays--magic, music, storytelling, improv, juggling, animals

Camp Run-a-Muk

Paws to Read

S'More Stories

and contests galore!

For more information, visit our calendar at <https://mukwonago.librarycalendar.com/>

### **Reference and Adult Services (Chris Stape)**

We've seen a nice growth of the adult Bingo sessions and the Spice of the Month Club. May's Bingo had the most attendance ever and is approaching about the limit I can reasonably manage. We'll start doing two monthly sessions in June and see if that helps. The Spice of the Month Club is now running out of spice in a matter of just a few days. In order to gather some data, I put a little tally up at Circ about mid-month to mark down how many requests we get for spices AFTER they've run out. At a minimum we had 22 requests. This month will be a bit of a test. A last-minute change of recipes reduced the amount of spice needed in the packets, so I now have enough for about 120 kits. That ought to give us an idea of how much interest there really is.

In addition to the usual programming such as movies and book clubs we also had an author event that was well received and a Medicare class that's always in demand. As is typical, all the arts and craft-type programs fill up within days.

### **Technical Services and Thingery (Mary Jo Isely)**

Due to preparations for the Summer Reading Program and vacations we added fewer items in May-- Over 490 new items were processed and cataloged. The Kayaks and Paddleboards were placed back in the Thingery and a Kayak circulated over the Memorial Day Weekend. The Cassette/Recorder was added to the Memory Lab On-the-Go as well as the following: portable badminton set, 89-piece tool kit, and a 2.5 gallon cold beverage dispenser. Magazines were reviewed for renewal or deletion. Weeding continues in Adult Fiction. Additional weeding will also occur in the Video Games collection in preparation for the introduction of Nintendo Switch Games.

### **MetaSpace 511 & Technology (Nancy Ayccock)**

MetaSpace 511 staff has been working on implementing regular maintenance procedures for equipment and performed four hours of laser machine maintenance which included cleaning

Library Director Report: June 2022

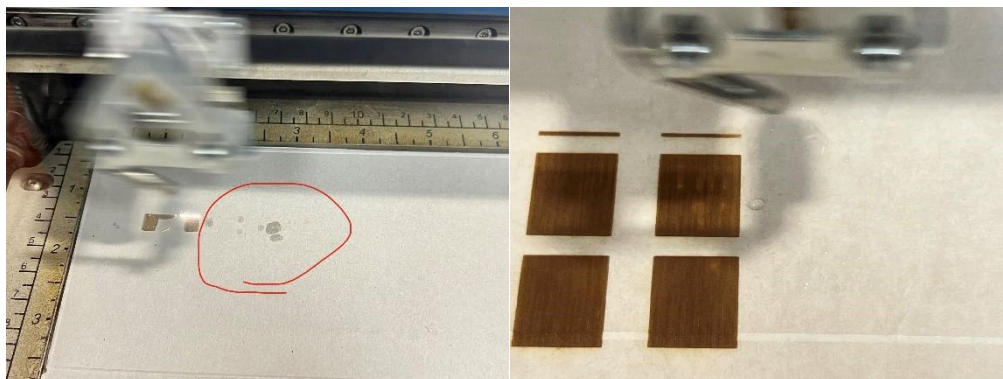
prepared by Director Abby Armour

Page 3 of 7

the cutting table, vacuuming dust and debris from inside machine, cleaning out soot, and cleaning the lens and mirrors. Maintenance of the 3D printers includes cleaning debris from inside machine and cleaning the 3D printer nozzles to prevent clogs. A service technician from First Technologies, Inc. came in to evaluate the laser machine which revealed that the laser lens has scratches on it and will need to be replaced and this may be the cause of some lack of power in cutting.

Lead Innovator, Nancy, added a new surge protector to plug in the three components of the laser system, (the laser machine, fume extractor, and air pump) to allow for a one button quick safety shutdown of the system if there is a flame up. An in-line air dryer was purchased and installed to remove excess moisture from the air assist tube which has been leaving water droplets on materials (see photos). This has become more noticeable with a rise of humidity in the air during spring. Compressed air can contain large amounts of water vapor and as air is compressed, moisture is squeezed out of it.

The new laptops for MetaSpace 511 have been delayed for a month, expected mid-June, due to supply chain problems. During May, MetaSpace 511 staff prepped the Makerspace for the CBS 58 TV segment this month and three patrons volunteered to come in to work on their projects during filming, thank you to John, Crystal, and Margie. The Innovator in Residence Interns attended the Teen Advisory Board (TAB) meeting providing input and Staff Development Day participating in a S.W.O.T session and learning about alarms and safety procedures. Nancy attended the Mukwonago High School, IT Academy Portfolio Presentations, during which Intern Kelidy presented. The presentations were helpful in gaining a better understanding of the level of technical coursework the interns are pursuing and how the library can incorporate these skills into future internships.



Images showing water droplets on materials



New in-line air dryer and 1 button off switch



John, Crystal, & Margie ready for CBS 58

### **Community Engagement Coordinator (Eric Huemmer)**

#### **Outreach & Marketing**

During the Summer, the Marketing Team will be working on an ongoing project to create new promotional materials for the variety of departments and unique collections (The Thingery, Memory Lab, Seed Library, etc.). These rack cards will provide a brief overview on one side while providing them with next steps such as how to get involved or where they can find more information on the other. We aim to finish one every two weeks while juggling the day-to-day marketing needs with Summer Library Program (SLP) in full swing.

For Community Outreach, Director Armour and I connected with Mark Johnson with the Waukesha County's Department of Workforce Development to provide the county's Job Center services right here at the Library. He will be setting up once a week starting June 16 for scheduled meetings and "open office hours" for those in the community interested in help with job searching, resume feedback, and similar support.

Farmer's Market season is well underway, and we have since been to two of the Wednesday afternoon markets. We have already seen a jump in the number of community interactions as the weather warms up. We are attending these on a bi-monthly basis to be mindful of hours and the upcoming SLP, with a different department head/team promoting something new each time (on top of general library promotions).



For Senior Outreach: we had to reschedule our first Linden Grove facility visit due to a COVID outbreak with the residence. We'll be resuming those on June 16 (fully masked) and looking forward to providing services to that population.



## Events & Programming

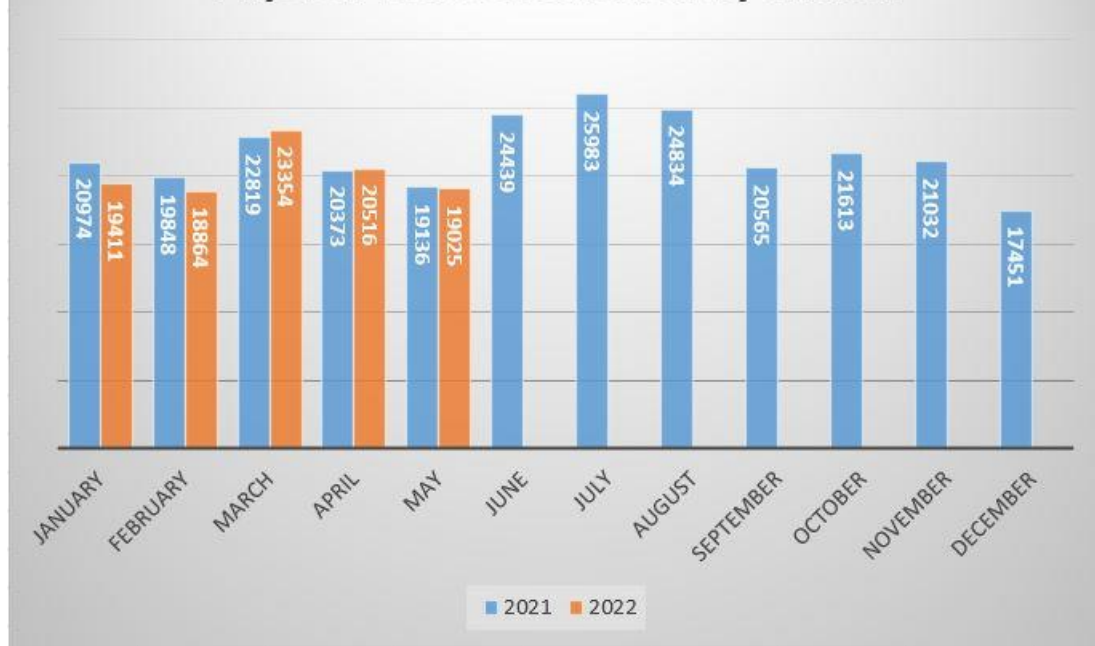
The big Summer Library Program Kick-Off Event is coming up June 11 and we're expecting big numbers and planning accordingly. This will coincide with Mukwonago's Maxwell Street Days. SLP events and programs are all scheduled and listed in quad-fold calendars for the community, with registration for most events and programs opening June 1. Specifically for Teens, we'll be hosting Teen Tuesdays and continue to run Teen D&D and the Teen Advisory Board – the latter of which has been growing and quite helpful with Summer and general program planning.

The Autism Society of Southeastern Wisconsin is gearing up for hosting the support group for parents with children on the spectrum once a month starting August. In the meantime, we are already working with them on planning a sensory-friendly version of our Annual Holiday Tree Lighting event this holiday season – this is something that has not been done anywhere in Waukesha County and could have a big response from this community.

## Statistics

Mukwonago Community Library								
STATISTICS MAY 2022								
Circulation					Programming			
Bridges Library System	2022	2021	% to 2021	YR to Date	Type	General	Kids	Teens
Village of Mukwonago	5,372	5,518	-3%	27,075	Friday Movies	40		
Town of Mukwonago	5,471	5,465	0%	30,044	Art Classes	49		
Eagle	848	990	-14%	4,908	Book Clubs	26		
Genesee	495	562	-12%	3,073	Other Programs	17		
North Prairie	1,058	676	57%	5,502	Bingo	32		
Vernon	1,759	1,812	-3%	9,169	Shake Rattle & Roll		115	
All other Waukesha County	1,051	985	7%	5,376	Paws to Read		31	
Jefferson County	95	77	23%	636	Outreach/ Schools		1629	
Subtotal Bridges System	16,149	16,085	0%	85,783	Library Tours		38	
Other Wisconsin Counties				-	Lego		12	
Milwaukee County	117	42	179%	519	Contests		99	
Racine County	314	315	0%	1,511	Teen Advisory Board			6
Walworth County	2,391	2,682	-11%	13,177	Teen D&D			16
All other Wisconsin Counties	54	12	350%	179	Totals 44	164	1924	22
Subtotal Wisconsin Counties	2,876	3,051	-6%	15,386	Total Childrens Programs		40	
Total All Counties	19,025	19,136	-1%	101,169	Total YA Programs		3	
YTD ALL COUNTIES	101,169	103,150	-2%		Total General Programs		16	
Facility Usage				Subscription Databases & Other Highlights				
	This Year	Last Year	Increase/ Decrease		This Year	Last Year	Decrease	/
Study Room Users	82	57	43.9%	Flipster (System Wide)	2344	4187	-44.0%	
History Room Users	90	9	900.0%	Overdrive Circulation (Mukwonago)	2833	2764	2.5%	
Community Room Use	90	na		Gale Courses Verified (System Wide)	86	85	1.2%	
Computer Usage	na	408		Interlibrary Loans Borrower	11	10	10.0%	
Patron Visits	6,954	5,853	18.8%	Interlibrary Loans Lender	28	16	75.0%	
Curbside Pick Ups	17	18	-5.6%	New Items Added	493	426	15.7%	
				New Cards Added	97	45	115.6%	

## Physical Item Circulation by Month



Mukwonago Community Library										
Time Study										
February 2022										
Row Labels	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Grand Total			
12AM-1AM			5				5			
1AM-2AM				3			3			
2AM-3AM							1			
3AM-4AM	21	27	6	5		3	62			
4AM-5AM	226	139	112	164	139	148	928			
5AM-6AM	293	317	199	209	224	352	1594		Top 10	
6AM-7AM	336	133	251	232	377	358	1687		Above Average	
7AM-8AM	214	134	229	257	280	235	1349		Below Average	
8AM-9AM	246	138	162	196	211	184	1137		Bottom 10	
9AM-10AM	252	140	255	173	229	227	1276			
10AM-11AM	255	135	331	211	269	257	1458			
11AM-12PM	376	160	304	212	380	26	1458			
12PM-1PM	237	193	246	204	198		1078			
1PM-2PM	208	139	137	164			648	Average	180	
2PM-3PM	96	48	85	70			299	Median	198	
3PM-4PM	8	44	53	52			157	Max	380	
4PM-5PM										
5PM-6PM										
6PM-7PM										
7PM-8PM										
8PM-9PM										
Grand Total	2768	1747	2375	2150	2310	1790	13140			

Mukwonago Community Library										
Time Study										
March 2022										
Row Labels	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Grand Total			
12AM-1AM										
1AM-2AM										
2AM-3AM										
3AM-4AM	5	11	10	1			26			
4AM-5AM	158	212	166	310	181	175	1202			
5AM-6AM	222	441	293	180	220	376	1732		Top 10	
6AM-7AM	349	493	360	298	333	460	2293		Above Average	
7AM-8AM	373	219	203	285	422	262	1765		Below Average	
8AM-9AM	231	297	227	349	276	218	1598		Bottom 10	
9AM-10AM	257	199	215	162	231	288	1352			
10AM-11AM	240	441	419	293	337	292	2022			
11AM-12PM	340	340	367	214	391	4	1620			
12PM-1PM	192	220	196	187	238		1033			
1PM-2PM	101	183	261	144			689	Average	222	
2PM-3PM	88	152	88	51			379	Median	220	
3PM-4PM	12	11	26	4			53	Max	493	
4PM-5PM										
5PM-6PM										
6PM-7PM										
7PM-8PM										
8PM-9PM										
Grand Total	2532	3219	2831	2478	2633	2076	15770			

Mukwonago Community Library										
Time Study										
April 2022										
Row Labels	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Grand Total			
12AM-1AM										
1AM-2AM										
2AM-3AM										
3AM-4AM										
4AM-5AM	3	5	8		2	10	28			
5AM-6AM	164	171	185	165	215		1141			
6AM-7AM	253	238	259	140	388	413	1691		Top 10	
7AM-8AM	329	359	263	226	394	402	1973		Above Average	
8AM-9AM	207	195	267	166	245	301	1341		Below Average	
9AM-10AM	192	120	176	384	272		1401		Bottom 10	
10AM-11AM	282	145	105	147	300	276	1255			
11AM-12PM	267	204	342	263	384	421	1881			
12PM-1PM	395	243	274	289	317	1	1519			
1PM-2PM	213	268	284	126	231		1122			
2PM-3PM	144	195	182	103	2		586	Average	198.56944	
3PM-4PM	43	65	56	115			279	Median	210	
4PM-5PM	21	27	20	11			79	Max	421	
5PM-6PM										
6PM-7PM										
7PM-8PM										
8PM-9PM										
Grand Total	2665	2220	2352	1947	2802	2311	14297			

Mukwonago Community Library										
Time Study										
May 2022										
Row Labels	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Grand Total			
12AM-1AM										
1AM-2AM										
2AM-3AM										
3AM-4AM										
4AM-5AM	2						2			
5AM-6AM	12	13	3	5	2	2	27			
6AM-7AM	140	169	142	112	104	247	914			
7AM-8AM	181	319	148	167	146	252	1213		Top 10	
8AM-9AM	251	435	257	113	167	248	1471		Above Average	
9AM-10AM	200	271	167	190	145	130	1103		Below Average	
10AM-11AM	146	237	199	137	123	241	1083		Bottom 10	
11AM-12PM	306	210	174	200	265	172	1327			
12PM-1PM	183	251	245	252	287	138	1356			
1PM-2PM	386	333	311	167	259		1456			
2PM-3PM	257	273	223	153	110		1016			
3PM-4PM	203	237	168	271	1		880	Average	169	
4PM-5PM	91	205	89	116			501	Median	168.5	
5PM-6PM	38	31	33	44			146	Max	435	
6PM-7PM										
7PM-8PM										
8PM-9PM										
Grand Total	2384	2988	2159	1927	1618	1430	12506			



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# Waukesha County **Library Services Plan** 2022-2026

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Approved by the  
Waukesha County Board of Supervisors

April 12, 2022

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# Waukesha County Library Planning Committee

## **Committee Members**

Jim Batzko (Waukesha County Board)  
Dave DeAngelis (Village of Elm Grove, local official) **\*Chair of the County Library Planning Committee**  
Betsy Felix (Library Trustee, Delafield Public Library)  
Joel Gaughan (Waukesha County Board)  
Bruce Gay (Library Director, Waukesha Public Library)  
Laura Gest (Library Director, Hartland Public Library)  
Adele Loria (Library Director, Pauline Haass/Sussex Public Library)  
Robyn Ludtke (Library Trustee, Hartland Public Library)  
Dale Noll (Library Trustee, Pewaukee Public Library)  
Howard Pringle (Trustee, Mukwonago Community Library and Bridges Library System)  
Stephanie Ramirez (Library Director, Delafield Public Library)  
Edell Schaefer (Library Director, Brookfield Public Library)  
Nancy Wilhelm (Trustee, Alice Baker (Eagle) and Bridges Library System)

## **Advisory Participants**

Karol Kennedy, Bridges Library System Director  
Alex Klosterman, Waukesha County Senior Financial Analyst  
Mellanie Mercier, Bridges Library System Assistant Director/Automation Coordinator

## Executive Summary

The Waukesha County Library Planning Committee recommends the following five-year plan that will encourage public libraries in the county to seek the path of excellence in serving their patrons. Libraries are continually adapting to change and reinventing themselves for the benefit of their communities. The success of that constant transformation is evident in the continued high use of libraries in this county.

While the libraries in Waukesha County are all fully autonomous and governed by local library boards, they benefit greatly by their collaborative efforts such as the CAFÉ automation consortium. The citizens receive the benefit of strong, locally supported libraries without the undue burden that exists when one institution has the sole responsibility of providing all services and materials to meet its own community's needs. The vast body of information that exists in today's world is difficult to comprehend but libraries working cooperatively can leverage their resources and offer important access to their citizens. Libraries must work together to efficiently and effectively tackle the challenges they face resulting from limited funding and the changing landscape of technology.

While the public library was conceived in an age of information scarcity, today's networked world is one of information abundance and mobility. The spread of powerful digital information and communication technologies has touched every aspect of daily life, creating new opportunities. The Internet has become the critical gateway for accessing information, job opportunities, education, financial and government services, healthcare resources, and civic participation. But this new world of "information plenty" creates the need for new essential skills. Access to digital networks and digital literacy skills are essential for full participation in modern society. Economic, educational, civic, and social opportunities are tied to a whole new set of knowledge and skills that barely existed a generation ago, and people without these skills or access to this information abundance are quickly left behind. Public libraries can be at the center of these changes: a trusted community resource and an essential platform for learning, creativity, and innovation in the community. Public libraries have the DNA needed to thrive in this new information-rich, knowledge-based society. Providing access and connecting knowledge to the needs of individuals and the community have always been at the center of the mission and purpose of libraries. The emerging value proposition of the public library is built around three key assets - people, place and platform.<sup>1</sup>

The mission of Waukesha County government is to promote the health, safety and quality of life of citizens while fostering an economically vibrant community. The county is committed to delivering effective, high-quality programs and services in a courteous and fiscally prudent manner. Waukesha County recognizes that strong local libraries are essential to the quality of life for its citizens and help build strong, vibrant communities.

This county library planning process considered the past, analyzed the current environment, and then looked forward in order to identify the key strategic library issues of the next five years. This plan recommends the following:

- ❖ An update of the *Minimum to Exempt* standards to reflect the current Waukesha County library environment.
- ❖ The addition of a new quality assurance standard to help ensure libraries' excellence.
- ❖ A change in the definition of circulation in the county library funding collection and distribution formulas to more fairly reimburse libraries for service to residents living in municipalities without libraries.

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<sup>1</sup>*Rising to the Challenge: Re-Envisioning Public Libraries*. The Aspen Institute, 2014.

## Introduction

Chapter 43 of the Wisconsin Statutes establishes the state's policy regarding public libraries. Because Chapter 43 outlines certain responsibilities for counties in relation to library services, it is important to note that the statute emphasizes:

- ❖ The importance of providing all of Wisconsin residents free access to knowledge, information, and diversity of ideas;
- ❖ The critical role played by public, school, special, and academic libraries in providing that access;
- ❖ The major educational, cultural, and economic asset that is represented in the collective knowledge and information resources at the libraries in Wisconsin; and
- ❖ The most efficient and effective management of Wisconsin's library resources occurs through resource sharing and collaboration.

## Vision

***Strong Libraries Build Strong Communities.***

*Waukesha County citizens are served by a vibrant system of well-managed, accessible, and connected libraries that are essential to building strong communities.*

## Mission Statement and Core Values

Waukesha County supports and strengthens high quality library services to its citizens through strong local libraries that offer a return on investment for taxpayers. All libraries are committed to operating with these core values:

- ❖ *Excellence*
- ❖ *Customer service*
- ❖ *Fiscal responsibility*
- ❖ *Collaboration*
- ❖ *Integrity*
- ❖ *Innovation*
- ❖ *Community Engagement*
- ❖ *Connectivity*
- ❖ *Inclusion*

# Statutory Requirements

Chapter 43.11 specifically addresses the requirements for county library planning. While library service plans can address any appropriate issues, Wisconsin Statutes Section 43.11 requires that counties address at least the following in their county library plan:

- ❖ How public library service will be provided to residents of those municipalities in the county not maintaining a public library (locally referred to as **True Non-Residents or TNR**);
- ❖ The method and level of funding that will be provided by the county in order to implement services described in the plan, including the reimbursement of municipal libraries for providing library service to in-county and adjacent county residents; and
- ❖ A method for allocating membership on the regional library system board between the counties in the regional library system.

A county library planning committee was appointed by Paul Decker, Chair of the Waukesha County Board, in the summer of 2021 to develop a new county library plan. A public hearing was held to seek input on this plan and was presented to and approved by the Waukesha County Board of Supervisors on April 12, 2022. This plan supersedes the *Waukesha County Library Service Plan: 2017-2021*.

## Planning History

Five county library plans have been approved in Waukesha County since the adoption of the 1998 Act 150 that changed Wisconsin library law requiring county library planning.

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### 2001-2003 Plan

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County Board Chair James Dwyer appointed the first Act 150 Committee, chaired by Karen McNelly. It met from September 1999 to March 2000. The committee made 15 recommendations. The main recommendations were:

- Retain the current federated status of the library system;
- Adopt a formula for collecting funds by a special county levy on the residents of the 19 communities without their own libraries;
- Adopt a formula for distribution of this funding to 16 county libraries;
- Adopt standards for library services;
- Study a shared automation system for county libraries; and
- Create a capital costs study committee.

The County Executive vetoed the standards provision, but the standards were re-introduced with a modification and passed by the County Board in 2001, for 2002 budget purposes.

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### 2004-2006 Plan

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County Board Chair James Dwyer appointed the second Act 150 Committee, chaired by Ken Herro. It met from September 2002 to March 2003. The committee made 15 recommendations. The main recommendations were:

- Retain the current federated status of the library system;
- Freeze the standards implementation schedule while state tax caps are in place. Lacking the freeze, the standards would have risen to the 90% level but were frozen at the 85%;
- Require any proposed new library to demonstrate that it can and will meet the standards established for Waukesha County before it is eligible for exemption from the county library levy;
- Retain the “Best Fit” formula for distributing to libraries the funds that are collected by a special county levy on the residents of the communities without their own libraries;
- Create a shared automation system for county libraries; and
- Create a capital costs study committee.

In August of 2003, the County Board approved a Capital Cost Study Committee. The County Board approved the capital costs proposal, but County Executive Finley vetoed it and the County Board sustained the veto.

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### 2007-2011 Plan

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County Board Chair James Dwyer appointed the third Act 150 Committee, chaired by Paul Kanter. It met from September 2005 to March 2006. The committee made 15 recommendations. The main recommendations were:

- Continue the standards implementation freeze;
- Establish a committee to review the formula for distribution of funds to county libraries;
- Encourage the CAFÉ Council to evaluate the effectiveness of the CAFÉ shared automation system and share the results with the WCFLS (Waukesha County Federated Library System) Board;

- Encourage the strengthening and improving of one automation system shared by all libraries in the county; and
- Defer consideration of WCFLS' organizational form, local autonomy statement and library establishment until after the final result of the Library Governance Options report.

The committee reconvened in the fall of 2006 for consideration of these issues after the conclusion of the Library Governance Options Study. Major recommendations were:

- Remain a federated library system;
- Reaffirm local library autonomy;
- Establish a capital cost reimbursement program as included in the Act 150 report; and
- Adopt a provision for payments to libraries in adjacent counties as required in newly enacted state law 43.12(2), also known as Act 420.

In August of 2007, the County Board approved the resulting Capital Costs proposal, but County Executive Vrakas vetoed it and the County Board sustained the veto.

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### **2008 - County Library Funding Committee**

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The County Board adopted the *Waukesha County Library Services Plan (2007-2011)* in June of 2006. It called for a re-examination of the then-current "Best-Fit" funding distribution formula in ordinance (11-4) that had been in place since 2000. The plan recommended that the County Board appoint a committee, chaired by County Supervisor Bill Mitchell. The Committee met from January 2008 to April 2008. The committee considered nine options, and its recommendations were:

- Implement a new formula for funding year 2009. The County Board agreed and passed an ordinance to this effect in June of 2008; and
- Appoint a new committee in three years to review the formula again for 2012 funding.

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### **2012-2014 Plan**

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County Board Chair James Dwyer appointed the fourth Act 150 Committee, chaired by Richard Brandt. It met from March to June of 2011. The main recommendations of the committee were:

- Conduct at least two local library-planning efforts each year of the plan;
- Annually produce reports on member library services based on Wisconsin Library Service Record data that indicate the performance of libraries;
- Publicize successes through the media and continue to apply for awards;
- Remain a federated library system;
- Continue to use the adopted funding formula set forth in the ordinance;
- Continue to use the standards at 85% of the basic level on the voluntary standards published by the State of Wisconsin in the year 2000;
- Continue to offer the Library Service Effort ratio targets unchanged;
- Require that any new library demonstrate that it can and will meet standards before it is eligible for exemption from the county library levy; and
- Reaffirm local autonomy with library system oversight on library system compliance.

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### 2017-2021 Plan

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County Board Chair Paul Decker appointed the fifth Act 150 Committee, chaired by Dave DeAngelis. It met from August 2016 to March 2017. The main recommendations of the committee were:

- Update the standards to reflect the current Waukesha County library environment and include requirements based on a graduated population scale;
- Add new quality assurance standards to help ensure libraries' excellence;
- Change standards language to emphasize that the county library standards are "minimums to exempt" rather than aspirational;
- Change in the library distribution formula to more accurately credit libraries for sharing their materials; and
- Remove outdated language in the county code's library distribution formula in order to acknowledge the statutory authority vested in the regional library system board.



## County Profile

Understanding the trends in the population of Waukesha County provides the background for planning. The 2020 Census and 2019 estimates showed the following in Waukesha County:

- Approximately 406,978 people reside in Waukesha County, making it the third most populated county in the state.
- Waukesha County population projections indicate an increase by .41% annually
- The median age is 43.2 years old.
- The median age will continue to increase, reflecting the aging of “baby-boomers” coupled with the smaller number of people born in the late 1960s and early 1970s.
- There are an estimated 158,808 households--72% of them are family households with a married couple.
- Approximately 9.6% of the population is disabled.
- Almost 12% of the population in the county are minorities.
- Median household income is the highest of any county in the state.
- The poverty rate is 5% of county residents.

## County Library Services Profile

There are sixteen public libraries in the county (Figure 1.) providing library services (shown in Appendix D) to residents of Waukesha County. A resident may visit any of these public libraries to seek information, materials, and services. The sixteen libraries are located throughout Waukesha County.

**Figure 1. Waukesha County Libraries**



1. Big Bend Village Library

2. Brookfield Public Library

3. Butler Public Library

4. Delafield Public Library

5. Alice Baker Memorial Library (Eagle)

6. Elm Grove Public Library

7. Hartland Public Library

8. Menomonee Falls Public Library

9. Mukwonago Community Library

10. Muskego Public Library

11. New Berlin Public Library

12. Town Hall Public Library (North Lake)

13. Oconomowoc Public Library

14. Pewaukee Public Library

15. Pauline Haass Public Library (Sussex)

16. Waukesha Public Library

All Waukesha County residents who live in municipalities without libraries have access to the same services as residents of municipalities with libraries, as a condition of those libraries' membership in the regional public library system.

The municipal [libraries](#) were created under the authority of Section 43.52 of the Wisconsin Statutes by their respective municipalities and are governed by duly appointed library boards. The Pewaukee Public Library is a joint library between the Village and City of Pewaukee. The Alice Baker Library is a joint library between the Town and Village of Eagle. A single municipality operates each of the other libraries in Waukesha County. All public library boards must include the local school district superintendent, or their designee, as a member. In addition, one member of the municipal governing body may be appointed to the library board, and up to two members may be non-residents of the municipality.

Waukesha County does not own/operate a public library. Instead, through its annual budget process, it reimburses existing libraries for providing services to residents of those municipalities that do not have libraries of their own. The county has authority to appoint members to local municipal library boards in proportion to their level of funding as set forth in Section 43.60 of Wisconsin Statutes. Waukesha County does take advantage of making appointments when allowed by statute to ensure that it has a voice on a local library board it is helping fund. For example, of the 11 trustees of the Pauline Haass Public Library in Sussex, four are Waukesha County appointees.

## Regional Public Library Systems

Regional public library systems operate according to Wis. Stats. 43.13 - 43.24 and have been in place in Wisconsin since 1971. The goal of library systems is to provide all Wisconsin residents with access to high-quality library service needed to meet personal, work, educational, and community goals. The actual organization and development of public library systems in Wisconsin was a voluntary and gradual process. No county or public library is required to be a member of a library system, yet all of Wisconsin's 72 counties and 381 public libraries are library system members. The creation of public library systems fostered the establishment of a strong network of resource sharing and mutually beneficial interdependence among community public libraries. Wisconsin's 16 public library systems developed in distinct ways in response to the needs of their member libraries and area residents. They continue to evolve and respond as changes in society, resources, and technology create new demands and opportunities, including in Waukesha County.

The Waukesha County Federated Library System (WCFLS) was formed in 1981 and operated as a single county library system until 2016. On January 1, 2016, Waukesha and Jefferson Counties joined to form the Bridges Library System. Citizens can learn more about the project, which won two prestigious awards from the Public Policy Forum, here: <http://tinyurl.com/bridgesaward>. The award for data-driven management or decision-making highlights the thoughtfulness behind the decision to join the two counties. The project

included analysis of the following: overall cost/benefit, fiscal impact, impact on libraries, staff impact, office space capacity, delivery capacity and needs, governance changes, board member allocation, operational changes, contracts review, geographic considerations, CAFÉ operations and migration project implementation, wide area network changes and implementation, name change, and website change. The award for intergovernmental cooperation underscores the importance of working together to become stronger and the concept that to be truly successful all partners must realize added value and meaningful benefits.

Currently, regional library system services include management of the shared automation system (CAFÉ), database management, materials delivery service, professional development opportunities and resources, consulting services, inclusive services, youth services, technology support services, marketing services, website hosting, cooperative purchasing, provision of digital and online resources, provision of backup reference services, and wide area network management.

A statewide Public Library System Redesign (PLSR) project was launched in fall of 2015. The project was led by a 10-member Steering Committee appointed by the State Superintendent of the Department of Public Instruction (DPI). The committee represented the regional and service level diversity of Wisconsin Libraries, from small rural public library systems to large urban public libraries. The committee was formed to oversee a process created and endorsed by the Council on Library and Network Development (COLAND) and accepted by the Superintendent to consider how to best provide public library system services in Wisconsin.

The statewide PLSR Project was completed in 2018 and the final report of the PLSR Steering Committee was delivered to the State Superintendent's Office on March 8, 2019, summarizing three-and-a-half years of work by the Steering Committee, workgroups, and sub-committees. DPI staff within the Division for Libraries and Technology have been charged with implementing the recommendations of the Steering Committee and COLAND is actively monitoring the progress of the implementation process. The work of DPI staff will be guided by the information, data, and feedback gathered from the library community.

The goal of PLSR is to develop a plan for implementation of new equitable, efficient, and effective models of service to provide the best service possible for all public libraries and library users. An initial implementation strategy was released to the library community in fall of 2019 that was prioritized by support expressed during public listening sessions conducted in the Spring of 2019. In June 2020, in light of the COVID-19 pandemic and the resulting impact on libraries and library systems, DPI staff worked in partnership with the 16 Public Library System Directors to reprioritize implementation activities.

The PLSR Steering Committee Recommendations include:

- Develop Standards, Best Practices, and Accountability Structures for Public Library Systems
- Enhance Collaboration by Creating Incentives and Removing Barriers
- Reduce the Number of Public Library Systems

- Analyze the Current Funding Formula
- Initiate Delivery Service Pilot Projects
- Create an Effective, Well Managed, State-Scale Discovery Layer
- Implement a Learning Management System for Professional Development

## Planning Process

County Board Chairman Paul Decker appointed a 13-member committee to undertake this most recent Waukesha County library planning effort. The committee met from July 2021 until February 2022. Seven meetings were held during this planning process. Library input was solicited and received throughout the process.

A public hearing was held on February 17, 2022, to receive public input on the plan prior to approval by the Act 150 County Library Planning Committee.

This plan contains recommended revisions to the county's mandatory library *Minimum to Exempt* standards for exemption to the county library tax. Mandatory standards take effect if they are approved by the County Board of Supervisors and the public library boards of at least 50% of the participating municipalities in the county that contain, according to the most recent estimate prepared under Wisconsin state statute 16.96, at least 80% of the population of participating municipalities in the county.

## Key Strategic Issues

1. Excellence
2. Type of Organization
3. County Funding Collection Formula
4. County Funding Distribution Formula
5. Required Standards: Minimums to Exempt from the County Library Tax
6. Library Establishment
7. Relationships with Others
8. CAFÉ Shared Automation System
9. Regional Library System Membership and Services

### Strategic Issue #1. Excellence

Waukesha County seeks to lead the way in terms of levels and types of library services as measured by state and national data. Analyzing how Waukesha County compares to other similar counties is important because it provides valuable context that takes into consideration what is happening in library services from a high-level perspective.

Historic metrics are in the process of change. State and national data reporting agencies have begun to collect additional data that can be used to measure service delivery in the changing library landscape. In Wisconsin, digital content is owned collectively statewide with public libraries and library systems financing access through license purchases. While digital collections (and their usage) are being counted, all participating members own the digital collections. This shared ownership complicates a traditional analysis of a library collection because numbers no longer reflect single libraries. For example, the Big Bend Village Library reported on its state annual report that it owns 156,430 e-books through Overdrive, as does the Waukesha Public Library because both libraries have access to the Wisconsin Digital Library. In a state without a shared buying pool, the number of e-books owned by any given library would likely be a much smaller number.

Comparing service measures data of counties within the state with similar service populations helps to identify how the libraries in Waukesha are performing. Historically, the 16 libraries in Waukesha County have outranked many of their state peers on important library performance measures based on state library data. Figure 4 provides Waukesha County information and rankings compared to those of the 13 most populous counties in Wisconsin, using the most recent data available and comparing it to data from 2015, which was used in the last county library plan five years ago.

As seen in Figure 4, on all measures but two, Waukesha County has either stayed at the same rank or improved its state ranking. The two measures where Waukesha County libraries experienced a decrease in ranking were expenditure/circulation and per capita \$ - County. The expenditure per circulation is moving in a positive direction as libraries have become more efficient. Waukesha's per capita \$ - County increased by 0.1% while the other counties average decreased by 0.1% resulting in a ranking shift from 2 to 3. E-content circulation per capita was not included in the previous plan but has been added as a service measure.

It is important to note that while Waukesha County libraries consistently lead the way based on statewide benchmarks, there has been a decrease in five of the nine historical performance benchmarks. However, the percentage of change is small, and some decreases correspond to a shift in the way libraries are used.

Please note the following definitions:

- ❖ **FTE** stands for Full-Time Equivalent Employees indicated in library staffing levels.
- ❖ **Circulation** refers to the number of physical items checked out of libraries as opposed to items downloaded through library-sponsored websites unless listed as e-content circulation.
- ❖ **Visits** to libraries are recorded by attendance at the libraries, often by door counters.

Figure 4: Wisconsin Data for Comparable County Populations – 2019 Data

Service Measure	Waukesha Co. Actual 2019	Avg. Annual Change in 4 years	Other Counties Avg. in 2019	Avg. Annual Change 4 years - in other counties	Waukesha Co. Current Rank of Counties	Waukesha Co. Rank of Counties 4 Years Ago
Per Capita \$ - Local	\$47.36	0.9%	\$39.62	0.7%	3	4
Per Capita \$ - County	\$38.78	0.1%	\$31.16	-0.1%	3	2
Per Capita \$ - Combined	\$45.45	0.8%	\$40.39	0.9%	3	3
Circulation per visit	2.2	0.0%	1.77	-3.8%	4	5
Circulation per capita	11.6	0.0%	8.12	-2.8%	2	4
Reference questions/capita	0.81	-1.8%	0.62	-1.5%	2	2
Materials expenditures/capita	\$5.57	-0.5%	4.13	-1.0%	2	2
Circulation per open hour	95.87	0.3%	71.77	-2.1%	2	3
Visits/capita	5.2	-0.2%	4.57	-0.5%	3	4
FTE per 1000 population	0.58	-0.3%	0.53	0.7%	3	5
Expenditure/circulation	\$4.15	0.8%	5.8	5.8%	11	8
Public Internet Computers per 1,000 pop	0.98	-0.8%	0.97	0.7%	6	6
E-content circulation per capita	1.25	11.1%	1.04	11.2%	3	4

\*12 Comparison Counties: Brown, Dane, Kenosha, La Crosse, Marathon, Milwaukee, Outagamie, Racine, Rock, Sheboygan, Washington, and Winnebago

Because a high quality of life for the citizens of Waukesha County cannot be achieved without excellent libraries, it is important that libraries be measured against performance metrics. Excellence is a moving target, and the measurements will need to change in the future because of the vast changes in our information systems and society. Work is being done on a national level to devise additional outcome measures to better reflect libraries' changing role in society.

## Goals and Action Steps for Strategic Issue #1 - Excellence

**Goal:** Produce reports that indicate performance of Waukesha County libraries using traditional and new metrics.

**Objective:** The library system staff, in cooperation with the county library directors, will establish new performance measures that include digital services and any other metric(s) that quantify current library service programs.



**Objective:** The library system staff will annually provide a report to each library that compares its library to comparable libraries.

**Objective:** The library system staff will annually provide to the regional library system board a report on the performance of the Waukesha County libraries in aggregate.

**Objective:** The library system staff will annually provide a snapshot of key performance indicators in the Waukesha County library budget request.

## Strategic Issue #2. Type of Organization

In 2005, the library system hired a consulting firm to take a comprehensive look at the type of organization for the delivery of library services in Waukesha County to ascertain whether a move from a federated to a consolidated structure was advisable. The recommendation of the report was that the existing county library structure continue. The existing structure is that autonomous municipal libraries come together under the umbrella of the library system to work together to achieve efficiencies and strength of collaboration thereby improving effectiveness for all libraries and improving library services for all the citizens of Waukesha County. Even though the study was completed in 2005 and libraries have fundamentally changed in that time, the underlying concepts that were examined have changed little. The most significant changes are as follows:

- ❖ There are now only two joint libraries in the county.
- ❖ The district library legislation under discussion at the time of the study has not been enacted and shows no signs of being re-introduced.
- ❖ The library system has become a two-county regional library system.
- ❖ All county libraries are now a part of the CAFÉ automation consortium.

The current county library planning committee discussed the type of organization and confirmed that remaining in a federated library system arrangement is desirable. The option to change to a consolidated county library was discussed and is not recommended for the reasons cited in the previous study. The committee recommends that the statutorily required county library planning be completed by a county library planning committee as has been done in the past. Creating another layer of government by forming a county library service, such as exists in Dane County, is not recommended as long as the current regional library system conditions remain. The option to utilize the services of the regional library system in county library planning, budgeting, compliance, and development was considered the best way to maximize efficiencies and build on expertise and relationships already in place.

## Goals and Objectives for Strategic Issue #2 - Type of Organization

**Goal:** Continue to utilize the services of the regional library system to assist with county library planning, budgeting, compliance and development throughout the plan.

**Objective:** The regional library system staff will monitor implementation of the statewide Public Library System Redesign (PLSR) project recommendations and continue to provide feedback to DPI and COLAND expressing the need to provide a high level of county library services to avoid creating a need for an additional organization to handle county library responsibilities in the future.

**Objective:** If the regional library system's ability to provide effective services for the county and libraries changes, as determined by the library system board or the member libraries, a county library planning committee will be convened to study and plan for county-level services to benefit the county and the libraries.

## Strategic Issue #3. County Funding Collection Formula

Like all Wisconsin library budgets, Waukesha County municipal library budgets are built on a patchwork of funding sources. County funding is a significant source of funding to libraries that, as required by state law, serve a large number of residents living in municipalities without libraries. Act 150 introduced a requirement in state statute that sets forth a minimum rate at which counties must tax communities without their own libraries for their residents' library use. Waukesha County ordinance 11-4 sets requirements beyond the minimum required in state law. The ordinance can be found at the following link: <https://tinyurl.com/b74rv2wv>.

The county library tax allows for exemption by library communities, if the community's tax for its library appropriation meets or exceeds the county library tax mill rate from the prior year or, in the case of a joint library, must not be less than the average of the previous three years. The community's library must also meet or exceed the adopted county library standards authorized by state statute and codified as enrolled Waukesha County Ordinance 11-6. All municipalities with libraries have annually exempted themselves from the county library tax.

The county library planning committee reviewed the current county library collection formula as defined in Ordinance 11-4 and recommends this formula continue to be used. The amount to be collected from residents of Waukesha County municipalities without their own libraries through the County Library tax is determined by multiplying the total amount of circulation to non-library community residents (TNR) as a percentage of total countywide circulation (Figure 5.) by the total allowable operating expenditures of all county libraries (Figure 6.) as shown in Figure 7.

Historically, only the circulation of physical materials has been used in this calculation. However, in recent years the circulation of electronic materials has grown significantly. From 2019 to 2020, there was an increase in digital usage in the county of 18.9%. These circulations are accurately measured by place of residence, as are physical circulations. The TNR proportionate use of electronic materials is historically higher than TNR proportionate use for physical materials. In 2020, the TNR proportion for physical materials was 18.629%, while the proportion for electronic materials was 22.124%.

The committee recommends the circulation of both physical and electronic materials be included in the collection formula. By including both forms of circulation, the ratio of library use by residents of non-library and library municipalities can be most accurately measured and will provide a more equitable reimbursement for library services.

Figure 7 shows the impact this change would have had on the 2022 in-county budget request.

**Figure 5. True Non-Resident (TNR) Usage of Libraries in Waukesha County (2020 data) Physical Materials Only**

Library	Circulation to Waukesha County TNR		Total County Circulation		TNR Ratio
Big Bend	6,138	÷	12,786		48.01%
Brookfield	30,551	÷	501,073		6.10%
Butler	264	÷	25,125		1.05%
Delafield	79,107	÷	133,200		59.39%
Eagle	3,518	÷	27,192		12.94%
Elm Grove	573	÷	70,196		0.82%
Hartland	48,313	÷	163,341		29.58%
Menomonee Falls	5,405	÷	219,760		2.46%
Mukwonago	97,671	÷	185,814		52.56%
Muskego	8,257	÷	162,991		5.07%
New Berlin	5,631	÷	284,785		1.98%
North Lake	8,124	÷	39,183		20.73%
Oconomowoc	64,433	÷	189,607		33.98%
Pewaukee	22,189	÷	209,397		10.60%
Sussex	86,102	÷	243,242		35.40%
Waukesha	92,969	÷	534,379		17.40%

Figure 6. County Library Allowable Operating Costs 2021 for 2022 Budget

Library	Allowable Costs for 2021
Big Bend	\$74,567
Brookfield	\$3,040,182
Butler	\$107,962
Delafield	\$804,903
Eagle	\$256,895
Elm Grove	\$542,018
Hartland	\$679,570
Menomonee Falls	\$1,990,227
Mukwonago	\$984,750
Muskego	\$1,359,077
New Berlin	\$1,566,639
North Lake	\$458,408
Oconomowoc	\$1,228,428
Pewaukee	\$1,201,725
Sussex	\$1,161,099
Waukesha	\$4,293,738
<b>Total Allowable Costs</b>	<b>\$19,750,188</b>

Figure 7. Collection Formula for 2022 Budget

Collection Formula		TNR%	x	Allowable Costs	=	In-County Budget Request
Countywide Totals (Physical Materials Only)		18.629%	x	\$19,750,188	=	\$3,679,191
Countywide Totals (Physical and Electronic Materials)		19.182%	x	\$19,750,188	=	\$3,788,564

As in past years, the county library planning committee's review of the collection formula included discussion of the capital investments municipalities make in libraries and that there is no provision in the county library collection formula to offset any of the capital expenditures. The history of the county funding formula and previous significant efforts to include a capital component in the formula were discussed. The committee does not recommend change to the current collection formula, other than the inclusion of the circulation of electronic materials but does acknowledge that the municipalities are making additional investments well beyond the operating costs to ensure that quality library facilities are available for use by all county

residents. This is especially true for those municipalities in Figure 5 with high TNR ratios, because their facilities must be sized to accommodate that use.

In addition to using county libraries, some Waukesha County residents use out-of-county libraries. Most citizens choose to use libraries that are convenient to their home, workplace, or school, irrespective of geographic/tax boundaries. Sometimes that library is across a county line. Wisconsin Act 420 was enacted in 2005 and became Wis. Stats. 43.12 that requires reimbursements across county lines. This law allows libraries to invoice an adjacent county when residents of a non-library community in that county borrow items from libraries across county borders. This provision is known as “cross-county payments” or “inter-county funding.” Libraries receive reimbursements based solely on the number of physical items checked out to the non-library community residents. Libraries must be paid at a rate of 70% of their operating costs based on circulation.

The Waukesha County library planning committee strongly supports inter-county payments at this level or higher as a fair and efficient way to extend library services across county lines. It is far less expensive to reimburse an existing library than to build and operate a new library. Several libraries in Waukesha County are situated in close proximity to one or more borders and provide significant services to citizens who live in areas without libraries in adjacent counties. Waukesha County libraries receive funding from those adjacent counties that is, in some cases, vital to their ongoing operations.

In 2021, the Waukesha County budget amount for inter-county funding was \$28,115. That amount was added to the county library budget request in accordance with Wis. Stats. 43.12, and paid to libraries in adjacent counties. By way of comparison, Waukesha County libraries received \$509,650 (in 2021) in funding from adjacent counties. As a result, it is in the interest of Waukesha County to vigorously protect this funding.

## Goals and Objectives for Strategic Issue #3 - County Funding Collection Formula

**Goal:** Continue to collect data and make budget requests based on the formula set forth in Ordinance 11-4, state law, and pre-existing contracts.

**Objective:** The regional library system staff will annually review and verify all adjacent county library requests and incorporate reimbursements to non-county libraries into the county library budget request.

**Objective:** The regional library system staff will annually review a contract with Lakeshores Library System that compensates Waukesha County libraries for inter-county usage and incorporate both revenues and expenditures in the county library budget as well as seek the approval of the contract from the regional library system board.

**Objective:** The regional library system staff will annually review all library allowable costs information and circulation data and prepare county library budget request based on certified data. Beginning with the 2023 budget request, circulation of both physical and electronic materials will be included in the collection formula calculation.

**Objective:** The regional library system will annually prepare the municipal exemption notices and certification for compliance and report to the county the municipalities that qualify for the exemption from the county library tax.

**Goal:** Support the continuance of inter-county payments in Wisconsin.

**Objective:** The regional library system staff will monitor, inform stakeholders, and be proactively engaged in legislative efforts to ensure that inter-county payments to libraries continue at the same level or be increased.

## Strategic Issue #4. County Funding Distribution Formula

The county library planning committee discussed in detail the formula prescribed in Waukesha County Ordinance 11-8 as shown in Appendix A. The details of the formula may be found here: <https://tinyurl.com/b74rv2wv>.

Wis. Stats. 43.12 requires that the county set the method and level of county library service funding, which must include reimbursement to public libraries for services to county residents of municipalities that do not maintain a public library. In Waukesha County, this is referred to as *True Non-Resident (TNR) borrowing*. According to the statute, each library must receive a reimbursement of at least 70% of the local unit cost for its TNR circulations.

TNR borrowing is distinguished from *Crossover Borrowing*, which refers to residents of a library community going to another community's library. The circulation adjustments in the current formula allow for net crossover lenders to be partially rewarded and for net crossover borrowing libraries to have their circulation amounts partially reduced to compensate the net lenders.

In the formula, a library is given credit for sharing its materials with other libraries. Sharing allows libraries to achieve local savings and reduces unnecessary duplication. To discourage libraries from relying too heavily on other libraries by not purchasing enough to meet local demand and to compensate libraries which build strong collections that are borrowed by residents of other library communities, interlibrary loan traffic is measured and factored into the distribution formula. How much a library sends versus how much the library borrows is netted and included as an element in the formula.

In the 2017-2021 Plan, an administrative change was made to the distribution formula. Instead of measuring the number of items transferred from one library to another (transits), the actual number of circulations of inter-library loan items within Waukesha County is the data element used. Because the automation system offers enough detailed reporting on the number of uses and ownership of materials at each library, this data can be recorded and used to more accurately measure a library's efforts to share with its partner libraries. Detailed information that showed the use of each library's materials for 2016 was analyzed and it was determined that this change offered the most accurate reflection of the data that gives credit to libraries that collect and share their materials.

To provide stability in funding, there is a safety net built into the formula that prevents any library from a decrease greater than 5% or \$5,000 (whichever is less), based on the change from the prior year levy distribution unless there is a funding shortfall as described in section 11-8 (5). The county library planning committee discussed the stability component in the formula and agreed it was important to retain. The libraries find it valuable to have a safety net that provides funding stability.

Just as the committee recommends the circulation of both physical and electronic materials be included in the county collection formula, this is also the recommendation for the distribution formula. By including both forms of circulation, the library use by residents of non-library municipalities can be most accurately measured and funds distributed based on use.

## Goals and Objectives for Strategic Issue #4 – County Funding Distribution Formula

**Goal:** Continue to fund the libraries in accordance with the statute and the county ordinance 11-8.

**Objective:** The regional library system will compile the data for the previous year's inter-library loan circulation data. Beginning with the 2023 budget request, circulation of both physical and electronic materials will be included in the distribution formula calculation.

## Strategic Issue #5. Standards

The first Act 150 Committee recommended in 2000 that the county establish standards for libraries based on the state library standards. The purposes were to ensure that all county residents had access to at least a basic level of library service and, by doing so, to diminish the level of crossover borrowing (use by residents of one community at another community's library). In 2001, the Waukesha County Board adopted changes to Chapter 11 of the County Code of Ordinances based on the recommendations of the Act 150 Committee. The library standards in place since 2001 reflected a rate of 85% of the basic level of the state numbers on

the following four standards: staffing level, hours of service, collection size, and materials expenditures.

In addition to the standards adopted, a Library Service Effort Ratio (LSER) was approved and is described in Section 11-5 of the County Code. The LSER allows libraries an alternative method of meeting requirements. A library community that does not meet its numerical standards can still claim exemption from the county library levy if it meets the LSER. The LSER is calculated by adding the number of item loans by a library to its own residents to the number of item loans to residents of other library communities and then dividing that sum by the total number of items borrowed by the residents of that municipality at all libraries in the county. The LSER allows library communities to retain exemption from the county library levy if their residents do most of their library business at home. According to the county plan, if most of a library's 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.

- ❖ A ratio below 100% indicates that the community's residents are borrowing materials from libraries other than their own and is referred to as a net borrowing community.
- ❖ A ratio over 100% indicates that the library is lending to other community's residents in addition to their own residents and is referred to as a net lending community.

**Figure 8. LSER Library Data from 2020**

	A	B		C		D	E	F
Library	Resident use of All Libraries	Library Lending to Other Library Community Residents		Resident Use of Own Library		Total Lending to Own Residents and Other Community Residents	Library Service Effort Ratio (Column D Divided by A)	Target Rate
Big Bend	9,111	1,122	+	5,526	=	6,648	72.97%	80%
Brookfield	445,766	74,190	+	396,332	=	470,522	105.55%	95%
Butler	12,369	14,300	+	10,561	=	24,861	200.99%	80%
Delafield	51,008	14,892	+	39,201	=	54,093	106.05%	80%
Eagle	31,756	1,925	+	21,749	=	23,674	74.55%	80%
Elm Grove	61,573	22,698	+	46,925	=	69,623	113.07%	80%
Hartland	85,718	40,624	+	74,404	=	115,028	134.19%	80%
Menomonee Falls	268,599	8,083	+	206,272	=	214,355	79.80%	95%
Mukwonago	75,568	16,035	+	72,108	=	88,143	116.64%	80%
Muskego	149,565	13,477	+	141,257	=	154,734	103.46%	90%
New Berlin	284,565	26,895	+	252,259	=	279,154	98.10%	95%
North Lake	55,347	3,546	+	27,513	=	31,059	56.12%	80%
Oconomowoc	128,355	11,173	+	114,001	=	125,174	97.52%	90%
Pewaukee	199,813	35,817	+	151,391	=	187,208	93.69%	90%
Sussex	111,386	53,663	+	103,477	=	157,140	141.08%	90%
Waukesha	472,327	39,896	+	401,514	=	441,410	93.45%	95%



Because larger libraries are assumed to be better able to address the needs of their own residents, population based LSER targets were developed. The population categories and target ratios are indicated in Figure 9.

Figure 9. LSER Target Ratios

Population	Target Ratio
Under 10,000	80%
10,000 to 29,999	90%
30,000 and over	95%

The 2021 county library planning committee recommends that the LSER option for exemption be maintained without change.

In 2016, the county library planning committee focused a great deal of its attention on county library standards. Because the library standards had not been updated in nearly twenty years and because the plan vision was to build strong communities through strong libraries, the committee decided to recommend updating the standards as a part of the plan. A subcommittee was formed to investigate the details and report back to the committee. Libraries had changed profoundly, and the sub-committee was charged with the task of offering relevant standards with a sliding population scale instead of a target for a population range. The sub-committee held two lengthy meetings and brought back information to the Act 150 County Library Planning Committee for consideration.

The sub-committee recommended that the word “*Standards*” be changed to the phrase “*Minimums to Exempt*” whenever possible to reflect the fact that recommended levels are not aspirational in nature; they should be considered minimums. While the statute describes the benchmarks as *standards* in 43.11 (3) (d), in the county library plan and in conversation within Waukesha County they are better described as *Minimums to Exempt* from the county library tax as allowed in Wis. Stats. 43.64 (2m).

The *Minimums to Exempt* are based on population of the library municipality, rather than by service area population, since the library’s municipality is the primary source of funding for libraries under the federated governance structure. Figure 10 lists the current population for each municipality.

Figure 10. Population of Waukesha County Library Municipalities, 2020 Census data.

Library Municipality	Population of Municipality
Big Bend	1,483
Brookfield	41,464
Butler	1,787
Delafield	7,185
Eagle	5,690
Elm Grove	6,513
Hartland	9,501
Menomonee Falls	38,527
Mukwonago	8,262
Muskego	25,032
New Berlin	40,451
North Lake	8,469
Oconomowoc	18,203
Pewaukee	24,152
Sussex	11,487
Waukesha	71,158

After thorough review, the 2016 county library planning committee recommended a complete revision of the county library standards. The proposed *Minimums to Exempt* were no longer tied to the state library standards benchmarks. While the state was in the process of a major revision of the standards, the county library committee did not wish to wait for the state standards to be completed. Therefore, new benchmarks were proposed based on an analysis of actual Waukesha County-specific data based on discussions with county public librarians and citizen input. The committee recommended the adoption of new numerical minimums, the addition of two new measures, and the inclusion of checklist items for the purpose of quality assurance. Finally, the committee recommended that the LSER option for exemption be maintained without change.

The 2021 County Library Planning Committee carefully reviewed the *Minimums to Exempt* established in 2017. The recommendation is to retain each of the numerical standards, but with some adjustments based on inflationary increases in the cost of library materials, changes in community technology needs, and increased demand for electronic material. Additional quality assurance standards are also recommended by the committee. Details of all *Minimums to Exempt* and *Quality Assurance Standards* are included below.

The *Minimums to Exempt* for each factor based on a sliding population scale are shown in full in Appendix B. Each library's actuals vs. the proposed *Minimums to Exempt* are shown in Appendix C.

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## Materials Expenditures Per Capita

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Expenditures on library materials, and the size of libraries' physical collections have continued to change as a result of the growth in the size of digital collections. Yet, despite the trend toward digital, libraries still have a significant demand for physical materials. In fact, physical circulation represents an average of 86% of circulation countywide. Libraries are expected to use their annual materials budget to build a relevant current collection that is reflective of and responsive to their local community. The materials expenditures per capita *Minimum to Exempt* measure is intended to ensure libraries meet the current needs of the community by requiring libraries annually invest a minimum funding level for the purchase of materials, including electronic materials, as determined by materials expenditures based on the size of the municipal population.

The recommended minimum benchmarks for materials expenditures per capita were thoroughly reviewed in the context of local budgets and funding constraints and inflationary increases since the previous plan was developed. In the previous plan, the first 10,000 of the population was calculated at the \$6.00 per capita amount and the decreased rate of \$5.00 per capita was calculated on the portion of the population over 10,000.

After, much discussion, the committee recommends that a change of \$0.25 per capita be phased in gradually in 2023 and 2024:

- 2022 – No change in per capita expenditure requirement.
- 2023 – Increase per capita expenditure for first 10,000 population to \$6.15 and portion of population above 10,000 to \$5.15.
- 2024 - Increase per capita expenditure for first 10,000 population to \$6.25 and portion of population above 10,000 to \$5.25.

The materials per capita Minimums to Exempt based on municipal population are shown in Figure 11. Individual library requirements are shown in Appendix C.

Figure 11. Materials Per Capita Minimums to Exempt

Population	Expenditures /Capita 2022	Materials Expenditures 2022	Expenditures /Capita 2023	Materials Expenditures 2023	Expenditures /Capita 2024	Materials Expenditures 2024
1,000	\$6.00	\$6,000	\$6.15	\$6,150	\$6.25	\$6,250
1,500	\$6.00	\$9,000	\$6.15	\$9,225	\$6.25	\$9,375
2,000	\$6.00	\$12,000	\$6.15	\$12,300	\$6.25	\$12,500
2,500	\$6.00	\$15,000	\$6.15	\$15,375	\$6.25	\$15,625
3,000	\$6.00	\$18,000	\$6.15	\$18,450	\$6.25	\$18,750
3,500	\$6.00	\$21,000	\$6.15	\$21,525	\$6.25	\$21,875
4,000	\$6.00	\$24,000	\$6.15	\$24,600	\$6.25	\$25,000
4,500	\$6.00	\$27,000	\$6.15	\$27,675	\$6.25	\$28,125
5,000	\$6.00	\$30,000	\$6.15	\$30,750	\$6.25	\$31,250
5,500	\$6.00	\$33,000	\$6.15	\$33,825	\$6.25	\$34,375
6,000	\$6.00	\$36,000	\$6.15	\$36,900	\$6.25	\$37,500
6,500	\$6.00	\$39,000	\$6.15	\$39,975	\$6.25	\$40,625
7,000	\$6.00	\$42,000	\$6.15	\$43,050	\$6.25	\$43,750
7,500	\$6.00	\$45,000	\$6.15	\$46,125	\$6.25	\$46,875
8,000	\$6.00	\$48,000	\$6.15	\$49,200	\$6.25	\$50,000
8,500	\$6.00	\$51,000	\$6.15	\$52,275	\$6.25	\$53,125
9,000	\$6.00	\$54,000	\$6.15	\$55,350	\$6.25	\$56,250
9,500	\$6.00	\$57,000	\$6.15	\$58,425	\$6.25	\$59,375
10,000+	\$5.00	\$60,000	\$5.15	\$61,500	\$5.25	\$62,500

## Hours Open

The number of hours a library is open per week is an important factor in the level of service it is able to provide to citizens. Some libraries have reduced hours over the summer months in response to changes in community needs. Therefore, the requirement for the minimum number of hours open is represented in average hours per week during the school year. The minimums for the number of open library hours per week based on population are shown in Figure 12. Individual library requirements are shown in Appendix C.

**Figure 12: Winter Hours Open/Week Minimums**

Population	Hours Open/Week
1,000	35
1,500	35
2,000	35
2,500	36
3,000	38
3,500	39
4,000	40
4,500	41
5,000	43
5,500	44
6,000	45
6,500	46
7,000	48
7,500	49
8,000	50
8,500	51
9,000	53
9,500	54
10,000+	55

## Full Time Staff Equivalent (FTE)

Libraries are service-based institutions, which means having adequate staffing levels is a key input measure. For a library to effectively serve its community, the number of full-time equivalent (FTE) staff should be related to the size of the population. It should be noted that the *Minimums to Exempt* benchmark is based on the number of staff budgeted, not actual employees. This allows for unforeseen circumstances such as staff vacancies.

The FTE requirements are shown in Figure 13. The minimum number recommended is 2.0 FTE staff members regardless of the size of the library's community population. Having enough staff to handle daily operations is considered key to a library's success. The rate of the incremental increase is reduced at several population points as shown in Figure 13. An increase of 1.0 FTE is recommended for each 1,000 of population above 2,000. Economies of scale are achieved once a library reaches a certain size. Therefore, the incremental rate of increase is reduced after a population hits the 10,000 mark. At that point, the changes in staff required grow at a rate of approximately .10 per 500 population. Once a population hits the 25,000 mark, the rate of increase is further reduced. At that population point, the increases in staff required are reduced to a rate of .0095 per 500 population. The three change points are highlighted in yellow in Figure 13.

The complete population table is shown in Appendix B. Individual library requirements are shown in Appendix C.

**Figure 13. FTE Staffing Levels Based on Population**

Population	FTE Staffing Minimum Budget
1,000	2.00
2,000	2.00
3,000	3.00
4,000	4.00
5,000	5.00
6,000	6.00
7,000	7.00
8,000	8.00
9,000	9.00
10,000	10.00
10,500	10.10
11,000	10.20
11,500	10.31
12,000	10.41

Population	FTE Staffing Minimum Budget
12,500	10.51
13,000	10.62
13,500	10.73
14,000	10.84
14,500	10.94
15,000	11.05
15,500	11.17
16,000	11.28
16,500	11.39
17,000	11.51
17,500	11.62
18,000	11.74
18,500	11.86
19,000	11.98

Population	FTE Staffing Minimum Budget
19,500	12.10
20,000	12.22
20,500	12.34
21,000	12.47
21,500	12.59
22,000	12.75
22,500	12.85
23,000	12.98
23,500	13.11
24,000	13.24
24,500	13.38
25,000	13.51

Population	FTE Staffing Minimum Budget
25,500	13.64
26,000	13.77
26,500	13.90
27,000	14.03
27,500	14.16
28,000	14.30
28,500	14.44
29,000	14.57
29,500	14.71
30,000	14.85
30,500	14.99
31,000	15.13

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## Collection Size

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This *Minimum to Exempt* only reflects the size of the library's physical collection. While a library's physical collection size continues to matter to citizens as a majority of patrons are still seeking physical materials, libraries continue to see an increase in the use of digital content. When the current plan was developed about 93% of circulation was physical materials. Based on year-to-date 2021 circulation statistics, it is estimated that 86% of total circulation will be physical materials, a change of 7%.

In the previous plan, the minimum collection size for a population of 2,500 or fewer was 14,000 items. The committee recommendation is to decrease this amount by 7.14% to 13,000, with the rest of the incremental changes remaining the same. At a population of 2,500 there is an incremental increase of 4,000 items per 500 population. At a population of 10,000, the incremental increase is reduced to 1,000 items per 500 population. At a population of 25,000 the increase is reduced to 800 items per 500 population. At a population of 50,000 the increase is reduced to 500 items per 500 population. The reduction in the base amount reduces the requirement for all libraries.

The change points are highlighted in Figure 14 below. Individual library requirements are shown in Appendix C.

Figure 14. Collection Size Based on Population

Population	Collection Size
1,000	13,000
1,500	13,000
2,000	13,000
2,500	13,000
3,000	17,000
3,500	21,000
4,000	25,000
4,500	29,000
5,000	33,000
5,500	37,000
6,000	41,000
6,500	45,000
7,000	49,000
7,500	53,000
8,000	57,000
8,500	61,000
9,000	65,000
9,500	69,000
10,000	73,000
10,500	74,000
11,000	75,000
11,500	76,000
12,000	77,000
12,500	78,000
13,000	79,000
13,500	80,000
14,000	81,000
14,500	82,000
15,000	83,000
15,500	84,000
16,000	85,000
16,500	86,000
17,000	87,000
17,500	88,000
18,000	89,000

Population	Collection Size
18,500	90,000
19,000	91,000
19,500	92,000
20,000	93,000
20,500	94,000
21,000	95,000
21,500	96,000
22,000	97,000
22,500	98,000
23,000	99,000
23,500	100,000
24,000	101,000
24,500	102,000
25,000	103,000
25,500	103,800
26,000	104,600
26,500	105,400
27,000	106,200
27,500	107,000
28,000	107,800
28,500	108,600
29,000	109,400
29,500	110,200
30,000	111,000
30,500	111,800
31,000	112,600
31,500	113,400
32,000	114,200
32,500	115,000
33,000	115,800
33,500	116,600
34,000	117,400
34,500	118,200
35,000	119,000
35,500	119,800



Population	Collection Size
36,000	120,600
36,500	121,400
37,000	122,200
37,500	123,000
38,000	123,800
38,500	124,600
39,000	125,400
39,500	126,200
40,000	127,000
40,500	127,800
41,000	128,600
41,500	129,400
42,000	130,200
42,500	131,000
43,000	131,800
43,500	132,600
44,000	133,400
44,500	134,200
45,000	135,000
45,500	135,800
46,000	136,600
46,500	137,400
47,000	138,200
47,500	139,000
48,000	139,800
48,500	140,600
49,000	141,400
49,500	142,200
50,000	143,000
50,500	143,500
51,000	144,000
51,500	144,500
52,000	145,000
52,500	145,500
53,000	146,000
53,500	146,500

Population	Collection Size
54,000	147,000
54,500	147,500
55,000	148,000
55,500	148,500
56,000	149,000
56,500	149,500
57,000	150,000
57,500	150,500
58,000	151,000
58,500	151,500
59,000	152,000
59,500	152,500
60,000	153,000
60,500	153,500
61,000	154,000
61,500	154,500
62,000	155,000
62,500	155,500
63,000	156,000
63,500	156,500
64,000	157,000
64,500	157,500
65,000	158,000
65,500	158,500
66,000	159,000
66,500	159,500
67,000	160,000
67,500	160,500
68,000	161,000
68,500	161,500
69,000	162,000
69,500	162,500
70,000	163,000
70,500	163,500
71,000	164,000

## Number of Public Internet Computers

In today's technologically driven world, the library is an important source of public internet connectivity in the county. Libraries bridge the digital divide in their communities. While more and more Waukesha County residents bring their own devices to libraries, it is important to recognize that not all residents have equal ability to afford to do so, and to remember the library's role in equalizing access.

A minimum number of public access internet computers based on population is recommended, but libraries have seen some decrease in demand for these computers in recent years. All devices available to the public with internet access, such as computers, laptops, and tablets qualify in a library's count. The minimum number of computers for any size population is 2. In the previous plan, an increase of one computer for every 1,000 people was required until a library community population reaches 10,000. At that population size, the requirement was reduced to one computer for every 2,000 people. The committee recommends the minimum number of 2 computers be retained, but an increase of one computer for every 2,000 people be required beyond the minimum. Figure 15 shows the minimum numbers of public internet computers based on population

The requirements for all population sizes are shown in Appendix B. Individual library requirements are shown in Appendix C.

**Figure 15. Public Internet Computer Requirements.**

Population	Computers/Internet Devices
1,000	2
1,500	2
2,000	2
2,500	2
3,000	2
3,500	2
4,000	3
4,500	3
5,000	3
5,500	3
6,000	4
6,500	4

Population	Computers/Internet Devices
7,000	4
7,500	4
8,000	5
8,500	5
9,000	5
9,500	5
10,000	6
10,500	6
11,000	6
11,500	6
12,000	7
12,500	7

Population	Computers/Internet Devices
13,000	7
13,500	7
14,000	8
14,500	8
15,000	8
15,500	8
16,000	9
16,500	9
17,000	9
17,500	9

Population	Computers/Internet Devices
18,000	10
18,500	10
19,000	10
19,500	10
20,000	11
20,500	11
21,000	11
21,500	11
22,000	12
22,500	12

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## Wireless Internet Access

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Public wireless Internet access is extremely important for all libraries. Many people have their own devices and rely on libraries for their connection to the Internet. This *Minimum to Exempt* standard requires that county libraries of all size populations offer wireless Internet access as shown in Figure 16.

Figure 16. Wireless Access Requirement

Population	Wireless Access
≥1	Yes

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## Quality Assurance Standards

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In addition to the numeric *Minimums to Exempt*, a series of *Quality Assurance Standards* are recommended. Because these items are relevant to a library serving any size population and do not include numeric benchmarks, they are proposed as checklist items. Each library board would have to respond “yes” to the requirement in order to meet the quality assurance standard. These *Quality Assurance Standards* are important because they help ensure that the libraries in the county will be well managed and accountable throughout the life of the plan.

The *Quality Assurance Standard* requiring the adoption or review of core library policies is new to the plan and recommended by the committee.

The recommended *Quality Assurance Standards* are:

- ❖ Library board members receive an orientation upon appointment to a library board.
- ❖ The library's website includes contact information of key staff and board members as well as board agendas and minutes.
- ❖ The library board conducts an annual review of its library director.
- ❖ The library budget includes funding to ensure professional development for the library director and staff.
- ❖ The library has an active strategic plan.
- ❖ The library adopts the core policies included in the Wisconsin Public Library Tier One Standards: 1) Circulation, 2) Collection Management, 3) Computer/Internet Use, 4) Meeting Room Use (as necessary), and 5) Public Behavior (Rules of Conduct) 6) Personnel.

The recommended phase-in for implementation of the new core library policies *Quality Assurance Standard* is shown in Figure 17. Libraries that already have these policies in place would be expected to review each of these policies during the county library plan cycle.

Figure 17. Implementation Dates for Quality Assurance Items

Quality Assurance Item	Effective Date
Circulation Policy	September 30, 2022 for 2023 exemption
Collection Management Policy	September 30, 2022 for 2023 exemption
Computer/Internet Use Policy	September 30, 2023 for 2024 exemption
Meeting Room Use Policy (as necessary)	September 30, 2023 for 2024 exemption
Public Behavior (Rules of Conduct) Policy	September 30, 2023 for 2024 exemption
Personnel Policy	September 30, 2024 for 2025 exemption

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## Standards Implementation

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The new policy *Quality Assurance Standards* would become effective according to the schedule in Figure 17. The materials expenditure per capita *Minimum to Exempt* would become effective as described in that section of the plan. All other *Minimums to Exempt* and *Quality Assurance*

*Standards* are being recommended to take effect immediately upon adoption by the county board of supervisors and the libraries as required in Wis. Stats. 43.11(3)(d).

*The plan of library services for a county may include minimum standards of operation for public libraries in the county. The county shall hold a public hearing on any standards proposed under this paragraph. The standards shall take effect if they are approved by the county and the public library boards of at least 50 percent of the participating municipalities in the county that contain, according to the most recent estimate prepared under s. 16.96, at least 80 percent of the population of participating municipalities in the county.*

Libraries would be allowed a one-time exception during the county library plan cycle for each of the standards items, the numeric *Minimums to Exempt*, as well as the checklist *Quality Assurance Standards*. In other words, in one year, a library could not meet the staffing level and the planning requirements and still qualify for the county library tax exemption. However, the library would need to meet both of those requirements for the remaining four years of the plan. The following year, the library could not meet its materials expenditures requirement and still qualify for the exemption because it had not used an exception on this item in a previous year.

If conditions exist, such as the worldwide pandemic in 2020, that result in all or most libraries being unable to meet a particular standard, libraries will still be able to claim the exemption even if the one-time exception had been used previously. Additionally, any library that meets its LSER ratio (as previously described) automatically qualifies for the county library tax exemption relative to the *Minimums to Exempt* component of the requirement. Standards requirements are in addition to the library's municipal requirement to meet or exceed the county library tax.

Below are the steps established to implement the county library tax exemption based on the requirement that a municipality meet the tax levy requirement as well as the adopted *Minimums to Exempt* for its municipal population or LSER qualification for its municipal population and meet the *Quality Assurance Standards* for all libraries.

- **February** - Libraries file state annual report indicating the necessary data for hours, staffing, materials collection size, materials spending, number of computers and wireless access for the previous year. Reports are due to the state by March 1.
- **May** – The regional library system distributes to each library a letter indicating the library's compliance with the *Minimums to Exempt* and LSER ratio based on the annual report of the previous year and the certification form approved by the library board that it intends to meet the *Minimums to Exempt* and the *Quality Assurance Standards* in the current year or provide a plan for return to compliance.
- **August** – Tax levy exemption information is distributed to libraries and municipalities in August. Exemption and standards compliance documentation is due by September 30 each year.

- **October** – The library system communicates to the county those municipalities that have met the requirements and are eligible to be exempt from the county library tax for the following year’s budget.
- **November** – Waukesha County Board of Supervisors sets the levy for the following budget year. The levy includes exemptions to the county library tax levy for communities with libraries that meet all criteria for exemption.

## Goals and Objectives for Strategic Issue #5 – Standards

**Goal:** Revise the Waukesha County library standards to reflect the changing role of libraries, to create new minimum acceptable levels of resource inputs for library services within the county, and to provide quality assurance checks that will result in improved library services countywide.

**Objective:** The regional library system will seek the approval for the new *Minimums to Exempt* and *Quality Assurance Standards* at every library in Waukesha County.

**Objective:** The regional library system will seek the approval of the *Minimums to Exempt* and *Quality Assurance Standards* by the Waukesha County Board of Supervisors.

**Goal:** Monitor compliance with the Minimums to Exempt, Quality Assurance Standards, and municipal requirement to meet or exceed county library tax rate.

**Objective:** The regional library system will annually certify whether each library and library municipality has met its requirement to quality for the municipal exemption in the county library tax.

## Strategic Issue #6. Library Establishment

There are 16 established public libraries in Waukesha County. Since 1986, our state law has required county approval for a township to establish a library or form a joint library with an existing library. However, cities and villages are not required to gain such approval. Municipalities with libraries can choose to abolish those libraries at any time.

State library law allows a county board to disallow a proposed library or a joint library that includes one or more towns because of the potential impact that change could have on the county library tax base. No such prohibition exists for cities and villages. They can form libraries or join with existing libraries when they see fit.

It is critical that any proposed new library demonstrate that it can and will meet the county library *Minimums to Exempt* and *Quality Assurance Standards* before it is eligible for exemption from the county library tax.

## Goals and Objectives for Strategic Issue #6 – Library Establishment

**Goal:** Monitor the county library landscape for new library establishments or partnerships so that all parties have the information needed for proper decision-making.

**Objective:** The regional library system will communicate information to all stakeholders about potential new libraries so that there is adequate time for all parties to respond to potential changes in funding.

## Strategic Issue #7. Relationships with Others

While Act 150 and Act 420 provided much needed county funding for libraries in Wisconsin, Wis. Stats. 43.12 does not completely address the issue of non-resident use of municipal libraries. There are several exceptions that cause problems, especially in Waukesha County along the northern and eastern borders.

While Wisconsin law requires county funding for adjacent county library usage, Milwaukee County is excluded from the requirement. Communities that border Milwaukee County are free to serve or not serve Milwaukee County residents based on a local library board decision. Some libraries choose to serve residents of Milwaukee County because they believe the impact to be minimal and the commitment to open access worthy of an “open door” policy. Some libraries charge fees to residents of Milwaukee County in an attempt to receive some revenue from the residents for whom they are not being reimbursed with tax dollars. Other libraries choose not to serve Milwaukee County residents because they do not wish to have their residents subsidize people who are not at least partially funding the service.

Act 420 also does not require county funding for library usage across borders in the case of two communities with libraries that lie in close proximity to one another in separate counties and separate library systems. In Waukesha County, this problem is most severe in the case of the Menomonee Falls Public Library. The library is on the northeastern edge of the county, bordering Washington and Milwaukee Counties. The Menomonee Falls Public Library does not receive funding from Milwaukee County as previously described. Additionally, there are residents from the Village of Germantown (a community with a library) who would use the Menomonee Falls Library if allowed to do so. Act 420 requires counties to pay for use by residents of only those communities without libraries—not communities like the Village of Germantown. The Menomonee Falls Public Library is allowed, by statute, to deny services to residents of any municipality with a library if the circulation is 500 or more. The Menomonee Falls Public Library board of trustees made the decision many years ago to deny library services to the residents of Germantown after a number of efforts to receive reimbursement failed.

Looking at the southern edge of Waukesha County, the regional library system board has a long-standing agreement in place with Lakeshores Library System that adequately addresses

the cross-county borrowing issues along the southern border. That agreement is between the two regional library systems and is reviewed/approved annually. On the western border, there are not significant issues that are not being adequately addressed by the provisions in Act 420.

Ultimately, whether a library board chooses to provide library service to citizens who are not providing any funding for that service is a local decision driven by philosophy and local circumstances. Due to the desire to maintain strong local autonomy, the committee does not recommend setting a countywide policy on whether local library service should be denied or allowed in the event of an adjacent county funding situation.

## Goals and Objectives for Strategic Issue #7 – Relationships with Others

**Goal:** Ensure that there is dialog in areas where there are denials of library service to citizens.

**Objective:** The regional library system will hold an annual meeting between Menomonee Falls Library and Germantown Library to share information and discuss possible solutions as required by statute.

**Objective:** The regional library system will track the amount of usage by Milwaukee County residents in Waukesha County and share the information with libraries.

## Strategic Issue #8. CAFÉ Shared Automation System

CAFÉ (Catalog Access for Everyone) is a shared integrated library system (ILS) created for the benefit of all the libraries in the county and in the regional library system. Until 2011, CAFÉ was owned and operated by the Waukesha Public Library for 14 of the 16 county libraries. In April of 2011, the ownership and operation of CAFÉ was transferred to the regional library system. Since that time, New Berlin and Menomonee Falls have joined CAFÉ. Additionally, all of the libraries in Jefferson County joined CAFÉ when the new regional library system was formed on January 1, 2016. There are currently 24 public libraries in the CAFÉ automation consortium.

CAFÉ is a member-funded consortium. That member ownership is considered important due to its essential role in the operation of a modern library. Not only does CAFÉ offer access to the citizens to all the materials owned by all the 24 member libraries, but it also provides the software for all circulation operations and related data gathering. Because CAFÉ does not rely on state funding, it is not at high risk in the event of changes to regional library systems in Wisconsin. However, it is imperative that CAFÉ be sufficiently funded locally to ensure stability in operations and membership fees.



## Goals and Objectives for Strategic Issue #8 – CAFÉ Shared Automation System

**Goal:** Continue to encourage CAFÉ cooperation and proper planning and funding to ensure it remains a viable option for Waukesha County libraries.

**Objective:** At least once during the plan, the regional library system will evaluate the effectiveness of CAFÉ from a user's perspective by conducting a user survey or other appropriate data collection methods.

**Objective:** The regional library system will provide oversight for CAFÉ operations and will annually set a CAFÉ budget that includes membership fees that provide sufficient funds to allow for regular hardware and software replacement.

## Strategic Issue #9. Regional Library System Membership and Services

Waukesha County operated as a single county library system for almost 35 years until December 31, 2015. As such, there was not separation of the county library services and the regional library system. In fact, all county library administrative duties have been handled by the regional library system and the regional library system board has acted as a de facto county library board. Duties and roles between the various partners were clarified as a result of adding Jefferson County to the regional library system in 2016. Waukesha County was selected to be the fiscal agent for the newly formed regional library system. The regional library system staff was charged with carrying out the duties related to county library services as requested by the counties. Regional library system board member allocation was agreed upon between Waukesha and Jefferson Counties. Per Wisconsin Statute, the allocation is based on approximate population: Waukesha County has eight seats on the library system board and Jefferson County has three seats on the library system board. The ratio is to be revisited with each census.

The merger of the two counties was successful in that it offered efficiencies that translated to reduced costs for local libraries, additional access to resources for citizens, and additional revenue in excess of expenditures that could be used to fund carefully selected strategic priorities. The success of the project was not accidental; the project took more than a year to complete and involved an analysis of impacts prior to approval as well as the actual work to bring about comprehensive organizational change. The Waukesha County libraries made clear that they needed their library system to continue to be as effective and responsive to their needs as in the past and that the additional libraries should not detract from the needed level of service. Because the regional library system has acted in the role of providing county library

services, the reliance on and expectation for services is likely greater than elsewhere in Wisconsin.

A statewide Public Library System Redesign (PLSR) Project to study ways library systems in Wisconsin can increase effectiveness and efficiencies was completed in 2018. Based on the study results and recommendations, it is safe to say that resource sharing and collaboration will continue to be key elements of regional library systems now and in the future. It is important for libraries and library systems to be engaged in the PLSR implementation process to keep our regional library systems strong and able to provide services to and for Waukesha County libraries.

## Goals and Objectives for Strategic Issue #9 – Regional Library Systems

**Goal:** Encourage the DPI Division for Libraries and Technology PLSR implementation team to focus its efforts on making improvements in library system effectiveness so that Waukesha County libraries benefit from increased services and a higher level of support.

**Objective:** The regional library system staff will engage in the PLSR implementation process to ensure that ideas for improvements are offered throughout the planning and implementation of each project recommendation.

**Objective:** The regional library system staff will engage in the PLSR implementation process to ensure that ideas that surface that could be detrimental to Waukesha County libraries are communicated to stakeholders in a timeframe that offers the possibility for the county, the municipalities, and the libraries to take action to influence the outcome for the benefit of Waukesha County citizens.

## Plan Implementation

This county library plan will be presented for adoption to the Waukesha County Board of Supervisors upon approval by the county library planning committee. It will be filed with the Department of Public Instruction to meet the state's county library planning requirements. A separate process will be used for the adoption of the revised county library standards. Because local library board action, in addition to county board approval, is required for library standards, that process will take additional time. In the event the county library standards are not approved (in accordance with the requirements in the statute), the current library standards will remain in place. In the event of that scenario, the county board of supervisors has the option to form a new county library planning committee or revive the past committee to review the standards and make new recommendations before the end of the adopted five-year plan.

## Review of the Plan

This plan will be reviewed annually by the regional library system board. This is a five-year plan, and the expectation is that a new plan will be approved prior to the expiration of this plan. In the event of a change in library systems in the state of Wisconsin that results in a change to Waukesha County's ability to rely on its regional library system for quality services, a county library planning committee will be convened to study options and create a new county library plan for consideration and approval by the Waukesha County Board of Supervisors.

# Appendices

## Appendix A

### Current Waukesha County Code - Sec. 11-8 Library Tax Levy Distribution Formula

#### Sec. 11-8 Library Tax Levy Distribution Formula.

(a) Purpose. To provide a fair, stable and clearly state County library tax levy distribution formula for the Waukesha County Library Planning Committee to utilize based on Non-Resident and net crossover borrowing/lending circulations.

(b) Definitions. For purposes of this section:

1. *Non-Resident Library Circulation* shall mean the total annual amount of circulation that a Waukesha County Federated System library lends to residents of Waukesha County communities without libraries.
2. *Crossover Lending Circulation* shall mean the lending of library materials, in person or by inter-library loan, by a Waukesha County Federated System library to residents of another Waukesha County Federated System library community.
3. *Crossover Borrowing Circulation* shall mean the borrowing of library materials, in person or by inter-library loan, from a Waukesha County Federated System library by residents of another Waukesha County Federated System library community.
4. *Net Crossover Circulation* shall mean a Waukesha County library community's total annual Crossover Lending Circulation, less its total annual Crossover Borrowing Circulation.
5. *Library County Levy Circulation (LCC) Effort* shall mean the sum of a Waukesha County Federated System library community's total annual Non-Resident Library Circulation and Net Crossover Circulation.
6. *Positive Library County Levy Circulation (LCC) Effort Rate* shall mean, for each Waukesha County Federated System library with a positive Library County Levy Circulation Effort, the proportion of the sum of all positive Library County Levy Circulation Effort.

7. *Circulation* shall mean materials borrowed from a library in the year prior to the year in which the Library Tax is levied.
  8. *Operating Expenditure per Circulation* shall mean the amount computed by dividing a library's total operating expenditures by its total circulation, using data from the year prior to the year in which the Library Tax is levied.
- (c) County Library Levy Distribution Formula. The levy distribution formula shall be determined using two separate allocations.
1. The first allocation for each library's annual share of the Waukesha County Library Levy will be based on s.43.12 (1), Wisconsin Statutes, which requires that each library receive an amount equal to at least 70% of their total operating expenditures, incurred during the year prior to the levy being imposed, multiplied by the proportion of the library's total circulation lent to Waukesha County Non-Residents.
  2. The second allocation for each library's annual share of the Waukesha County Library Levy shall be determined from the remaining annual levy after the first allocation. Only libraries with a positive LCC Effort are eligible for the second Library Levy allocation. The second allocation is determined by multiplying each library's County LCC Effort Rate by the remaining levy. This second allocation will be added to each library's first levy allocation in (1).
  3. To provide stability in funding, no library shall receive a decrease greater than 5% or \$5,000 of the levy distribution, based on the change from the prior year levy distribution, whichever is less, unless further adjustments to the limits are needed as identified in (5). A library will be limited to no greater than a 5% or \$5,000 increase from the prior year, unless it would result in an amount less than the first allocation in (1) or additional funds are available (for allocation in (4)) after complying with the requirements in this paragraph.
  4. County Library Levy remaining after adjustments in (3) will be allocated on the same basis as the second allocation in (2). If the stability adjustment in (3) results in a deficit, whereby the total distribution exceeds available Library Levy, libraries receiving increases in the second allocation after the File Number: 163-O-030 stability adjustment will have their preliminary increases reduced proportionately, until the total reduction is sufficient to offset the deficit. For any library receiving proportional reductions, the adjustment may not cause the following:
    - a. The library's distribution to be lower than its allocation in (1).

- b. The library's distribution to be a net decrease from the prior year.
- 5. During years when the decrease in total available Library Tax Levy produces a deficit in (4) large enough that [4(b)] cannot be satisfied, limits will be adjusted on allowable decreases in distributions to individual libraries by 5 percentage points and \$5,000, incrementally, until the deficit can be offset with proportional reductions in preliminary allocations to comply with [4(b)], with the exception that no individual library's reduction may exceed 25% of its prior year distribution.

## Appendix B

### Minimum to Exempt for Each Service Factor Based on Municipal Population

Population	Material Expenditures (2024)	Expenditures/ Capita (2024)	Hours Open	FTE	Collection Size	Computers /Internet Devices
1,000	\$6,250	\$6.25	35	2.00	13,000	2
1,500	\$9,375	\$6.25	35	2.00	13,000	2
2,000	\$12,500	\$6.25	35	2.00	13,000	2
2,500	\$15,625	\$6.25	36	2.00	13,000	2
3,000	\$18,750	\$6.25	38	3.00	17,000	3
3,500	\$21,875	\$6.25	39	3.00	21,000	3
4,000	\$25,000	\$6.25	40	4.00	25,000	3
4,500	\$28,125	\$6.25	41	4.00	29,000	3
5,000	\$31,250	\$6.25	43	5.00	33,000	4
5,500	\$34,375	\$6.25	44	5.00	37,000	4
6,000	\$37,500	\$6.25	45	6.00	41,000	4
6,500	\$40,625	\$6.25	46	6.00	45,000	4
7,000	\$43,750	\$6.25	48	7.00	49,000	5
7,500	\$46,875	\$6.25	49	7.00	53,000	5
8,000	\$50,000	\$6.25	50	8.00	57,000	5
8,500	\$53,125	\$6.25	51	8.00	61,000	5
9,000	\$56,250	\$6.25	53	9.00	65,000	6
9,500	\$59,375	\$6.25	54	9.00	69,000	6
10,000	\$62,500	\$5.25	55	10.00	73,000	6
10,500	\$65,125	\$5.25	55	10.10	74,000	6
11,000	\$67,750	\$5.25	55	10.20	75,000	7
11,500	\$70,375	\$5.25	55	10.31	76,000	7
12,000	\$73,000	\$5.25	55	10.41	77,000	7
12,500	\$75,625	\$5.25	55	10.51	78,000	7
13,000	\$78,250	\$5.25	55	10.62	79,000	8
13,500	\$80,875	\$5.25	55	10.73	80,000	8
14,000	\$83,500	\$5.25	55	10.84	81,000	8
14,500	\$86,125	\$5.25	55	10.94	82,000	8
15,000	\$88,750	\$5.25	56	11.05	83,000	9
15,500	\$91,375	\$5.25	56	11.17	84,000	9
16,000	\$94,000	\$5.25	56	11.28	85,000	9
16,500	\$96,625	\$5.25	56	11.39	86,000	9
17,000	\$99,250	\$5.25	56	11.51	87,000	10
17,500	\$101,875	\$5.25	56	11.62	88,000	10
18,000	\$104,500	\$5.25	56	11.74	89,000	10

<sup>1</sup>MUNICIPAL population of library municipality (or, in the case of joint libraries, participating municipalities)

Population	Material Expenditures (2024)	Expenditures/ Capita (2024)	Hours Open/Week	FTE Budgeted	Collection Size	Computers/ Internet Devices
18,500	\$107,125	\$5.25	56	11.86	90,000	10
19,000	\$109,750	\$5.25	56	11.98	91,000	11
19,500	\$112,375	\$5.25	56	12.10	92,000	11
20,000	\$115,000	\$5.25	57	12.22	93,000	11
20,500	\$117,625	\$5.25	57	12.34	94,000	11
21,000	\$120,250	\$5.25	57	12.47	95,000	12
21,500	\$122,875	\$5.25	57	12.59	96,000	12
22,000	\$125,500	\$5.25	57	12.72	97,000	12
22,500	\$128,125	\$5.25	57	12.85	98,000	12
23,000	\$130,750	\$5.25	57	12.98	99,000	13
23,500	\$133,375	\$5.25	57	13.11	100,000	13
24,000	\$136,000	\$5.25	57	13.24	101,000	13
24,500	\$138,625	\$5.25	57	13.38	102,000	13
25,000	\$141,250	\$5.25	58	13.51	103,000	14
25,500	\$143,875	\$5.25	58	13.64	103,800	14
26,000	\$146,500	\$5.25	58	13.77	104,600	14
26,500	\$149,125	\$5.25	58	13.90	105,400	14
27,000	\$151,750	\$5.25	58	14.03	106,200	15
27,500	\$154,375	\$5.25	58	14.16	107,000	15
28,000	\$157,000	\$5.25	58	14.30	107,800	15
28,500	\$159,625	\$5.25	58	14.44	108,600	15
29,000	\$162,250	\$5.25	58	14.57	109,400	16
29,500	\$164,875	\$5.25	58	14.71	110,200	16
30,000	\$167,500	\$5.25	59	14.85	111,000	16
30,500	\$170,125	\$5.25	59	14.99	111,800	16
31,000	\$172,750	\$5.25	59	15.13	112,600	17
31,500	\$175,375	\$5.25	59	15.28	113,400	17
32,000	\$178,000	\$5.25	59	15.42	114,200	17
32,500	\$180,625	\$5.25	59	15.57	115,000	17
33,000	\$183,250	\$5.25	59	15.72	115,800	18
33,500	\$185,875	\$5.25	59	15.87	116,600	18
34,000	\$188,500	\$5.25	59	16.02	117,400	18
34,500	\$191,125	\$5.25	59	16.17	118,200	18
35,000	\$193,750	\$5.25	60	16.32	119,000	19
35,500	\$196,375	\$5.25	60	16.48	119,800	19
36,000	\$199,000	\$5.25	60	16.63	120,600	19
36,500	\$201,625	\$5.25	60	16.79	121,400	19

<sup>1</sup>MUNICIPAL population of library municipality (or, in the case of joint libraries, participating municipalities)



Population	Material Expenditures (2024)	Expenditures/ Capita (2024)	Hours Open/Week	FTE Budgeted	Collection Size	Computers/ Internet Devices
37,000	\$204,250	\$5.25	60	16.95	122,200	20
37,500	\$206,875	\$5.25	60	17.11	123,000	20
38,000	\$209,500	\$5.25	60	17.28	123,800	20
38,500	\$212,125	\$5.25	60	17.44	124,600	20
39,000	\$214,750	\$5.25	60	17.61	125,400	21
39,500	\$217,375	\$5.25	60	17.77	126,200	21
40,000	\$220,000	\$5.25	60	17.94	127,000	21
40,500	\$222,625	\$5.25	60	18.11	127,800	21
41,000	\$225,250	\$5.25	60	18.28	128,600	22
41,500	\$227,875	\$5.25	60	18.46	129,400	22
42,000	\$230,500	\$5.25	60	18.63	130,200	22
42,500	\$233,125	\$5.25	60	18.81	131,000	22
43,000	\$235,750	\$5.25	60	18.99	131,800	23
43,500	\$238,375	\$5.25	60	19.17	132,600	23
44,000	\$241,000	\$5.25	60	19.35	133,400	23
44,500	\$243,625	\$5.25	60	19.54	134,200	23
45,000	\$246,250	\$5.25	60	19.72	135,000	24
45,500	\$248,875	\$5.25	60	19.91	135,800	24
46,000	\$251,500	\$5.25	60	20.10	136,600	24
46,500	\$254,125	\$5.25	60	20.29	137,400	24
47,000	\$256,750	\$5.25	60	20.48	138,200	25
47,500	\$259,375	\$5.25	60	20.68	139,000	25
48,000	\$262,000	\$5.25	60	20.87	139,800	25
48,500	\$264,625	\$5.25	60	21.07	140,600	25
49,000	\$267,250	\$5.25	60	21.27	141,400	26
49,500	\$269,875	\$5.25	60	21.47	142,200	26
50,000	\$272,500	\$5.25	60	21.68	143,000	26
50,500	\$275,125	\$5.25	60	21.88	143,500	26
51,000	\$277,750	\$5.25	60	22.09	144,000	27
51,500	\$280,375	\$5.25	60	22.30	144,500	27
52,000	\$283,000	\$5.25	60	22.51	145,000	27
52,500	\$285,625	\$5.25	60	22.73	145,500	27
53,000	\$288,250	\$5.25	60	22.94	146,000	28
53,500	\$290,875	\$5.25	60	23.16	146,500	28

<sup>1</sup>MUNICIPAL population of library municipality (or, in the case of joint libraries, participating municipalities)

Population	Material Expenditures (2024)	Expenditures/ Capita (2024)	Hours Open/Week	FTE Budgeted	Collection Size	Computers/ Internet Devices
54,000	\$293,500	\$5.25	60	23.38	147,000	28
54,500	\$296,125	\$5.25	60	23.60	147,500	28
55,000	\$298,750	\$5.25	60	23.83	148,000	29
55,500	\$301,375	\$5.25	60	24.05	148,500	29
56,000	\$304,000	\$5.25	60	24.28	149,000	29
56,500	\$306,625	\$5.25	60	24.51	149,500	29
57,000	\$309,250	\$5.25	60	24.74	150,000	30
57,500	\$311,875	\$5.25	60	24.98	150,500	30
58,000	\$314,500	\$5.25	60	25.22	151,000	30
58,500	\$317,125	\$5.25	60	25.46	151,500	30
59,000	\$319,750	\$5.25	60	25.70	152,000	31
59,500	\$322,375	\$5.25	60	25.94	152,500	31
60,000	\$325,000	\$5.25	60	26.19	153,000	31
60,500	\$327,625	\$5.25	60	26.44	153,500	31
61,000	\$330,250	\$5.25	60	26.69	154,000	32
61,500	\$332,875	\$5.25	60	26.94	154,500	32
62,000	\$335,500	\$5.25	60	27.20	155,000	32
62,500	\$338,125	\$5.25	60	27.46	155,500	32
63,000	\$340,750	\$5.25	60	27.72	156,000	33
63,500	\$343,375	\$5.25	60	27.98	156,500	33
64,000	\$346,000	\$5.25	60	28.25	157,000	33
64,500	\$348,625	\$5.25	60	28.51	157,500	33
65,000	\$351,250	\$5.25	60	28.79	158,000	34
65,500	\$353,875	\$5.25	60	29.06	158,500	34
66,000	\$356,500	\$5.25	60	29.34	159,000	34
66,500	\$359,125	\$5.25	60	29.61	159,500	34
67,000	\$361,750	\$5.25	60	29.90	160,000	35
67,500	\$364,375	\$5.25	60	30.18	160,500	35
68,000	\$367,000	\$5.25	60	30.47	161,000	35
68,500	\$369,625	\$5.25	60	30.76	161,500	35
69,000	\$372,250	\$5.25	60	31.05	162,000	36
69,500	\$374,875	\$5.25	60	31.34	162,500	36
70,000	\$377,500	\$5.25	60	31.64	163,000	36
70,500	\$380,125	\$5.25	60	31.94	163,500	36
71,000	\$382,750	\$5.25	60	32.24	164,000	37
71,500	\$385,375	\$5.25	60	32.55	164,500	37
72,000	\$388,000	\$5.25	60	32.86	165,000	37

<sup>1</sup>MUNICIPAL population of library municipality (or, in the case of joint libraries, participating municipalities)

Population	Material Expenditures (2024)	Expenditures/ Capita (2024)	Hours Open/Week	FTE Budgeted	Collection Size	Computers/ Internet Devices
72,500	\$390,625	\$5.25	60	33.17	165,500	37
73,000	\$393,250	\$5.25	60	33.49	166,000	38
73,500	\$395,875	\$5.25	60	33.81	166,500	38
74,000	\$398,500	\$5.25	60	34.13	167,000	38
74,500	\$401,125	\$5.25	60	34.45	167,500	38
75,000	\$403,750	\$5.25	60	34.78	168,000	39
75,500	\$406,375	\$5.25	60	35.11	168,500	39
76,000	\$409,000	\$5.25	60	35.44	169,000	39
76,500	\$411,625	\$5.25	60	35.78	169,500	39
77,000	\$414,250	\$5.25	60	36.12	170,000	40
77,500	\$416,875	\$5.25	60	36.46	170,500	40
78,000	\$419,500	\$5.25	60	36.81	171,000	40
78,500	\$422,125	\$5.25	60	37.16	171,500	40
79,000	\$424,750	\$5.25	60	37.51	172,000	41
79,500	\$427,375	\$5.25	60	37.87	172,500	41
80,000	\$430,000	\$5.25	60	38.23	173,000	41
80,500	\$432,625	\$5.25	60	38.59	173,500	41
81,000	\$435,250	\$5.25	60	38.96	174,000	42
81,500	\$437,875	\$5.25	60	39.33	174,500	42
82,000	\$440,500	\$5.25	60	39.70	175,000	42
82,500	\$443,125	\$5.25	60	40.08	175,500	42
83,000	\$445,750	\$5.25	60	40.46	176,000	43
83,500	\$448,375	\$5.25	60	40.84	176,500	43
84,000	\$451,000	\$5.25	60	41.23	177,000	43
84,500	\$453,625	\$5.25	60	41.62	177,500	43
85,000	\$456,250	\$5.25	60	42.02	178,000	44
85,500	\$458,875	\$5.25	60	42.42	178,500	44
86,000	\$461,500	\$5.25	60	42.82	179,000	44
86,500	\$464,125	\$5.25	60	43.23	179,500	44
87,000	\$466,750	\$5.25	60	43.64	180,000	45
87,500	\$469,375	\$5.25	60	44.05	180,500	45
88,000	\$472,000	\$5.25	60	44.47	181,000	45
88,500	\$474,625	\$5.25	60	44.89	181,500	45
89,000	\$477,250	\$5.25	60	45.32	182,000	46
89,500	\$479,875	\$5.25	60	45.75	182,500	46
90,000	\$482,500	\$5.25	60	46.18	183,000	46

<sup>1</sup>MUNICIPAL population of library municipality (or, in the case of joint libraries, participating municipalities)

## Appendix C

**New Minimums vs. Actuals for Waukesha County Libraries based on 2020 Data (data will be updated annually). Materials Spending per Capita will increase \$0.15 in 2023 and an additional \$0.10 to \$0.25 in 2024.**

<b>Library</b>	<b>Big Bend</b>	<b>Population</b>	1,483	
		<b>Actual Material Expenditures</b>	\$11,022	
<b>Category</b>		<b>Minimum To Exempt</b>	<b>Actual</b>	<b>Pass (Yes/No)</b>
<b>\$ Materials/Capita</b>		\$6.00	\$7.43	YES
<b>Hours Open</b>		35	40	YES
<b>FTE</b>		2.00	2.00	YES
<b>Collection Size</b>		13,000	14,514	YES
<b>Public Computers/Internet Access Devices</b>		2	3	YES
<b>Wireless Internet Access</b>		Yes	Yes	YES

<b>Library</b>	<b>Brookfield</b>	<b>Population</b>	41,464	
		<b>Actual Material Expenditures</b>	\$437,961	
<b>Category</b>		<b>Minimum To Exempt</b>	<b>Actual</b>	<b>Pass (Yes/No)</b>
<b>\$ Materials/Capita</b>		\$5.24	\$10.56	YES
<b>Hours Open</b>		60	51	NO
<b>FTE</b>		18.28	30.38	YES
<b>Collection Size</b>		128,600	188,930	YES
<b>Public Computers/Internet Access Devices</b>		22	72	YES
<b>Wireless Internet Access</b>		Yes	Yes	YES

<b>Library</b>	<b>Butler</b>	<b>Population</b>	1,787	
		<b>Actual Material Expenditures</b>	\$11,080	
<b>Category</b>		<b>Minimum To Exempt</b>	<b>Actual</b>	<b>Pass (Yes/No)</b>
<b>\$ Materials/Capita</b>		\$6.00	\$6.20	YES
<b>Hours Open</b>		35	32	NO
<b>FTE</b>		2.00	2.20	YES
<b>Collection Size</b>		13,000	26,854	YES
<b>Public Computers/Internet Access Devices</b>		2	8	YES
<b>Wireless Internet Access</b>		Yes	Yes	YES

<b>Library</b>	<b>Delafield</b>	<b>Population</b>	7,185	
		<b>Actual Material Expenditures</b>	\$79,224	
<b>Category</b>		<b>Minimum To Exempt</b>	<b>Actual</b>	<b>Pass (Yes/No)</b>
<b>\$ Materials/Capita</b>		\$6.00	\$11.03	YES
<b>Hours Open</b>		48	43	NO
<b>FTE</b>		7.00	10.33	YES
<b>Collection Size</b>		49,000	79,947	YES
<b>Public Computers/Internet Access Devices</b>		5	15	YES
<b>Wireless Internet Access</b>		Yes	Yes	YES

<b>Library</b>	<b>Eagle</b>	<b>Population</b>	5,690	
		<b>Actual Material Expenditures</b>	\$38,915	
<b>Category</b>		<b>Minimum To Exempt</b>	<b>Actual</b>	<b>Pass (Yes/No)</b>
<b>\$ Materials/Capita</b>		\$6.00	\$6.84	YES
<b>Hours Open</b>		44	41	NO
<b>FTE</b>		5.00	5.53	YES
<b>Collection Size</b>		37,000	39,727	YES
<b>Public Computers/Internet Access Devices</b>		4	7	YES
<b>Wireless Internet Access</b>		Yes	Yes	YES

<b>Library</b>	<b>Elm Grove</b>	<b>Population</b>	6,513	
		<b>Actual Material Expenditures</b>	\$79,754	
<b>Category</b>		<b>Minimum To Exempt</b>	<b>Actual</b>	<b>Pass (Yes/No)</b>
<b>\$ Materials/Capita</b>		\$6.00	\$12.25	YES
<b>Hours Open</b>		46	37	NO
<b>FTE</b>		6.00	5.91	NO
<b>Collection Size</b>		45,000	64,278	YES
<b>Public Computers/Internet Access Devices</b>		4	6	YES
<b>Wireless Internet Access</b>		Yes	Yes	YES

<b>Library</b>	<b>Hartland</b>	<b>Population</b>	9,501	
		<b>Actual Material Expenditures</b>	\$87,100	
<b>Category</b>		<b>Minimum To Exempt</b>	<b>Actual</b>	<b>Pass (Yes/No)</b>
<b>\$ Materials/Capita</b>		\$6.00	\$9.17	YES
<b>Hours Open</b>		54	49	NO
<b>FTE</b>		9.00	9.81	YES
<b>Collection Size</b>		69,000	77,109	YES
<b>Public Computers/Internet Access Devices</b>		6	10	YES
<b>Wireless Internet Access</b>		Yes	Yes	YES

<b>Library</b>	<b>Menomonee Falls</b>	<b>Population</b>	38,527	
		<b>Actual Material Expenditures</b>	\$207,558	
<b>Category</b>		<b>Minimum To Exempt</b>	<b>Actual</b>	<b>Pass (Yes/No)</b>
<b>\$ Materials/Capita</b>		\$5.26	\$5.39	YES
<b>Hours Open</b>		60	54	NO
<b>FTE</b>		17.44	20.61	YES
<b>Collection Size</b>		124,600	124,430	NO
<b>Public Computers/Internet Access Devices</b>		20	52	YES
<b>Wireless Internet Access</b>		Yes	Yes	YES

<b>Library</b>	<b>Mukwonago</b>	<b>Population</b>	8,262	
		<b>Actual Material Expenditures</b>	\$77,883	
<b>Category</b>		<b>Minimum To Exempt</b>	<b>Actual</b>	<b>Pass (Yes/No)</b>
<b>\$ Materials/Capita</b>		\$6.00	\$9.43	YES
<b>Hours Open</b>		50	50	YES
<b>FTE</b>		8.00	13.66	YES
<b>Collection Size</b>		57,000	98,876	YES
<b>Public Computers/Internet Access Devices</b>		5	36	YES
<b>Wireless Internet Access</b>		Yes	Yes	YES

<b>Library</b>	<b>Muskego</b>	<b>Population</b>	25,032	
		<b>Actual Material Expenditures</b>	\$159,559	
<b>Category</b>		<b>Minimum To Exempt</b>	<b>Actual</b>	<b>Pass (Yes/No)</b>
<b>\$ Materials/Capita</b>		\$5.40	\$6.37	YES
<b>Hours Open</b>		58	56	NO
<b>FTE</b>		13.51	14.30	YES
<b>Collection Size</b>		103,000	125,928	YES
<b>Public Computers/Internet Access Devices</b>		14	18	YES
<b>Wireless Internet Access</b>		Yes	Yes	YES

<b>Library</b>	<b>New Berlin</b>	<b>Population</b>	40,451	
		<b>Actual Material Expenditures</b>	\$239,599	
<b>Category</b>		<b>Minimum To Exempt</b>	<b>Actual</b>	<b>Pass (Yes/No)</b>
<b>\$ Materials/Capita</b>		\$5.25	\$5.92	YES
<b>Hours Open</b>		60	62	YES
<b>FTE</b>		17.94	19.35	YES
<b>Collection Size</b>		127,000	147,965	YES
<b>Public Computers/Internet Access Devices</b>		21	40	YES
<b>Wireless Internet Access</b>		Yes	Yes	YES

<b>Library</b>	<b>North Lake</b>	<b>Population</b>	8,469	
		<b>Actual Material Expenditures</b>	\$58,548	
<b>Category</b>		<b>Minimum To Exempt</b>	<b>Actual</b>	<b>Pass (Yes/No)</b>
<b>\$ Materials/Capita</b>		\$6.00	\$6.91	YES
<b>Hours Open</b>		50	47	NO
<b>FTE</b>		8.00	9.92	YES
<b>Collection Size</b>		57,000	69,145	YES
<b>Public Computers/Internet Access Devices</b>		5	9	YES
<b>Wireless Internet Access</b>		Yes	Yes	YES

<b>Library</b>	<b>Oconomowoc</b>	<b>Population</b>	18,203	
		<b>Actual Material Expenditures</b>	\$134,353	
<b>Category</b>		<b>Minimum To Exempt</b>	<b>Actual</b>	<b>Pass (Yes/No)</b>
<b>\$ Materials/Capita</b>		\$5.55	\$7.38	YES
<b>Hours Open</b>		56	50	NO
<b>FTE</b>		11.74	13.83	YES
<b>Collection Size</b>		89,000	103,875	YES
<b>Public Computers/Internet Access Devices</b>		10	20	YES
<b>Wireless Internet Access</b>		Yes	Yes	YES

<b>Library</b>	<b>Pewaukee</b>	<b>Population</b>	24,152	
		<b>Actual Material Expenditures</b>	\$117,282	
		<b>Minimum Materials Expenditures (If does not pass.)</b>	\$130,759	
<b>Category</b>		<b>Minimum To Exempt</b>	<b>Actual</b>	<b>Pass (Yes/No)</b>
<b>\$ Materials/Capita</b>		\$5.41	\$4.86	NO
<b>Hours Open</b>		57	53	NO
<b>FTE</b>		13.24	13.63	YES
<b>Collection Size</b>		101,000	101,817	YES
<b>Public Computers/Internet Access Devices</b>		13	19	YES
<b>Wireless Internet Access</b>		Yes	Yes	YES



<b>Library</b>	<b>Sussex</b>	<b>Population</b>	11,487	
		<b>Actual Material Expenditures</b>	\$118,443	
<b>Category</b>		<b>Minimum To Exempt</b>	<b>Actual</b>	<b>Pass (Yes/No)</b>
<b>\$ Materials/Capita</b>		\$5.87	\$10.31	YES
<b>Hours Open</b>		55	51	NO
<b>FTE</b>		10.20	14.52	YES
<b>Collection Size</b>		75,000	95,150	YES
<b>Public Computers/Internet Access Devices</b>		7	7	YES
<b>Wireless Internet Access</b>		Yes	Yes	YES

<b>Library</b>	<b>Waukesha</b>	<b>Population</b>	71,158	
		<b>Actual Material Expenditures</b>	\$449,581	
<b>Category</b>		<b>Minimum To Exempt</b>	<b>Actual</b>	<b>Pass (Yes/No)</b>
<b>\$ Materials/Capita</b>		\$5.14	\$6.32	YES
<b>Hours Open</b>		60	62	YES
<b>FTE</b>		32.24	45.98	YES
<b>Collection Size</b>		164,000	285,626	YES
<b>Public Computers/Internet Access Devices</b>		37	86	YES
<b>Wireless Internet Access</b>		Yes	Yes	YES

## Appendix D

Materials and Services Provided by Waukesha County Libraries					
	Books	Audiobooks	DVDs	Magazines	Newspapers
Big Bend	x	x	x	x	x
Brookfield	x	x	x	x	x
Butler	x	x	x	x	x
Delafield	x	x	x	x	x
Eagle	x	x	x	x	x
Elm Grove	x	x	x	x	x
Hartland	x	x	x	x	x
Menomonee Falls	x	x	x	x	x
Mukwonago	x	x	x	x	x
Muskego	x	x	x	x	x
New Berlin	x	x	x	x	x
North Lake	x	x	x	x	x
Oconomowoc	x	x	x	x	x
Pewaukee	x	x	x	x	x
Sussex	x	x	x	x	x
Waukesha	x	x	x	x	x

	Music on CD	Internet Access	Wi-Fi Access	Outdoor Wi-Fi	e-books
Big Bend	x	x	x		x
Brookfield	x	x	x		x
Butler	x	x	x		x
Delafield	x	x	x	x	x
Eagle	x	x	x		x
Elm Grove	x	x	x	x	x
Hartland	x	x	x		x
Menomonee Falls	x	x	x	x	x
Mukwonago	x	x	x	x	x
Muskego	x	x	x	x	x
New Berlin	x	x	x		x
North Lake	x	x	x		x
Oconomowoc	x	x	x	x	x
Pewaukee	x	x	x	x	x
Sussex	x	x	x	x	x
Waukesha	x	x	x	x	x

Materials and Services Provided by Waukesha County Libraries					
	e-audiobooks	Streaming Video	Digital Magazines	Library of Things	Experience passes
Big Bend	x		x		
Brookfield	x		x		
Butler	x		x		
Delafield	x		x	x	x
Eagle	x		x	X	
Elm Grove	x		x	x	
Hartland	x		x	x	
Menomonee Falls	x	x	x	x	x
Mukwonago	x		x		
Muskego	x	x	x	x	x
New Berlin	x	x	x	x	x
North Lake	x		x		
Oconomowoc	x	x	x	x	x
Pewaukee	x		x		x
Sussex	x	x	x		
Waukesha	x	x	x		x

	Online Databases	Gale Courses	Technology Assistance	Devices for Check out	Public Copier (B&W)
Big Bend	x	x	x		x
Brookfield	x	x	x		x
Butler	x	x	x		x
Delafield	x	x	x	x	x
Eagle	x	x	x	x	x
Elm Grove	x	x	x		x
Hartland	x	x	x	x	x
Menomonee Falls	x	x	x		x
Mukwonago	x	x	x	x	x
Muskego	x	x	x	x	x
New Berlin	x	x	x	x	x
North Lake	x	x	x	x	x
Oconomowoc	x	x	x	x	x
Pewaukee	x	x	x		x
Sussex	x	x	x		x
Waukesha	x	x	x	x	x

Materials and Services Provided by Waukesha County Libraries					
	Public Copier (Color)	Public Computer Printing (B&W)	Public Computer Printing (Color)	Wireless Printing	Faxing Service
Big Bend	x	x	x		x
Brookfield		x		x	
Butler	x	x	x		
Delafield	x	x	x		
Eagle	x	x	x	x	x
Elm Grove	x	x	x		x
Hartland	x	x	x	x	x
Menomonee Falls	x	x	x	x	x
Mukwonago	x	x	x	x	x
Muskego	x	x	x	x	x
New Berlin	x	x	x		
North Lake	x	x	x		x
Oconomowoc	x	x	x	x	
Pewaukee		x		x	
Sussex	x	x	x	x	x
Waukesha	x	x	x	x	x

	Public Scanner	Microfilm Reader	Local History Resources	Curbside Service	Outreach Services
Big Bend			x	x	x
Brookfield	x	x	x		x
Butler	x		x		x
Delafield	x		x	x	x
Eagle	x		x	x	x
Elm Grove	x	x	x		x
Hartland	x	x	x		x
Menomonee Falls	x	x	x	x	x
Mukwonago	x	x	x	x	x
Muskego	x	x	x	x	x
New Berlin	x	x	x	x	x
North Lake			x		x
Oconomowoc	x	x	x	x	x
Pewaukee			x	x	x
Sussex	x		x	x	x
Waukesha	x	x	x	x	x

### Materials and Services Provided by Waukesha County Libraries

	Programs for adults	Programs for children	Summer Library Program	Programs for teens	Online programs
Big Bend	x	x	x	x	
Brookfield	x	x	x	x	
Butler	x	x	x	x	
Delafield	x	x	x	x	x
Eagle	x	x	x	x	x
Elm Grove	x	x	x	x	
Hartland		x	x	x	
Menomonee Falls	x	x	x	x	x
Mukwonago		x	x	x	
Muskego	x	x	x	x	x
New Berlin	x	x	x	x	x
North Lake	x	x	x	x	
Oconomowoc	x	x	x	x	x
Pewaukee	x	x	x	x	
Sussex	x	x	x	x	x
Waukesha	x	x	x	x	x

	Interlibrary Loan Service	Meeting Room(s)	Art Gallery or Wall	Tables & Seating	Teen Area	Exam proctoring
Big Bend	X	x		x		x
Brookfield	x	x	x	x	x	x
Butler	x	x		x	x	x
Delafield	x	x	x	x	x	x
Eagle	x	x		x	x	x
Elm Grove	x	x		x	x	x
Hartland	x	x		x	x	x
Menomonee Falls	x	x	x	x	x	x
Mukwonago	x	x		x	x	x
Muskego	x	x		x	x	x
New Berlin	x	x	x	x	x	
North Lake	x	x		x	x	x
Oconomowoc	x	x	x	x	x	x
Pewaukee	x	x		x	x	x
Sussex	x	x		x	x	x
Waukesha	x	x	x	x	x	x

### Materials and Services Provided by Waukesha County Libraries

	Reference Services	Readers Advisory	Income Tax Forms	Tax Preparation Assistance	Low Vision Reader
Big Bend	x	x	x		x
Brookfield	x	x	x	x	x
Butler	x	x	x		x
Delafield	x	x	x (end 2022)		x
Eagle	x	x	x		x
Elm Grove	x	x	x		x
Hartland	x	x	x		x
Menomonee Falls	x	x	x	x	x
Mukwonago	x	x	x	x	x
Muskego	x	x	x	x	x
New Berlin	x	x	x		x
North Lake	x	x	x		x
Oconomowoc	x	x	x		x
Pewaukee	x	x	x		
Sussex	x	x	x		x
Waukesha	x	x	x	x	x

	Library Website	After-Hours Meeting Space	Job Search Info & Assistance	Friends of the Library Group	Trained Staff
Big Bend	x	x	x		x
Brookfield	x	x	x	x	x
Butler	x	x	x	x	x
Delafield	x	x	x	x	x
Eagle	x	x	x	x	x
Elm Grove	x	x	x	x	x
Hartland	x	x	x	x	x
Menomonee Falls	x	x	x	x	x
Mukwonago	x	x	x	x	x
Muskego	x	x	x	x	x
New Berlin	x	x	x	x	x
North Lake	x	x	x	x	x
Oconomowoc	x	x	x	x	x
Pewaukee	x	x	x	x	x
Sussex	x	x	x	x	x
Waukesha	x	x	x	x	x

### Materials and Services Provided by Waukesha County Libraries

	Makerspace Lab	3D Printer	Self-Checkout	Coffee	Home Delivery	Wi-Fi Hotspots for Checkout
Big Bend						
Brookfield			x		x	x
Butler						
Delafield			x		x	x
Eagle				x	x	x
Elm Grove					x	
Hartland			x	x	x	x
Menomonee Falls	x	x	x		x	x
Mukwonago	x	x	x	x	x	x
Muskego		x	x			x
New Berlin	x	x	x		x	x
North Lake	x		x			x
Oconomowoc			Coming '22		x	x
Pewaukee			x			
Sussex			x	x	x	x
Waukesha	x	x	x		x	x

	Outdoor Space	Newsletter	Social Media Presence	Notary Services	Group Technology Training
Big Bend			x		
Brookfield	x	x	x		x
Butler			x		
Delafield	x	x	x		x
Eagle		x	x		
Elm Grove		x	x		
Hartland	x	x	x		
Menomonee Falls	x	x	x		x
Mukwonago	x	x	x	x	
Muskego	x	x	x		
New Berlin	x	x	x		x
North Lake		x	x		x
Oconomowoc		x	x		x
Pewaukee	x	x	x		
Sussex		x	x		
Waukesha		x	x		

### Materials and Services Provided by Waukesha County Libraries

	Handicapped Accessible Building	Designated Warming/Cooling Shelter	Digitized local history	STEM Lab	Early Literacy Play Areas
Big Bend	x				
Brookfield	x		x		x
Butler	x				x
Delafield	x	x			x
Eagle	x	x			
Elm Grove	x				x
Hartland	x		x		x
Menomonee Falls	x	x	x	x	x
Mukwonago	x	x			x
Muskego	x	x			x
New Berlin	x	x		x	x
North Lake	x		x		x
Oconomowoc	x	x			x
Pewaukee	x	x			x
Sussex	x	x	x	x	x
Waukesha	x	x	x	x	x

	Large Print Materials	Hearing Loop	Charging Stations	Book Club Kits	Study Room(s)
Big Bend	x		x		
Brookfield	x	x	x	x	x
Butler	x	x	x	x	x
Delafield	x	x	x		x
Eagle	x		x		
Elm Grove	x	x	x		x
Hartland	x		x		
Menomonee Falls	x	x	x	x	x
Mukwonago	x	x	x	x	x
Muskego	x	x	x	x	x
New Berlin	x	x	x	x	x
North Lake	x		x		x
Oconomowoc	x	x	x		x
Pewaukee	x	x	x		x
Sussex	x		x		x
Waukesha	x	x	x	x	x



## Appendix E

### **Glossary of Terms: Library Materials and Services**

#### **Art Gallery**

Public exhibition space to display artwork, often created and/or provided by local artists.

#### **Book Club Kits**

Curated collections of books that patrons can check out in order to host their own book clubs. Multiple copies of each book are available in each kit, often with discussion questions.

#### **Charging Stations**

Freestanding powering devices that can be used to charge phones, laptops, and mobile devices.

#### **Curbside Service**

Library patrons may place a hold on library materials to pick up at a library. When the materials are ready, the patron is able to arrange to have them brought out to their vehicle or placed outside for easy pickup.

#### **Devices for Checkout**

Technical devices available for checkout. Examples include laptops, GPS devices, tablets, and e-readers.

#### **Experience/Explore Passes**

Offer free admission for individuals or groups to local and regional attractions such as museums, the zoo, and the Mitchel Park Domes.

#### **Group Tech Training**

Formal librarian-led classes providing information and hands-on practice to improve patron skill level with technical devices such as tablets and computers; computer software such as Microsoft Word; and Internet use, such as social media and online searching.

#### **Hearing Loop**

An Assistive Listening System that transfers sound- from a microphone or TV- directly to a hearing device or cochlear implant, via a tiny telecoil (t-coil) receiver, allowing those with hearing issues to hear and participate in library programs and interactions with staff and presenters. Hearing loops are available in library meeting rooms and/or customer help desks at designated libraries.

**Home Delivery**

Delivery of library materials to individual homes, as well as senior living facilities and nursing homes.

**Makerspace/3D Printer**

Creative gathering space with tools and equipment so patrons can engage in creative projects. Makerspaces may include 3D printers, sewing machines, video recording equipment, scrapbooking materials, robotics, and coding software.

**Library of Things**

A collection of objects available for checkout. Possible items include tools, recreational equipment, toys, games, science kits, or musical instruments.

**Online Databases**

Online access to collections of information on a variety of topics. Examples include AncestryLibrary, Consumer Reports, JobNow, Morningstar Investment Research Center, and Rosetta Stone. Accessible to library patrons within and outside the library.

**Online Training Courses**

Over 300 instructor-led, online classes through the Gale Courses product. Courses offer learning opportunities for professional development, technology skills, and personal enrichment. Accessible to library patrons within and outside the library.

**Outdoor Space**

Accessible outdoor areas, such as gardens, courtyards, and/or outdoor seating, for patron use and library programming.

**Outreach Services**

Engaging with the community through library programming, collections, and services outside of the library. Examples include attending community events such as farmer's markets and festivals; presenting at meetings of local organizations; and bringing programming to schools and senior living facilities.

**STEM lab**

A designated space for children's activities designed to promote Science, Technology, Engineering, and Math (STEM) through access to STEM-based tools and activities.

**Warming/cooling shelter**

Official, county-designated safe spaces where the public can stay to warm up or cool down during inclement weather. Waukesha County Emergency Management directs and refers people to these sites during weather emergencies.

**Wi-Fi Hotspots**

Portable wireless access points providing network and/or Internet access to mobile devices. Available for checkout to provide patrons with wireless access if it is otherwise unavailable.





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W [bridgeslibrarysystem.org](http://bridgeslibrarysystem.org)

To: Waukesha County Library Boards  
From: Karol Kennedy, Director  
Date: April 28, 2022  
Re: New Library Standards Recommended by County Library Plan

Waukesha County Board Chair Paul Decker appointed a Library Planning Committee in the summer of 2021 based on the need to update the County Library Services Plan as set forth in Wis. Stat. 43.11. The 13-member Committee worked on the Plan from July 2021 through February 2022. The new five-year County Library Services Plan was approved by the Committee on February 17, 2022, and by the Waukesha County Board on April 12, 2022. The planning process included a review of all aspects of county library services, including county library standards.

The County Library Planning Committee was guided by the vision that strong libraries build strong communities. That vision helped the Committee update their mission statement, develop their goals and objectives, and underscored all of their conversations. I would like to publicly recognize their hard work and service to Waukesha County citizens. The *Waukesha County Library Services Plan 2022-2026* is available for review at every Waukesha County library, at the Bridges Library System office, at the County Clerk's office, and on the [Bridges Library System website](http://bridgeslibrarysystem.org).

The Plan incorporates the same numerical *Minimum to Exempt Standards* measures included in the previous plan. Each of these was reviewed carefully by the Committee. Some were revised to reflect technological changes, current Waukesha County library conditions, and/or the increased cost of materials. Table 1 below shows a summary of the recommended *Minimum to Exempt Standards*.

**Table 1: Minimum to Exempt Standards Measures and Status**

Measure	Status
Materials Expenditures	Revised Benchmark for Existing Standard
Expenditures per Capita	Revised Benchmark for Existing Standard
Hours Open	Continued Benchmark for Existing Standard
Full-time Equivalent Staff	Continued Benchmark for Existing Standard
Internet Connected Computers/Devices	Revised Benchmark for Existing Standard
Wireless Internet Access	Continued Benchmark for Existing Standard
OPTIONAL: Library Service Effort Ratio (LSER) (Replaces all <i>Minimum to Exempt Standards</i> listed above.)	Continued Benchmark for Existing Standard

It is important to note that these numeric benchmarks remain *Minimum to Exempt Standards*. They are not aspirational goals, but baseline expectations.

The previous plan also included five *Quality Assurance Standards* to help ensure the County libraries are well managed and accountable. The Committee recommended maintaining these and adding one additional standard requiring the adoption or review of core library policies.

Below are the *Quality Assurance Standards* the library board would be asked to certify annually:

- Library board members receive an orientation upon appointment to a library board.
- The library's website includes contact information of key staff and board members as well as board agendas and minutes.
- The library board conducts an annual review of its library director.
- The library budget includes funding to ensure professional development for the library director and staff.
- The library has an active strategic plan.
- The library adopts the core policies included in the *Wisconsin Public Library Tier One Standards*: 1) Circulation, 2) Collection Management, 3) Computer/Internet Use, 4) Meeting Room Use (as necessary), 5) Public Behavior (Rules of Conduct), and 6) Personnel.

Table 2 shows the recommended *Quality Assurance Standards* and effective dates. The policy requirement will be phased in over the course of the plan. The implementation schedule is included in Table 3. The *Quality Assurance Standards* are not numeric benchmarks; they are checklist items.

**Table 2: Quality Assurance Item/Effective Dates**

Quality Assurance Item	Effective Date
Board Member Orientation	Immediately
Website Information	Immediately
Performance Review of Director	Immediately
Budget for Professional Development	Immediately
Strategic Plan in Place	Immediately
Core Policies	See Implementation Schedule Below

**Table 3: Core Policy Implementation Dates**

Core Policy Implementation	Effective Date
Circulation Policy	September 30, 2022, for 2023 exemption
Collection Management Policy	September 30, 2022, for 2023 exemption
Computer/Internet Use Policy	September 30, 2023, for 2024 exemption
Meeting Room Use Policy (as necessary)	September 30, 2023, for 2024 exemption
Public Behavior (Rules of Conduct) Policy	September 30, 2023, for 2024 exemption
Personnel Policy	September 30, 2024, for 2025 exemption

In order for a library's municipality(ies) to qualify for exemption from the county library tax levy, the library must meet all of the *Quality Assurance Standards* in Table 2, as well as the first six numerical

*Minimums to Exempt Standards* or the optional LSER in Table 1. The LSER is a mathematical calculation of the residents' use of libraries other than their own. If a library meets its target ratio, its municipal residents are not imposing an undue burden on neighboring libraries.

While the goal of the Plan is to assure that all libraries are operating at or above the *Minimums to Exempt* and are meeting all *Quality Assurance Standards*, the Plan recognizes that some libraries may suffer an occasional one-year setback. Therefore, the Plan allows a library a one-time exception during this county library plan cycle from meeting each of the standards items from either table. The Plan also allows for additional exceptions for unanticipated events such as a worldwide pandemic. However, if the LSER is chosen by a library in lieu of meeting the first six numerical *Minimums to Exempt*, an exception may not be applied to meeting the LSER target ratio.

Finally, all standards requirements are in addition to the library's municipal requirement to meet or exceed the county library tax rate as required in Wis. Stats. 43.64 (2) or, in the case of a joint library, to fund its library at not less than the average of the previous three years as allowed in 43.64 (2) (c).

To assist you in understanding what your library's new requirements would be, your library's LSER ratio and *Minimums to Exempt* (based on 2021 data from the Dept. of Public Instruction) are shown in tables 4 and 5 below. Also attached is a table that shows the criteria along with the requirements across the entire graduated population range should you wish to project your community's growth over the next five years.

**Table 4. Library LSER Standard**

Library: Mukwonago			
Library Services Effort Ratio (LSER)		Eligible for Exemption Based on LSER?	
Target Rate	Actual Rate	Pass (Yes/No)	
80%	123.46%	YES	

**Table 5: Library Minimums to Exempt**

Library	Mukwonago	Population	8,126	
Category		Minimum To Exempt	Actual	Pass (Yes/No)
\$ Materials/Capita		\$6.00	\$13.03	YES
Hours Open		50	62	YES
FTE		8.00	11.93	YES
Collection Size		57,000	98,547	YES
Public Computers/Internet Access Devices		5	13	YES
Wireless Internet Access		Yes	Yes	YES

In order to qualify for the exemption from the county library tax, libraries must meet the requirements in table 4 or table 5 as well as the *Quality Assurance Standards*.

I have not provided a chart showing whether your library meets the *Quality Assurance Standards*. However, I suggest the library board and director discuss that too.

Wis. Stats. 43.11 (3) (d) requires that standards be approved by at least 50% of the library boards in the county, representing 80% of the population of municipalities with libraries, in addition to the county board approval confirmed on April 12, 2022. As soon as the required threshold is reached the standards would become effective.

Because we hope to have the new standards in effect for the 2023 budget, I urge your board's approval of the new standards without delay. These standards are reflective of the world in which libraries operate. They are the result of many hours of thoughtful review by library directors, trustees, municipal officials, and citizens. They are consistent with the stated mission and core values of the plan and will help ensure that our libraries stay strong for the benefit of our citizens and communities. Thank you for your consideration. Please don't hesitate to contact me if you have any questions.



## Waukesha County Library Standards Endorsement

Please fill out and return to the System office by July 1, 2022.

<b>Endorsement:</b> (Please check one)	<input type="checkbox"/> The library board DOES endorse the proposed standards  <input type="checkbox"/> The library board DOES NOT endorse the proposed standards
<b>Comments</b>	
<b>Library</b>	
<b>Date</b>	
<b>Name of Board President</b>	
<b>Signature of Board President</b>	
<b>Name of Library Director</b>	
<b>Signature of Library Director</b>	

### Minimum to Exempt for Each Service Factor Based on Municipal Population

Population	Material Expenditures (2024)	Expenditures/ Capita (2024)	Hours Open	FTE	Collection Size	Computers /Internet Devices
1,000	\$6,250	\$6.25	35	2.00	13,000	2
1,500	\$9,375	\$6.25	35	2.00	13,000	2
2,000	\$12,500	\$6.25	35	2.00	13,000	2
2,500	\$15,625	\$6.25	36	2.00	13,000	2
3,000	\$18,750	\$6.25	38	3.00	17,000	3
3,500	\$21,875	\$6.25	39	3.00	21,000	3
4,000	\$25,000	\$6.25	40	4.00	25,000	3
4,500	\$28,125	\$6.25	41	4.00	29,000	3
5,000	\$31,250	\$6.25	43	5.00	33,000	4
5,500	\$34,375	\$6.25	44	5.00	37,000	4
6,000	\$37,500	\$6.25	45	6.00	41,000	4
6,500	\$40,625	\$6.25	46	6.00	45,000	4
7,000	\$43,750	\$6.25	48	7.00	49,000	5
7,500	\$46,875	\$6.25	49	7.00	53,000	5
8,000	\$50,000	\$6.25	50	8.00	57,000	5
8,500	\$53,125	\$6.25	51	8.00	61,000	5
9,000	\$56,250	\$6.25	53	9.00	65,000	6
9,500	\$59,375	\$6.25	54	9.00	69,000	6
10,000	\$62,500	\$5.25	55	10.00	73,000	6
10,500	\$65,125	\$5.25	55	10.10	74,000	6
11,000	\$67,750	\$5.25	55	10.20	75,000	7
11,500	\$70,375	\$5.25	55	10.31	76,000	7
12,000	\$73,000	\$5.25	55	10.41	77,000	7
12,500	\$75,625	\$5.25	55	10.51	78,000	7
13,000	\$78,250	\$5.25	55	10.62	79,000	8
13,500	\$80,875	\$5.25	55	10.73	80,000	8
14,000	\$83,500	\$5.25	55	10.84	81,000	8
14,500	\$86,125	\$5.25	55	10.94	82,000	8
15,000	\$88,750	\$5.25	56	11.05	83,000	9
15,500	\$91,375	\$5.25	56	11.17	84,000	9
16,000	\$94,000	\$5.25	56	11.28	85,000	9
16,500	\$96,625	\$5.25	56	11.39	86,000	9
17,000	\$99,250	\$5.25	56	11.51	87,000	10
17,500	\$101,875	\$5.25	56	11.62	88,000	10
18,000	\$104,500	\$5.25	56	11.74	89,000	10

MUNICIPAL population of library municipality (or, in the case of joint libraries, participating municipalities)

Population	Material Expenditures (2024)	Expenditures/ Capita (2024)	Hours Open/Week	FTE Budgeted	Collection Size	Computers/ Internet Devices
18,500	\$107,125	\$5.25	56	11.86	90,000	10
19,000	\$109,750	\$5.25	56	11.98	91,000	11
19,500	\$112,375	\$5.25	56	12.10	92,000	11
20,000	\$115,000	\$5.25	57	12.22	93,000	11
20,500	\$117,625	\$5.25	57	12.34	94,000	11
21,000	\$120,250	\$5.25	57	12.47	95,000	12
21,500	\$122,875	\$5.25	57	12.59	96,000	12
22,000	\$125,500	\$5.25	57	12.72	97,000	12
22,500	\$128,125	\$5.25	57	12.85	98,000	12
23,000	\$130,750	\$5.25	57	12.98	99,000	13
23,500	\$133,375	\$5.25	57	13.11	100,000	13
24,000	\$136,000	\$5.25	57	13.24	101,000	13
24,500	\$138,625	\$5.25	57	13.38	102,000	13
25,000	\$141,250	\$5.25	58	13.51	103,000	14
25,500	\$143,875	\$5.25	58	13.64	103,800	14
26,000	\$146,500	\$5.25	58	13.77	104,600	14
26,500	\$149,125	\$5.25	58	13.90	105,400	14
27,000	\$151,750	\$5.25	58	14.03	106,200	15
27,500	\$154,375	\$5.25	58	14.16	107,000	15
28,000	\$157,000	\$5.25	58	14.30	107,800	15
28,500	\$159,625	\$5.25	58	14.44	108,600	15
29,000	\$162,250	\$5.25	58	14.57	109,400	16
29,500	\$164,875	\$5.25	58	14.71	110,200	16
30,000	\$167,500	\$5.25	59	14.85	111,000	16
30,500	\$170,125	\$5.25	59	14.99	111,800	16
31,000	\$172,750	\$5.25	59	15.13	112,600	17
31,500	\$175,375	\$5.25	59	15.28	113,400	17
32,000	\$178,000	\$5.25	59	15.42	114,200	17
32,500	\$180,625	\$5.25	59	15.57	115,000	17
33,000	\$183,250	\$5.25	59	15.72	115,800	18
33,500	\$185,875	\$5.25	59	15.87	116,600	18
34,000	\$188,500	\$5.25	59	16.02	117,400	18
34,500	\$191,125	\$5.25	59	16.17	118,200	18
35,000	\$193,750	\$5.25	60	16.32	119,000	19
35,500	\$196,375	\$5.25	60	16.48	119,800	19
36,000	\$199,000	\$5.25	60	16.63	120,600	19
36,500	\$201,625	\$5.25	60	16.79	121,400	19

MUNICIPAL population of library municipality (or, in the case of joint libraries, participating municipalities)

Population	Material Expenditures (2024)	Expenditures/ Capita (2024)	Hours Open/Week	FTE Budgeted	Collection Size	Computers/ Internet Devices
37,000	\$204,250	\$5.25	60	16.95	122,200	20
37,500	\$206,875	\$5.25	60	17.11	123,000	20
38,000	\$209,500	\$5.25	60	17.28	123,800	20
38,500	\$212,125	\$5.25	60	17.44	124,600	20
39,000	\$214,750	\$5.25	60	17.61	125,400	21
39,500	\$217,375	\$5.25	60	17.77	126,200	21
40,000	\$220,000	\$5.25	60	17.94	127,000	21
40,500	\$222,625	\$5.25	60	18.11	127,800	21
41,000	\$225,250	\$5.25	60	18.28	128,600	22
41,500	\$227,875	\$5.25	60	18.46	129,400	22
42,000	\$230,500	\$5.25	60	18.63	130,200	22
42,500	\$233,125	\$5.25	60	18.81	131,000	22
43,000	\$235,750	\$5.25	60	18.99	131,800	23
43,500	\$238,375	\$5.25	60	19.17	132,600	23
44,000	\$241,000	\$5.25	60	19.35	133,400	23
44,500	\$243,625	\$5.25	60	19.54	134,200	23
45,000	\$246,250	\$5.25	60	19.72	135,000	24
45,500	\$248,875	\$5.25	60	19.91	135,800	24
46,000	\$251,500	\$5.25	60	20.10	136,600	24
46,500	\$254,125	\$5.25	60	20.29	137,400	24
47,000	\$256,750	\$5.25	60	20.48	138,200	25
47,500	\$259,375	\$5.25	60	20.68	139,000	25
48,000	\$262,000	\$5.25	60	20.87	139,800	25
48,500	\$264,625	\$5.25	60	21.07	140,600	25
49,000	\$267,250	\$5.25	60	21.27	141,400	26
49,500	\$269,875	\$5.25	60	21.47	142,200	26
50,000	\$272,500	\$5.25	60	21.68	143,000	26
50,500	\$275,125	\$5.25	60	21.88	143,500	26
51,000	\$277,750	\$5.25	60	22.09	144,000	27
51,500	\$280,375	\$5.25	60	22.30	144,500	27
52,000	\$283,000	\$5.25	60	22.51	145,000	27
52,500	\$285,625	\$5.25	60	22.73	145,500	27
53,000	\$288,250	\$5.25	60	22.94	146,000	28
53,500	\$290,875	\$5.25	60	23.16	146,500	28

MUNICIPAL population of library municipality (or, in the case of joint libraries, participating municipalities)

<b>Population</b>	<b>Material Expenditures (2024)</b>	<b>Expenditures/ Capita (2024)</b>	<b>Hours Open/Week</b>	<b>FTE Budgeted</b>	<b>Collection Size</b>	<b>Computers/ Internet Devices</b>
54,000	\$293,500	\$5.25	60	23.38	147,000	28
54,500	\$296,125	\$5.25	60	23.60	147,500	28
55,000	\$298,750	\$5.25	60	23.83	148,000	29
55,500	\$301,375	\$5.25	60	24.05	148,500	29
56,000	\$304,000	\$5.25	60	24.28	149,000	29
56,500	\$306,625	\$5.25	60	24.51	149,500	29
57,000	\$309,250	\$5.25	60	24.74	150,000	30
57,500	\$311,875	\$5.25	60	24.98	150,500	30
58,000	\$314,500	\$5.25	60	25.22	151,000	30
58,500	\$317,125	\$5.25	60	25.46	151,500	30
59,000	\$319,750	\$5.25	60	25.70	152,000	31
59,500	\$322,375	\$5.25	60	25.94	152,500	31
60,000	\$325,000	\$5.25	60	26.19	153,000	31
60,500	\$327,625	\$5.25	60	26.44	153,500	31
61,000	\$330,250	\$5.25	60	26.69	154,000	32
61,500	\$332,875	\$5.25	60	26.94	154,500	32
62,000	\$335,500	\$5.25	60	27.20	155,000	32
62,500	\$338,125	\$5.25	60	27.46	155,500	32
63,000	\$340,750	\$5.25	60	27.72	156,000	33
63,500	\$343,375	\$5.25	60	27.98	156,500	33
64,000	\$346,000	\$5.25	60	28.25	157,000	33
64,500	\$348,625	\$5.25	60	28.51	157,500	33
65,000	\$351,250	\$5.25	60	28.79	158,000	34
65,500	\$353,875	\$5.25	60	29.06	158,500	34
66,000	\$356,500	\$5.25	60	29.34	159,000	34
66,500	\$359,125	\$5.25	60	29.61	159,500	34
67,000	\$361,750	\$5.25	60	29.90	160,000	35
67,500	\$364,375	\$5.25	60	30.18	160,500	35
68,000	\$367,000	\$5.25	60	30.47	161,000	35
68,500	\$369,625	\$5.25	60	30.76	161,500	35
69,000	\$372,250	\$5.25	60	31.05	162,000	36
69,500	\$374,875	\$5.25	60	31.34	162,500	36
70,000	\$377,500	\$5.25	60	31.64	163,000	36
70,500	\$380,125	\$5.25	60	31.94	163,500	36
71,000	\$382,750	\$5.25	60	32.24	164,000	37
71,500	\$385,375	\$5.25	60	32.55	164,500	37
72,000	\$388,000	\$5.25	60	32.86	165,000	37

MUNICIPAL population of library municipality (or, in the case of joint libraries, participating municipalities)

Population	Material Expenditures (2024)	Expenditures/ Capita (2024)	Hours Open/Week	FTE Budgeted	Collection Size	Computers/ Internet Devices
72,500	\$390,625	\$5.25	60	33.17	165,500	37
73,000	\$393,250	\$5.25	60	33.49	166,000	38
73,500	\$395,875	\$5.25	60	33.81	166,500	38
74,000	\$398,500	\$5.25	60	34.13	167,000	38
74,500	\$401,125	\$5.25	60	34.45	167,500	38
75,000	\$403,750	\$5.25	60	34.78	168,000	39
75,500	\$406,375	\$5.25	60	35.11	168,500	39
76,000	\$409,000	\$5.25	60	35.44	169,000	39
76,500	\$411,625	\$5.25	60	35.78	169,500	39
77,000	\$414,250	\$5.25	60	36.12	170,000	40
77,500	\$416,875	\$5.25	60	36.46	170,500	40
78,000	\$419,500	\$5.25	60	36.81	171,000	40
78,500	\$422,125	\$5.25	60	37.16	171,500	40
79,000	\$424,750	\$5.25	60	37.51	172,000	41
79,500	\$427,375	\$5.25	60	37.87	172,500	41
80,000	\$430,000	\$5.25	60	38.23	173,000	41
80,500	\$432,625	\$5.25	60	38.59	173,500	41
81,000	\$435,250	\$5.25	60	38.96	174,000	42
81,500	\$437,875	\$5.25	60	39.33	174,500	42
82,000	\$440,500	\$5.25	60	39.70	175,000	42
82,500	\$443,125	\$5.25	60	40.08	175,500	42
83,000	\$445,750	\$5.25	60	40.46	176,000	43
83,500	\$448,375	\$5.25	60	40.84	176,500	43
84,000	\$451,000	\$5.25	60	41.23	177,000	43
84,500	\$453,625	\$5.25	60	41.62	177,500	43
85,000	\$456,250	\$5.25	60	42.02	178,000	44
85,500	\$458,875	\$5.25	60	42.42	178,500	44
86,000	\$461,500	\$5.25	60	42.82	179,000	44
86,500	\$464,125	\$5.25	60	43.23	179,500	44
87,000	\$466,750	\$5.25	60	43.64	180,000	45
87,500	\$469,375	\$5.25	60	44.05	180,500	45
88,000	\$472,000	\$5.25	60	44.47	181,000	45
88,500	\$474,625	\$5.25	60	44.89	181,500	45
89,000	\$477,250	\$5.25	60	45.32	182,000	46
89,500	\$479,875	\$5.25	60	45.75	182,500	46
90,000	\$482,500	\$5.25	60	46.18	183,000	46

MUNICIPAL population of library municipality (or, in the case of joint libraries, participating municipalities)

## Director Goals for Final Year of Strategic Plan

Library Director Abby Amour

Presented to Library Board on June 9, 2022

Below are the original goals set for the Library Director after the first 90 days goals were met in August 2021.

### Priority #1: Inspire Creativity through interactive opportunities to learn.

Complete	In Progress	Changed	
			Utilize nontraditional, interactive methods of opinion polling to solicit community feedback to evaluate progress
			Evaluate hold times and wait lists to ensure goals regarding collection development are met

### Priority #2: Promote Discovery by facilitating connection to resources, people, and ideas through a positive user experience.

Complete	In Progress	Changed	
			Consider collaborative transportation options for older adults to access library
			Alleviate noise challenges in children's department
			Ensure sustainability of Teen Library Council
			Increase outreach with high school and develop process to implement complementary programming

### Priority #3: Build community by sparking interest in the library through strategic marketing and communications.

Complete	In Progress	Changed	
			Expand outreach to homeschooling families
			Develop shared communications with schools and other community organizations
			Increase outdoor programming at community locations
			Expand outreach to local businesses and increase usage of MetaSpace 511

### Priority #4: Enhance the library's culture as a vibrant and innovative workplace.

Complete	In Progress	Changed	
			Transition service desks to be multi-purpose
			Expand accessibility to staff professional development
			Consider hiring an outreach coordinator

**Mukwonago Community Library  
Personnel Policy**

**Approved Personnel Committee June 2, 2022 - Last approved October 14, 2022**

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## I. INTRODUCTION

This **Personnel Policy** has been prepared for informational purposes only. None of the statements, policies, procedures, rules, or regulations contained in this policy constitutes a guarantee of employment, a guarantee of any other rights or benefits, or a contract of employment, express or implied. All of the Village of Mukwonago's non-represented employees, including Library staff, are employed "at will" unless covered by Civil Service provisions or other applicable State of Wisconsin statutes or Village of Mukwonago ordinances or policies, and employment is not for any definite period. Termination of employment may occur at any time, with or without notice, and with or without cause, at the option of the Library or the employee.

The Library may modify or eliminate the provisions set forth in this handbook at any time with or without notice. This handbook supersedes all previous handbooks, statements, policies, procedures, rules, or regulations given to employees, whether verbal or written. This handbook may only be modified by proposal of the Library Director and action by the Library Board.

Under Wis. Stat. § 43.58(4), the Library Board is the governing and policy-making body of the Mukwonago Community Library. If there is a conflict between the policies of the Library Board and the Village of Mukwonago, the Library Board policies will have precedence. Village policies shall be in effect where no Library Board policies exist, subject to the decisions of the Library Board. The Library Director is charged with enforcing and interpreting these policies, as well as all applicable laws, ordinances, rules, and regulations.

The Library encourages all employees to express their views on matters concerning their jobs and interests. The Library values comments and suggestions of its employees concerning work methods and operations. Employees should feel free, and are encouraged, to offer suggestions and to seek advice on any matter which is of concern to them. The Library believes that the future goals of the Library and its employees will best be accomplished by our mutual efforts, and through direct and honest communications and relationships.

## II. ORGANIZATION AND DELEGATION OF AUTHORITY

The Library Board and the Library Director both have important and distinctly different responsibilities to ensure the Library is run effectively. These responsibilities are broadly outlined in Wis. Stat. § 43.58 “Powers and Duties,” are further clarified in Chapter 2 of the Wisconsin Department of Instruction’s *Trustee Essentials: A Handbook for Wisconsin Public Library Trustees*, and are summarized in this section.

- A. Primary Responsibilities of the Library Board
  - i. Exclusive control of all Library expenditures
  - ii. Purchasing of a Library site and the erection of the Library building when authorized.
  - iii. Exclusive control of all lands, buildings, money and property acquired or leased by the municipality for Library purposes.
  - iv. Supervising the administration of the Library, including reviewing and approving Library policies, and appointing a Library Director (Head Librarian).
  - v. Approving the annual salary schedule and operating budget of the Library.
  - vi. Prescribing the duties and compensation of all Library employees.
- B. Primary Responsibilities of the Library Director
  - i. Oversight of the Library budget and preparing reports as required by the Library Board.
  - ii. Recommending changes in policy as necessary.
  - iii. Managing of Library collections, including supervision of the selection of all Library materials according to policies approved by the Library Board, oversight of the selection, cataloging and classification of Library materials, and the operation of automated systems.
  - iv. Hiring, training, supervising, scheduling, evaluating, disciplining, and dismissing other Library staff.
  - v. Help determine and advocate for reasonable staff salaries and benefits.
  - vi. Supervising circulation of materials and record keeping.
  - vii. Cooperating with the Library Board, municipal officials, and community groups in planning Library services and publicizing Library programs within the community.
  - viii. Supervise the maintenance of all Library facilities and equipment.
  - ix. Inform the Library Board of relevant legal, technical, and professional developments affecting the Library.
  - x. Work with the Library Board on long-range strategic planning.
  - xi. Any other responsibilities as the Library Board deems necessary.

## III. RECRUITMENT AND SELECTION

### A. Recruitment

The Library will recruit and select the best qualified persons for positions in the Library.

The Library will endeavor to provide growth and promotional opportunities for current

employees, balanced with a need for new perspectives and the desire to fill vacancies as expeditiously as possible.

- i. The Library Director will develop and conduct an active recruitment and selection program to meet the Library's needs.
- ii. The Library Board is the sole authority to establish, change, or eliminate job descriptions and wage ranges for positions in the Library.
- iii. The Library Director can only hire, reassign, and give promotions for positions that the Library Board has approved job descriptions and wage ranges for and that are within the annual budget.
- iv. All open positions will be posted on the Library's website and inside the Library. The Library Director may post in other places they deem appropriate in order to ensure a diverse, highly qualified group of applicants.
- v. Any candidate with appropriate credentials for the posted position are welcome to apply for the job, including internal candidates. Any employees who may be interested in filling an available vacant position may submit an application to the Library Director. The successful applicant, whether selected from current employees or new applicants, will be chosen on the basis of skill, ability, and qualifications for the position.
- vi. If an employee is promoted, reassigned, applies for and is hired to an open position, or is rehired after a period of absence, the employee may be required to complete the orientation period, regardless of having previously completed one, with all the rules, policies, and expectations of the orientation period applied.

#### B. Selection

The selection process will seek to provide an objective evaluation of the applicant's skills, experience, and knowledge in order to determine the most qualified person for the job. The selection process will be balanced to provide promotional opportunities with open and competitive opportunities.

#### C. Equal Employment Opportunity Policy Statement

It has been and shall continue to be Library policy to recognize the competence and ability of applicants for employment and existing employees. The Mukwonago Community Library is an equal opportunity employer, and does not discriminate against nor exclude any person from its program benefits or participation because of race; age; sex; creed or religion; color; handicap or disability; marital status; citizenship status; military or veteran's status; membership in the national guard, state defense force, or reserves; sexual orientation; gender identity or expression; national origin; ancestry; arrest or conviction records; pregnancy; or on the basis of any other status or characteristic prohibited by state, federal, or local law provided the individual is qualified to perform the work available.

#### D. Employment Classifications

- i. Full-time employees are those who are scheduled to work thirty-seven and one-half (37.5) hours or more per week. Full-time employees are eligible for all Village of Mukwonago benefits described in this policy if they meet the eligibility criteria.
- ii. Part-time employees are those who are scheduled to work less than thirty-seven and one-half (37.5) hours per week. Part-time employees who are scheduled to work at least thirty (30) or more hours per week are eligible for prorated vacation, sick leave, personal leave and holiday benefits based on the hours they are scheduled to work per week. **The proration will be calculated against a forty (40) hour week.** Employees working fewer than thirty (30) hours per week are not eligible for benefits except as they may be otherwise eligible for statutory retirement.
- iii. If an employee who works fewer than thirty (30) hours per week transitions to a position where they will permanently work more than thirty (30) hours per week, eligibility for benefits begins on the date of transition, not on the employee's original hire date. Conversely, an employee who permanently transitions to less than thirty (30) hours per week will have benefits removed or reduced accordingly on the date of transition.
- iv. Temporary employees are those who hold a position, either part-time or full-time, for a limited period of time. Temporary employees are made aware of the limited term of their employment when they are hired. Temporary employees are not eligible for any Village benefits.

E. Fingerprinting of New Employees

- i. All new employees hired within the Village of Mukwonago may be fingerprinted by the Village of Mukwonago Police Department as part of the employment process.
- ii. The following sets of fingerprint cards may be taken:
  - a. State of Wisconsin Employment Card
  - b. Federal Government Employment Card
  - c. Village of Mukwonago Employment Card
- iii. If taken, the fingerprint cards will be forwarded to the various agencies for classification and search of their files. The Village of Mukwonago employee card will be kept in the employee's personnel file for future reference, if needed.

F. Identification Badges and Nametags

In order to ensure a safe, professional environment for all Library visitors, the Library issues nametags and identification badges to all full-time, part-time, and temporary staff upon hire. Library employees conducting Library business should always have clear identification.

- i. Nametags will show the employee's first name and position. They are to be worn on the upper chest at all times when conducting Library business inside the Library. If the employee has lost or forgotten their nametag, they must wear their identification badge.

- ii. Identification badges will show the employee's photo and full name. They are printed by the Mukwonago Community Police Department and will follow the identification badge standards for the rest of the Village identification badges. Employees are required to wear their identification badge on the front of their person when conducting Library business outside the Library building. Employees are not required to wear their identification badge when wearing their nametag inside the Library building, however they must have their identification in their locker, pocket, office, etc. to be able to identify themselves in an emergency.
- iii. If an employee loses their nametag or identification badge, they may be required to pay for a replacement.
- iv. When an employee is no longer employed by the Library, they must turn in their identification badge.

#### G. Hiring of Family Members

It is the policy of the Mukwonago Community Library to recruit, select and appoint the most qualified persons for positions in the Library. The employment of qualified persons within the same immediate family is not prohibited if the person has the required knowledge, skills, or other job related qualifications that warrant consideration for employment. It is required that either the current employee or the relative that is seeking a position make the relationship known to the Library Director. In no event will any applicant or employee receive preferential consideration because of relationship to another Village of Mukwonago employee, Board member or other Village officials. Immediate family of current employees, defined as a parent, spouse, sibling, or child, may be considered through the normal hiring process so long as the individual is not hired or supervised by their immediate relative.

#### H. Voluntary Termination / Resignation

All resignations are to be submitted to the Library Director in writing, including the effective date of departure.

- i. Full-time employees are encouraged to give one month's notice.
- ii. Part-time employees are encouraged to give at least two weeks' notice.
- iii. An employee who voluntarily terminates employment without giving at least two weeks prior written notice automatically waives his/her right to payout of any accrued vacation time.
- iv. Employees who have been with the Library less than one continuous year are not eligible for any payout of accrued time if they separate from the Library for any reason prior to their anniversary date.

#### I. Reasonable Accommodation Policy

It is the policy of the Mukwonago Community Library to comply with all relevant and applicable provisions of the Americans with Disabilities Act (ADA), as well as any state or local law regarding disabilities employment. The Library does not discriminate against

any qualified employee or job applicant with respect to any terms, privileges or conditions of employment because of a person's physical or mental disability.

The Library will attempt to reasonably accommodate any applicant needing such accommodation in the hiring process. In addition, the Library will attempt to reasonably accommodate any qualified employee who is unable to perform the duties of the job due to a disability defined by local, state or federal law. An employee who believes he or she is disabled and in need of accommodation should contact the Library Director.

#### J. Remote Work Arrangement Policy

The ability to work remotely on a short-term basis is one of the flexible work arrangements that the Mukwonago Community Library offers employees during temporary periods when physically being in the office is difficult for the employee. All efforts will first be made to accommodate the employee in the Library building before remote work may be considered. The Library Director may only consider this option when it benefits both the Library and the employee.

Arrangements are typically made to accommodate a short-term medical, family, or personal need but it is not intended to be a replacement for appropriate child, pet, or elder care. Although an individual employee's schedule may be modified to accommodate child/eldercare needs, the focus of the arrangement must remain on job performance and meeting business demands. An arrangement made for an employee on a medical leave must be made with the consent of the employee's health care provider.

Remote work arrangements do not change the terms and conditions of employment with the Library. Not all jobs can be conducted remotely. The Library Director needs to consider being able to provide appropriate on-site staffing and services, and there may be occasions when remote work is denied or suspended for a given period of time because of unexpected events, emergencies, or Library need. As such, the Library Director has the right to refuse to make remote work available to an employee, offer remote work for only part of an employee's typical scheduled time, modify the terms of the arrangement either temporarily or permanently, and/or terminate a remote work arrangement at any time.

- i. The employee, their immediate supervisor, and the Library Director will review the feasibility of remote work based on the following criteria:
  - i. Job Responsibilities - Determine if the job can be successfully performed remotely, including review of the work schedule.
  - ii. Workspace/Equipment - Assess equipment needs and workspace design considerations.
  - iii. Employee Competencies - Employees who work remotely are expected to adhere to the same processing deadline, quality of work, and communication standards that are required of them when

- they are physically in the Library. Failure to meet these conditions may result in discipline or termination of work from home privileges.
- ii. The employee, their immediate supervisor, and the Library Director will agree on the number of days of remote work allowed each week, the work schedule the employee will customarily maintain, and the manner and frequency of communication. The employee and immediate supervisor will periodically interact by phone, email, and in-person meetings to check-in on duties and performance. Remote workers will be subject to scheduled performance reviews in the same manner and frequency as other Library employees. The employee agrees to be accessible by phone or email within 15 minutes during the agreed upon work schedule unless the employee has provided prior approved notice that he or she will be unavailable for a specified period of time.
  - iii. Employees working remotely will be required to follow all regular scheduling and pay period procedures including, but not limited to, entering their hours into a work schedule, completing and submitting their time sheet, and obtaining prior approval for overtime or work hours adjustments.
  - iv. Employees working remotely will be provided with the appropriate equipment and materials to carry out their assigned job duties. A laptop may be provided by the Library as is deemed appropriate. Other equipment and supplies may be provided to the employee, as deemed necessary the employee's immediate supervisor and approved by the Library Director.
  - v. The Library will reimburse the employee for pre-approved business-related expenses, such as shipping costs, that are reasonably incurred in accordance with job responsibilities. The employee should follow usual company expense reimbursement policies and provide receipts.
  - vi. All equipment, records, software licenses, remote connections to databases, and materials provided by the Library shall remain the property of the Library, is for Library business-use only, and may not be used by any individual other than the employee. The employee agrees to protect Library equipment, records, and materials against unauthorized or accidental access, use, modification, destruction, or disclosure. The employee agrees to report to the Library Director instances of loss, damage, or unauthorized access at the earliest reasonable opportunity. The employee may be held liable for damage to Library property due to lack of proper care.
  - vii. Equipment supplied by the employee, if deemed appropriate by the Library, will be maintained by the employee. The Library accepts no responsibility for damage or repairs to employee owned equipment.
  - viii. The employee will be required to use a Library-provided email account as their primary means of communication.
  - ix. The employee must provide their own internet connection. The employee will be solely responsible for purchasing any additional hardware or software required for the internet connection. Employee shall also be solely responsible for cost of installation and associated monthly fees. The Library reserves the right to make determinations as to appropriate equipment, subject to change at any time.



- x. The employee will establish an appropriate work environment within their home for work purposes.
  - a. The Library will not be responsible for costs associated with initial setup of the employee's home office such as remodeling, furniture or lighting, nor for repairs or modifications to the home office space.
  - b. The Library assumes no responsibility for injuries occurring in the employee's at-home workspace outside the agreed-upon work hours. The employee agrees to maintain safe conditions in the at-home workspace and to practice the same safety habits as those followed on the Library premises, such as, but not limited to, the following:
    - i. Post a list of emergency phone numbers (hospital, fire department and police department) at the alternate work site.
    - ii. A first aid kit must be easily accessible and supplies should be replenished as needed.
    - iii. Keep a portable fire extinguisher easily accessible and serviced as needed and make sure smoke detectors are in working order.
    - iv. Make sure to avoid unnecessary back, arm, neck, and eye strain when arranging the alternate work site. Adjust computer screen so that it is approximately 18-26 inches from your eyes and its height is slightly below eye level.
    - v. Make sure work area is kept clean and walkways are clear to prevent tripping or other injuries.
    - vi. The work area must be adequately well-lit, heated, and ventilated for comfort while working. Computer, printer, and other electronics must be kept out of direct sunlight and away from heaters.
    - vii. Storage must be organized to minimize risks of fire and spontaneous combustion. Heavy items need to be securely placed on sturdy stands close to walls.
    - viii. All extension cords must include surge protectors and be plugged in to grounded outlets. Extension cords and other cables need to be free of tangles at all times.
  - c. Employees working remotely are responsible for immediately notifying the Library Director of any injuries that occur in the employee's workspace during working hours and to follow the procedures for filing Workman's Compensation as outlined by the Village.
- xi. The employee understands that their personal vehicle will not be used for Library business unless specifically pre-authorized by the Library Director. However, the employee may use their personal vehicle for travel to and from the Library, when necessary.
- xii. The employee agrees to return the Library's equipment, records, and materials within five (5) business days of the termination of a remote work agreement for inspection, repair, replacement, or repossession.

#### IV. EMPLOYMENT PRACTICES AND PROCEDURES

Mukwonago Community Library

DRAFT Personnel Policy

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A. Orientation and Training

New Library employees are required to serve a three (3) month orientation period, which serves as a learning and familiarization period for the employee. The Library Director may extend the orientation period for an up to an additional six (6) months, if it is deemed to be in the best interest of the Library. During this time, the employee has the opportunity to demonstrate proper attendance, attitude, and ability toward the employee's job performance.

The Library is responsible to the employee for providing adequate training, supervision, and information so that the employee can perform their job. The employee is responsible to the Library Director and the Library Board for carrying out the duties defined for that position and for following the policies adopted by the Library Board.

B. Work Week and Pay Periods

The Library work weeks and pay periods are consistent with those of the Village of Mukwonago who is responsible for processing payroll for Library employees.

- i. The Village measures a work week from 12:00 a.m. on Saturday until 11:59 p.m. the following Saturday. Pay periods are two (2) weeks.
- ii. The normal work week for full-time employees is at least 37.5 hours. The normal work week for part-time employees is the number of hours the employee has been hired to work.
- iii. Hourly employees, both full-time and part-time, must work their scheduled hours *per week*, not per pay period, and are not allowed to "shift" hours from one week to another even if it is in the same pay period. For example, if an hourly employee is scheduled for 40 hours per week (for a total of 80 hours per pay period), they are not allowed to work 38 hours in week one and then 42 hours in week two, even though this still equals 80 hours per pay period.

C. Paydays

All employees will be paid by direct deposit to a financial institution identified by the employee. The rules for direct deposit will be as set forth by the administration of the direct deposit plan at the Village of Mukwonago and can be modified.

The regularly scheduled payday is biweekly, every other Friday. However, if an employee's time sheet is not turned in by payroll processing, which is 10:00 a.m. on the Monday before payday, the employee's regularly scheduled payday will not fall on that Friday, but the next biweekly payday. If a holiday falls on a Friday, payday will be the last working day before the holiday period.

D. Work Schedules

Establishing work schedules is ultimately the responsibility of the Library Director. In conjunction with immediate supervisors and in consideration of the annual budget, the Library Director will determine appropriate staffing needs for all departments, create a work schedule, and ensure employees are aware of their scheduled work times.

Employees must adhere to their scheduled hours. When time sheets are submitted at the end of the pay period, the reported hours worked must match the scheduled hours, unless the employee had received prior approval from both their immediate supervisor and the Library Director.

Requests for changes in scheduled hours should be submitted as far in advance as possible. A week's notice shall be considered standard except in cases of emergency. Such changes must be approved by the employee's immediate supervisor and the Library Director. With the permission of their immediate supervisor, employees are encouraged to switch hours with another employee if at all possible so that the service needs of the Library are met.

#### E. Time Sheets

Every full-time and part-time hourly employee is responsible for punching in and out correctly and punctually on the Village's timecard software every work day.

- i. Employees should not punch in earlier than five (5) minutes before their scheduled shift and should not punch out later than five (5) minutes after the end of their scheduled shift. Frequent failure to follow this rule indicates an employee is not adhering to the approved work schedule and can result in disciplinary action.
- ii. Employees are responsible for notifying their immediate supervisor about any errors in their time sheet or issues in properly logging their work time.
- iii. On the employee's last work day of the pay period, the employee is required to print their time sheet, sign it, and submit it to their immediate supervisor. The immediate supervisor needs to approve and sign the time sheet and promptly submit it to the Library Director for final approval. Failure to submit the signed time sheet by the end of the last day of the pay period (closing time on Friday) may delay payment for time worked until the following pay period.
- iv. It is the employee's responsibility to double-check their time sheet for errors, correct calculation of vacation/sick/personal time, and any other issues before signing and submitting it. Failure to identify errors to their immediate supervisor and Library Director may delay payment for time worked until the following pay period.

#### F. Meal and Break Periods

The Library recognizes that providing break periods for employees increase productivity and stimulates mental focus and therefore provides duty-free break periods based on length of scheduled work time. All break/meal periods should be approximately in the middle of the employee's shift, must be scheduled upon prior approval by the employee's immediate supervisor, and are dependent upon the operational needs of the Library.

- xiii. Any employee working six (6) consecutive hours or more will be given a fifteen (15) minute paid break/meal period and may choose to take an additional thirty

(30) minute unpaid break/meal period. Full-time employees may take a longer break/meal period, up to sixty (60) minutes, if the extra thirty (30) minutes is made up at the beginning or end of the day. Fifteen (15) minute breaks should not be attached to the longer meal period breaks.

xiv. Employees under the age of eighteen (18) *must* take the (30) minute unpaid break/meal period if they are scheduled to work for longer than six (6) consecutive hours, per Wisconsin law.

xv. Employees working between four (4) and six (6) hours are eligible for a fifteen (15) minute unpaid break period.

xvi. Employees working less than four (4) hours are not eligible for a break period.

#### G. Overtime/Compensatory Time

Overtime hours must be approved in advance by both the employee's immediate supervisor and the Library Director, except in emergency situations. If overtime is necessary, compensatory time may be given in lieu of overtime pay. Overtime should not be accrued without the knowledge of the Library Director.

#### H. Absence/Tardiness

In the event of illness or other emergency absences, the employee must notify both their immediate supervisor and the Library Director (or the Library Director's designee) at their earliest opportunity, and at least thirty (30) minutes prior to an employee's scheduled starting time. The employee must notify their immediate supervisor and the Library Director each day of absence or for the expected length of the absence, e.g. funeral leave, vacation, sick, military leave, jury duty, etc. Failure to notify the Library Director or their Designee within twenty-four (24) hours from the beginning of their work shift on the first day of absence may be cause for denial of use of sick leave credit for the period of absence. Employees who are absent from work due to illness or injury for three (3) consecutive work days may be required to submit a doctor's certificate or other medical authorization prior to being permitted to return to work. A doctor's certificate may be required for any absence the day before or after a holiday. In the case of suspected abuse of sick leave, or to determine fitness for duty, the Library Director may request a doctor's excuse at any time. If an employee fails to submit the requested doctor's certificate, or the doctor's excuse is not acceptable to the Library Director (unless circumstances make it impossible to submit such an authorization), the employee will be considered to have voluntarily quit their job. This policy will be enforced consistent with the federal law on family and medical leave (FMLA).

Habitual or excessive unexcused absenteeism and/or tardiness can result in disciplinary action up to and possibly including termination. Continually returning from break/meal periods late or leaving work early can result in the same action.

#### I. Personal Calls and Cellphone Use

Employees are not allowed to check, use, or otherwise interact with their personal cellphones while working, and all cellphone use is restricted to during break/meal

periods. During work hours, personal cellphones must be kept out of sight in a secure place (such as a locker, bag, desk drawer, or pocket) and set to vibrate.

While it is recognized that there may be times when an employee needs to either take or make a personal telephone call at work, employees must limit this as much as possible. Employees may use the Library telephone for emergency calls, but no personal long distance calls are allowed. Employees are encouraged to tell their friends and family not to call them at work about issues that could wait until they are not working. Employees should restrict all telephone and personal cellphone use to break/meal periods and calls should be made in the employee workroom, a private office, or employee lounge only, never in a public area of the Library.

Frequent failure to follow these rules may result in disciplinary action.

Employees are strongly discouraged from using their personal cellphone for Library business. Wisconsin public records laws explain that *content* determines whether a document is a “record,” not medium, format, or location, and therefore Library records like emails, phone calls, text messages, and electronic files accessed by or created on an employee’s personal device may be subject to an open records request. An employee must keep these records and turn them over upon request. If an employee feels they need a cellphone to fulfill their job duties, they must talk to the Library Director.

#### J. Personal Appearance

All employees are expected to present themselves for work in neat and appropriate attire in light of the position held. Employees are expected to be clean and well-groomed at all times. Grooming standards will be required based on safety requirements. These standards are at the direction of the Library Board and can be modified from time to time.

The reaction of our customers, the public, is very much affected by an employee’s appearance. Employees can show interest and pride in their employment by dressing and grooming based on the requirements of their position and by conducting themselves in a professional manner at all times.

Any questions about appropriate attire, personal appearance, or grooming requirements should be discussed with the Library Director. ~~For further information see: Library Dress Code Policy.~~

#### K. Personnel Records

The Library maintains personnel records and files for each employee. Maintaining these files with up-to-date information is very important as it provides the Library Director with contact information in case of emergency, addresses for mailings, copies of performance reviews, and incident reports.

All employees must promptly notify the Library Director and the Village Administrator of any change in:

- i. Address
- ii. Contact Phone Number
- iii. E-mail address (for payroll purposes)
- iv. Marital status for benefit plan purposes
- v. Beneficiary or dependents indicated in the employee's insurance policy
- vi. Number of dependents for withholding purposes
- vii. Party to be notified in case of emergency

It is the Library's policy to protect the privacy of each employee; therefore, the Library is committed to the confidential handling of every employee's personnel information to the extent allowed by law.

L. Work Performance and Employee Evaluations

All employees are expected to satisfy or exceed the levels of performance required of the positions in which they are employed. Each year every employee will meet with the Library Director to evaluate the performance of the employee over the past year, to plan goals for the coming year, and to discuss any outstanding issues. A copy of each evaluation will be kept in the employee's personnel file. Please see the Library Position Compensation and Performance Evaluations Policy for more details.

M. Salary Increases

Library employees may be eligible for salary increases annually. The percentage amount may vary from year to year based on budgetary and other considerations. These increases are recommended by the Library Director and set by the Library Board. Please see the Library Position Compensation and Performance Evaluations Policy for more details.

N. Employee Training, Development, and Reimbursement

It is the policy of the Mukwonago Community Library to foster and promote training and development of employees to improve the quality of service, allow for career development within the Library, and provide skills necessary to meet current and future Library employment needs. All employees will receive consideration for appropriate training opportunities based on the operational needs of the Library.

The Library Director may approve participation in and payment for a variety of professional development activities. The Library's ability to fund expenses and reimbursements will be taken into consideration in all cases.

- i. National, state, and local associations such as the Wisconsin Library Association (WLA) or the American Library Association (ALA) – When possible, the Library will cover the cost of membership for any interested employee.
- ii. Single-session or limited-session seminars, workshops, or conferences – When possible, the Library will cover the registration and travel costs of one

seminar/workshop/conference directly relating to the employee's position each year.

- iii. Schooling and classes – Preapproval for reimbursement for tuition or fees (not books) will be made to the Library Director before the course begins. Funds will be reimbursed only after the employee satisfactorily completes the course or workshop. When an approved course is completed, a copy of the grade report, with receipts for tuition and fees paid should be submitted to the Library Director for processing and payment. Satisfactory completion is considered to be a grade of C or better, or a grade of Pass or Satisfactory for courses that do not use a Letter Grade system.
- iv. Employees are encouraged to seek out multiple professional development opportunities per year, especially if the cost to the Library is free or can be covered by a grant.
- v. In no case will reimbursement be made without prior arrangement and approval by the Library Director of the course or workshop.
- vi. Reimbursements will not be made to an employee who terminates employment with the Library before completion of the course(s).
- vii. Reimbursements will not be made to an employee who withdraws from a course(s).
- viii. An employee is not eligible for reimbursement if receiving financial assistance from another source for the course or workshop.

#### O. Meetings

- i. Staff Meetings – All Library staff are required to attend staff meetings. If part-time employees are not scheduled to work at the time of the meetings, they will be given compensatory time off for attendance.
- ii. Work-Related Meetings - All employees will have the opportunity to attend meetings and conferences which relate to their job duties, with the approval of the Library Director. Adequate notice of attendance should be given in order to adjust schedules if necessary.

#### P. Mileage

Employees using their own personal vehicles for official Library business will be reimbursed for mileage at the federal rate in effect for that year. The allowance will be paid for miles traveled from the Library to the destination and return. Pre-approval for mileage must be obtained from the Library Director, and a reimbursement for mileage form must be filled out and submitted to the Library Director within five (5) business days of the mileage accrual date.

#### Q. Meal Reimbursements

Employees who pay for meals “out-of-pocket” while conducting Library business (such as attending a seminar or conference related to their duties) are entitled to be reimbursed for their expense.



- i. Meal reimbursements must be pre-approved by the Library Director. Though specific costs will not be available until after the meal has been purchased, the employee must make a good-faith estimate of how many meals of breakfast, lunch, and dinner they are expecting to purchase while on Library business so the Library Director can budget accordingly.
  - ii. The Library follows the meal maximum limits established by the University of Wisconsin system.
  - iii. "Meals" include food, non-alcoholic drinks, 15% tips (when appropriate), desserts, and snacks.
  - iv. When an employee is entitled to, and personally incurs the cost for two or more consecutive meals in a day, they may exceed the allowed maximum of one or more of those meals as desired, as long as the total allowable maximums for the consecutive meals are not exceeded and the costs were actually incurred.
  - v. Each day is considered separately, i.e. savings do not accrue and cannot be applied to expenses claimed on another day.
  - vi. Meals already included in the conference registration cost or lodging are not separately reimbursable.
  - vii. Meal claims in excess of the maximums may be reimbursed if supported by a receipt. Itemized slips from travel card/credit cards are acceptable receipts. To be considered reasonable, a cost must generally be incurred outside the control of the individual. Generally, if the employee has a choice in the selection of the restaurant or the menu items, they are expected to stay within the maximums.
  - viii. Cost of alcoholic beverages will not be reimbursed.
- R. Lodging Reimbursements  
The Library will reimburse employees required to stay away from their homes overnight while on Library business or attending a conference or seminar related to their duties for their lodging. Employees are expected to arrange for reasonable lodging facilities to minimize the cost as much as reasonably possible. The employee must have approval from the Library Director prior to purchasing.
- S. Residency  
The Library does not have a residency requirement for employees.
- T. Safety  
Employees are to report all unsafe working conditions to the Library Director. If an employee does have an accident, no matter how minor the injury, it needs to be reported immediately to the Library Director. The employee must complete the necessary accident reports as soon as possible after the accident. Failure to report an accident or to file the necessary accident reports in a timely manner could jeopardize the employee's eligibility for worker's compensation benefits and could lead to disciplinary action.



All designated employees will attend and complete the safety training courses requested by the Village of Mukwonago. Failure to attend or complete the course in a reasonable time period after the request could result in dismissal.

#### U. Emergency Closings

When traveling conditions are hazardous or Library conditions are dangerous, the Library Director may approve closing the Library, in consultation with the Library Board President. When this occurs, employees will be notified and appropriate media will be informed. Employees have the option of making up the hours, or of taking personal days, vacation days or leave without pay for the missed time.

When weather conditions are not severe enough to warrant closing the Library but employees are unable to get to work, they have the option of making up the hours, or of taking personal days, vacation days or leave without pay for the missed time.

### V. OTHER POLICIES AND REGULATIONS

#### A. Drug Free Workplace

Library employees are village employees and thus subject to the Village of Mukwonago's rules, policies, and practices, which prohibit the unlawful manufacture, distribution, or dispensing, possession, or use of illegal controlled substances on Library or other Village property. Any employee who engages in any of these actions on Village property, or a work site, or during work time may be subject to disciplinary action up to and including termination and/or referred for counseling or treatment.

The Drug-free Workplace Act of 1988 requires that all of the Library's employees must report any convictions under criminal drug statute for violations occurring on Village premises or occurring off-premises while conducting Village business. A report of a conviction must be made to your immediate supervisor or the Library Director within five days of your conviction. Failure to comply with this policy may be subject to disciplinary action up to and including termination.

Any employee who unintentionally ingests, or is made to ingest a drug or controlled substance must immediately report this incident to a immediate supervisor. The immediate supervisor will then make arrangements for appropriate medical intervention, to assure the employee's health and safety.

Employees who have problems with alcohol or controlled substances are encouraged to voluntarily contact the Village's Employee Assistance Coordinator for referral to counseling or treatment programs. Early diagnosis and treatment of chemical abuse is in the best interest of employees and the Village.

#### B. Drug and Alcohol Testing

The Library Director may order a drug or alcohol screening test when they have a reasonable suspicion that an employee is using or has alcohol or drugs in their system. A reasonable suspicion to request a drug or alcohol test is based on the totality of circumstances for the incident. It includes:

- i. Conduct or behavior out of the ordinary for the individual involved.
- ii. Information provided by reliable and credible sources.
- iii. Behavior characteristic of controlled substance or alcohol usage including, but not limited to, unusual speech or difficulty in speaking, exhibiting an odor of alcohol or other controlled substance, problems with movements, problems with concentration or diminished mental clarity.

Any employee reporting for work with alcohol, illegal drugs or non-prescribed drugs in his/her system will be placed on immediate suspension and will be subject to disciplinary action up to and including termination and/or referral to counseling or treatment. An employee must not report for work with legally prescribed drugs in their system if such drugs impair the employee's ability to safely perform his/her job.

#### C. Workplace Violence Prevention Policy

As an employer, the Library is concerned about a safe workplace for employees. Toward that end, the Library, in conjunction with the Village of Mukwonago, will take reasonable steps to prevent acts of violence from being committed by, or against, Library employees while on Library property or while engaged in Library business at other locations.

Workplace violence includes, but is not limited to, behavior that causes or is reasonably likely to result in harm or threat of harm to persons or property. Such behavior includes, but is not limited to, physical assault, threats, menacing behavior and/or intimidation. Any employee who commits an act of violence shall be subject to termination.

An employee who is subjected to an act or threat of violence must report the incident immediately, or as soon as practical, to an immediate supervisor and/or the Police Department. An employee who observes an act of violence must immediately report the incident to a immediate supervisor and/or the Police Department, or as soon as practical. No employee should intercede in any altercation if doing so could reasonably result in harm to the interceder.

The Library will investigate any incident or complaint of violence in the workplace and will take appropriate action.

#### D. Concealed Carry

No employees, other than sworn law enforcement officers, are permitted to carry a weapon, as defined by Wisconsin State Statutes, while on duty. A “weapon” is anything that is designed to injure or harm another person.

E. Harassment

The Mukwonago Community Library recognizes all employees have a right to work in an environment free from discrimination and harassing conduct. The Library is firmly committed to maintaining a work environment free of discrimination. In keeping with this commitment, the Library will not tolerate harassment of employees by anyone, including any immediate supervisor, co-worker, vendor, customer or member of the public.

Harassment on the basis of an employee’s race, color, creed, ancestry, national origin, age, disability, sex, arrest or conviction record, marital status, sexual orientation, membership in the military reserve, or any other protected class, is expressly prohibited. Harassment on any of these bases will be subject to disciplinary action up to, and including, termination.

Harassment consists of unwelcome conduct, whether verbal, physical or visual, that is based on a person’s protected status, such as sex, color, race, ancestry, religion, national origin, age, physical handicap, medical condition, disability, marital status, military or veteran’s status, citizenship status, sexual orientation, arrest record, conviction record, pregnancy, use or non-use of lawful products or on the basis of any other status or characteristic prohibited by state, federal or local law. The Library will not tolerate harassing conduct that affects tangible job benefits, that unreasonably interferes with an individual’s work performance, or that creates an intimidating, hostile, or offensive working environment. The Library has developed the following guidelines prohibiting harassment for the benefit of all of its employees. It is essential all employees be aware of, and comply with, these guidelines. The Library strongly disapproves of all forms and types of harassment and will take appropriate disciplinary action against any employee who violates this Policy.

- i. Sexual Harassment - Sexual harassment is a form of discrimination and deserves special mention. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors and other verbal or physical contact of a sexual nature constitute harassment where:
  - a. Submission to such conduct is an explicit or implicit term or condition of an individual’s employment and/or advancement, or
  - b. Submission to, or rejection of, such conduct by an individual is used as the basis for employment decisions affecting that individual, or
  - c. Such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile, or offensive work environment.

- ii. Sexual harassment may include, but is not limited to, explicit sexual propositions, sexual innuendo, suggestive comments, sexually oriented “kidding” or “teasing”, “practical jokes,” jokes about gender-specific traits, foul or obscene language or gestures, display of foul or obscene printed or visual material, and physical conduct such as patting, pinching, or brushing against another’s body. Sexual harassment includes conduct directed by a person at another person of the same or opposite gender.
- iii. The Library prohibits its employees from any actions or words, which can be construed as harassment. Violations of this Policy will not be tolerated by the Library and may result in discipline up to and including immediate termination.
- iv. All employees are responsible for helping to ensure that harassment is avoided. If an employee has witnessed or feels they have been subject to any harassment of this nature, you should immediately report the harassment to your immediate supervisor or the Library Director.
- v. All employees are required to cooperate with the investigation of harassment complaints. Failure to cooperate in an investigation of a harassment complaint, or making a false statement in a harassment complaint or investigation, could subject the employee to discipline, up to and including termination.
- vi. This policy also expressly prohibits retaliation of any kind against any employee bringing a complaint or assisting in the investigation of the complaint. Such employees engaging in such acts will be subject to disciplinary action up to, and including, termination.
- vii. Harassment Complaint Procedure
  - a. Reporting Discrimination or Harassment
    - i. If you believe you are experiencing discrimination or harassment, you are encouraged to notify the employee engaging in the conduct that the conduct is offensive and ask that it cease. If you are uncomfortable sharing your concern with the employee engaging in the conduct, you should report instances of possible harassment immediately to your immediate supervisor or to the Library Director. If the allegation is against the Library Director, please refer the allegation to the Chairperson of the Personnel Committee.
    - ii. Complaints must be filed in writing, utilizing the Library’s “Harassment Complaint Form” (Appendix C). All complaints must be forwarded to the Library Director. The Library Director or their designee must initiate an investigation of all harassment complaints. The investigation should be conducted in a timely, efficient and thorough manner.
    - iii. The Library Director or their designee will be responsible for notifying the complainant that appropriate action has been taken regarding the complaint. Based on determinations made by the Library Director or their designee, the Library Director may impose discipline up to and including termination of the alleged harasser.

b. Responsibility of the Library Director

- i. The Library Director is responsible for ensuring employees are informed of the Library's policies and procedures relating to discrimination and harassment in the work place. Upon receiving a complaint of discrimination or harassment, the Library Director should contact the Library Board's Personnel Committee to initiate an investigation.
- ii. If the Director witnesses behavior that they believes could be perceived as harassment, they must report the incident to the Library Board's Personnel Committee. It is the Library Director's responsibility to be educated on the range of behaviors that can constitute discrimination and/or harassment and to be sensitive to the impact of such behaviors on employees and act appropriately.

c. Employee Responsibility

- i. Employees should report any discrimination or harassment they are aware of and cooperate with all investigations. Under no circumstances is an employee permitted to retaliate against a claim of harassment or for participation in a harassment investigation. Any such behavior may result in discipline up to, and including, termination.

F. Grievance and Appeals

i. Purpose

- a. The Library has established the following grievance procedures to ensure all employees are treated fairly and all grievances are dealt with in a timely and efficient manner. This procedure also provides a path for addressing workplace safety issues.

b. Disclaimer

- i. The provisions set forth in this set of procedures may be altered, modified, changed, or eliminated at any time by the Library with or without notice. These procedures supersede any and all previous policies and procedures found in any handbooks, statements, policies, procedures, rules, or regulations given to employees, whether verbal or written, with exception to existing collective bargaining agreements. None of the procedures contained herein constitutes a guarantee of employment, a guarantee of any other right or benefit, or a contract of employment, express or implied.

ii. Scope

- a. This policy sets forth the course of actions and procedures should an employee or a group of employees have a grievance with personnel actions made on behalf of the Mukwonago Community Library by its director, immediate supervisors, and/or administrative staff that have been directed towards any employee or any group of employees of the Library with the exception of any restrictions and/or limitations in place for employees who

are members of a collective bargaining unit that is currently subject to an existing agreement.

- b. Grievants are advised that there are fixed timelines for appealing the grievances on to further steps. By not satisfying the deadlines identified in this procedure, you will waive your rights to pursuing your grievances further. The Library may adjust any of the deadlines identified within these procedures to facilitate the grievance process and to comply with applicable laws.

iii. Definitions

- a. An “appeal” shall mean a complaint or a grievance contesting the imposition of a disciplinary action upon an employee or a complaint identifying a workplace safety issue.
- b. “Director” shall mean the Library Director.
- c. “Employee” shall mean a person employed by the Mukwonago Community Library except an employee covered by a collective bargaining agreement addressing employee discipline or an independent contractor.
- d. A “grievance” is only to be applicable when an employee has objection to personnel actions concerning termination, discipline, and workplace safety.
- e. “Termination” may be defined as a termination from employment for rule violations, poor performance or other acts of misconduct. Certain personnel actions are excluded from the definition of a "termination"; these actions consist of:
  - i. Voluntarily quitting;
  - ii. Being subjected to a layoff or failure to be recalled from layoff at the expiration of the recall period;
  - iii. Retirement;
  - iv. Job abandonment, "no-call, no-show", or other failure to report to work; or
  - v. Termination of employment due to medical condition, lack of qualification or license, or other inability to perform job duties.
- f. “Discipline” is to be defined as corrective personnel actions or sanctions taken on an employee for rule violations, poor performance or other acts of misconduct. “Discipline” does not include:
  - i. Placing an employee on suspension with pay pending an internal investigation;
  - ii. Counseling, meetings, or actions taken to address work performance, including use of a performance improvement plan or job targets;
  - iii. Non-disciplinary demotion, transfer or change in job assignment or location;
  - iv. Layoffs and workplace reduction activities;
  - v. Other personnel actions taken by the employer that are not a form of progressive discipline;
  - vi. Performance evaluations or reviews;

- vii. Documentation of employee acts and/or omissions in an employment file;
    - viii. Actions taken pursuant to enforcing the Village of Mukwonago's Code of Ethics established by Village Ordinance in accordance Wis. Stats. sec. 19.59(1m);
    - ix. Non-disciplinary wage, benefit or salary adjustments.
  - g. "Workplace safety" issues subject to the grievance procedure are conditions of employment affecting an employee's physical health or safety, the safe operation of workplace equipment and tools, safety of the physical work environment, personal protective equipment, workplace violence, and training related to same. Workplace safety does not include conditions of employment unrelated to physical health and safety matters, including, but not limited to, hours, overtime, sick, family or medical leave, work schedules, breaks, termination, vacation, performance reviews or compensation.
  - h. An "Impartial Hearing Officer" or IHO is a government administrative or human resources professional, local attorney or retired judge who is not affiliated with the Mukwonago Community Library or the Village or Town of Mukwonago. The IHO is appointed upon the selection and recommendation of the Board President or their designee.
  - i. The "governing body" refers to the Library Board of Trustees for Library employees.
- iv. The Grievance Process
- a. Work related problems can arise in any place of employment. It is the Library's hope individuals will try to reconcile differences on an individual basis. The Library encourages its employees to first attempt to discuss it informally with an immediate supervisor.
  - b. However, should an informal resolution not be possible and your grievance fits within the above identified applicable circumstances for a justifiable grievance, it is Library policy to resolve a problem quickly and fairly through this grievance procedure.
  - c. Grievance Procedure for Employees other than Library Director
    - i. Preparing and Submitting a Statement of Grievance
      - a. If an employee feel that the matter has not been resolved through informal means, the employee should put their grievance in writing and deliver it to the Director. Employees should use the "Grievance Submission Form" (Appendix D) or they may obtain an additional copy of the form from their respective immediate supervisor or the Administrative office. These forms are required to be used at all stages of the grievance process.
      - b. When completing a written complaint, the aggrieved must outline the main points at issue, include the relevant facts, identify their

name, title, and department, and take care to give specific answers to the following questions:

- i. What is the right or privilege that you allege has been violated? Please be specific in your explanation of what has occurred.
  - ii. When did the event occur? Be specific by including the date and time of the event. What alleged inappropriate policies or procedures were employed?
  - iii. Who was involved?
  - iv. Are there any witnesses or documentation related to your complaint?
  - v. What consequences were suffered?
  - vi. What remedies or sanctions are sought?
- c. All forms must be signed and dated to be valid.
- ii. 1st Stage: Director Meeting
  - a. Employees must submit their grievances to the Library Director in writing within five (5) working days of the incident that caused or incited the grievance. The Director has ten (10) working days to respond, in writing, to the statement, and must schedule a meeting with the employee to discuss the alleged grievance. This meeting should be scheduled to take place as soon as possible.
  - b. Absent a timely response by the Director, employees may file an appeal with the Board President or their designee, beginning the second stage of the appeal process.
  - c. The Director must write to the employee informing her or him of any decision or action taken. This decision must hand-delivered to the grievant or sent by registered mail within five (5) working days of the meeting. The Director will document notice of delivery.
  - d. If the employee is not satisfied with the Director's decision, he or she may appeal in writing to the Board President or their designee, within five (5) working days. The employee will be assumed to be satisfied unless their grievance is appealed.
- iii. 2nd Stage: Grievance Meeting with the Board President or Their designee
  - a. Should the employee be dissatisfied with the decision of the Library Director with regard to their grievance, the employee may submit a written appeal to the Library Board President or their designee, within five (5) working days after receiving a final response from the Director. After receipt of the appeal, the Board President or their designee will have up to ten (10) working days to arrange a meeting with the Director and with the employee. The Board President or their designee may also conduct interviews with individuals with knowledge related to the



- grievance and/or request additional documents related to the grievance.
- b. Within ten (10) days of the meeting with both the grievant and the Director, the Library Board President or their designee will make a written recommendation to the Director as to the appropriateness of the Director's decision. The Library Director will consider the Board President's or their designee's recommendation and may reconsider his/her decision at this point in the process. The Library Director must issue an affirmation of his/her previous ruling, or any changes made after considering the Board President's or their designee's recommendation, within ten (10) working days of receiving the Board President's or their designee's recommendation.
- iv. 3rd Stage: Grievance Hearing with the Impartial Hearing Officer
- a. Should the employee be dissatisfied with the Director's final decision after the 2nd stage, the employee may submit a written appeal to the Library Board Personnel Committee Chairperson, to arrange a hearing with an Impartial Hearing Officer (IHO). Employees are required to submit their appeal within the ten (10) working day period after receiving a final response from the Director. The Personal Committee Chairperson may have up to twenty (20) working days to arrange a hearing with an IHO.
  - b. The IHO will review all materials and interview all relevant individuals during an arranged hearing with the aggrieved employee within sixty (60) calendar days of receiving the grievance. All employees requested to attend this hearing by the IHO must be notified at least three (3) working days prior to the hearing.
  - c. All Hearings will be recorded and documentation will be collected to comply with applicable open records law and to maintain a record of the evidence in the instance of an appeal.
  - d. The IHO will seek to determine if the Library Director has shown that the situation that created the grievance transpired as described and whether the disciplinary action taken as a result of that situation was appropriate and consistent with Library policies. The decision must include findings of fact and a determination as to whether the employer has shown, by a preponderance of the evidence that the employee engaged in the alleged rule/policy violation or unsatisfactory work performance or other misconduct. The IHO shall also determine whether the discipline imposed is reasonable under the circumstances. The IHO may have up to thirty (30) working days to reach a decision after the hearing, and shall deliver a written copy of their decision to the parties. He or she will document the proof of delivery.

- e. The employer and the employee shall each be responsible for payment of one-half of the cost incurred in retaining the impartial hearing officer and each party shall pay its own costs associated with the hearing. Either party may request, also at their own cost, a copy of the hearing record.
- f. After ten (10) working days of receipt of the IHO's determination, should the employee and management not seek further action, both parties will be assumed to be satisfied with the decision rendered and will forfeit their rights to an appeal of the IHO's decision to the governing body.
- v. Final Stage: Final Appeal
  - a. If the matter is not resolved to the employee's or Director's satisfaction, a final appeal may be made in writing to the Library Board within ten (10) working days of receipt of the decision letter of the Impartial Hearing Officer.
  - b. All decisions will be solely based upon the information gathered during the hearing with the Impartial Hearing Officer or IHO. If the Personnel Committee Chairperson participated in an earlier stage of the grievance, he or she shall recuse themselves from participation in the Final Appeal.
  - c. The Library Board may take up to thirty (30) working days to review the grievance and make a decision. The Library Board may exceed this timeframe, within reason, in order to comply with public records laws and to make adequate time for reviewing evidence and deliberation. The final decision must be issued in writing to the employee within five (5) working days of the decision.
  - d. The Library Board's decision is final and no further appeals may be sought.
- d. Procedure for the Library Director
  - i. If a grievance concerns the Library Director, the Director may appeal a reprimand, suspension, demotion or termination of employment by proceeding to Step 2 of the above procedure: a written grievance to the Board President or their designee within five (5) working days of the incident that caused or incited the grievance. The grievance procedure continues as described above at this point, with recommendations from the Library Board President or their designee and a hearing with an IHO (if applicable) going directly to the Library Board.

#### G. Corrective Discipline

Occasionally, it becomes necessary for the Library Director to discipline an employee.

Discipline can result when an employee's actions do not conform with generally

accepted standards of good behavior, when an employee violates work rules or when an employee's work performance is not acceptable.

The following examples of misconduct are listed for the guidance of all employees. This is not intended to be a comprehensive list of all prohibited activities, only a list of examples of conduct that might result in discipline, up to and including termination:

- i. Sexual, racial or other harassment of a fellow employee, or anyone that you come into contact with while working for the Library.
- ii. Failure of the employee to perform his/her duties, as listed in the job description, with competence and integrity.
- iii. Neglect of duty, contractual obligations or other rules and regulations.
- iv. Refusal or failure to obey legitimate orders from a immediate supervisor.
- v. Unwillingness to submit to the immediate supervisor's authority or insulting behavior toward a immediate supervisor or co-worker.
- vi. Failure to respect confidentiality of records.
- vii. Recovering payment for time not actually on duty.
- viii. Frequent tardiness and absenteeism.
- ix. Falsification of forms or expense vouchers.
- x. Reporting for work, or while at work, visibly displaying evidence of having consumed alcoholic beverages or illegal drugs or having possession of such items.
- xi. Deliberate misuse of equipment.
- xii. Acceptance of gifts or gratuities in violation of the code of ethics.
- xiii. Failure to exercise good judgment, or being discourteous, in dealing with fellow employees or members of the public.

Employees who fail to abide by the policies and rules of the Library or who fail to perform the tasks and duties of their position are liable to corrective discipline from their immediate supervisor. Such discipline shall be in the following forms, each step normally to follow on the other, if behavior is not corrected. The Director may elect to use all or some of these forms of discipline and may skip one or more of these steps for serious misconduct:

- i. Verbal warning.
- ii. Written warning to be included in the employee's personnel file. Such written warning will be dated and signed by both the immediate supervisor and the employee, both of whom will receive a copy.
- iii. Suspension without pay.
- iv. Dismissal can occur as the last stage in progressive discipline. In addition, flagrant misconduct or commission of a crime, especially while on duty, can result in immediate dismissal.

#### H. Code of Ethics

The Library Director and the Library Board of the Mukwonago Community Library have adopted the American Library Association Code of Ethics (Appendix E) and the Village of Mukwonago's Code of Ethics (Appendix F) to guide the behavior of Library employees.

#### I. Cooperation and Courtesy

Employees are expected to cooperate with all immediate supervisors and all employees in the performance of their job duties. All employees are expected to treat each other with proper respect. Any conduct detrimental to the well-being and morale of the Library or its employees will not be tolerated. Ordinary good judgment, common sense and common courtesy to both the public and the employee's co-workers are expected of all employees.

#### J. Smoking

To promote a clean and healthy work environment for all employees, smoking is prohibited in all Village buildings, including the Library. Smoking is also prohibited on Village grounds, including the Library, except for specific designated exterior areas.

#### K. Social Media Use

This policy establishes rules and guidelines concerning personal web pages or Internet sites when referencing the Mukwonago Community Library or the Village of Mukwonago. This policy clearly identifies prohibited activities by employees on social networking and other web sites, both on and off duty. Professionalism, ethics, and integrity are essential to our work as we attempt to provide the best quality of governmental services to the community. To achieve and maintain the public's highest level of respect, we must place reasonable restrictions on our conduct and hold to these standards of conduct, whether on or off the job. This policy will ensure all employees treat any confidential material handled by the **Library** appropriately.

- i. The Library respects an employee's rights to use social networking sites as a medium of self-expression during non-work time. However, when statements include information about the Library or the Village that, by its nature, may compromise public confidence or cause significant disruption to the Library or the Village, the contents are restricted by this policy. All employees utilizing social networking sites off the job should take personal responsibility for all posts made. This policy applies to written or oral forums, websites, online conversations, blogs, e-mail, and social networking sites.
- ii. The following prohibited activity and guidelines apply to employees both on and off the job:
  - a. Unless in the performance of an authorized duty or with specific authorization by the Library Director or his/her designee, employee use of Library computers to access social networking sites, blogs or online bulletin boards is prohibited.

- b. No Library e-mail accounts may be used to register for or to respond to social media sites unless authorized by the Library Director or his/her designee.
  - c. **Employees may not use their work** e-mail for non-work related online activities and publications.
  - d. Employees are prohibited from posting content inconsistent with their duties and obligations. Offensive comments regarding protected classes (race, religion, sex, color, national origin, age, disability, ancestry, and sexual orientation), village residents or the public in general, tend to undermine trust and confidence in the Library and the Village of Mukwonago.
  - e. The Library strictly prohibits knowingly or recklessly posting of false information about the Library or Village and its agencies, management, coworkers, and public officials.
  - f. The Library strictly prohibits the use of any social media for the purpose of harassment, intimidation, or retaliation against any person by an employee.
  - g. Never post confidential or proprietary information. Never publish or report on conversations meant to be private or internal to the Library.
  - h. Do not cite or reference **Library patrons**, citizens, or suppliers without their approval.
  - iii. Employees should be aware that posting on websites, including social networking sites, should not be presumed to be private. Accordingly, employees may be subject to discipline for violating any of the above referenced conditions.
  - iv. Library employees are personally responsible for the content they publish on blogs, wikis, or any other form of user-generated media. **Employees need to** be mindful that what **they** publish will be public for a long time **and are encouraged to protect their** privacy.
  - v. **If an employee wishes to** publish content to any non-Library website that has content related to the Library or the Village of Mukwonago, **they must** use this disclaimer: "The postings on this site are my own and don't necessarily represent the Library's or the Village of Mukwonago's positions, strategies, or opinions."
  - vi. Uphold all laws governing copyright, fair use, privacy, financial disclosure, defamation, libel and other similar issues.
  - vii. **Upon hire, all employees must sign a the "Social Media Acknowledgement Form" (Appendix E). The form will be kept in the employee's personnel file.**
  - viii. Violations of this policy may lead to disciplinary action.
- L. Electronic Mail and Internet Use
- The Library electronic mail and computer network is to be used for work-related matters only. Any and all emails created on Library computers are the property of the Library and are subject to review by the employer as well as being subject to Wisconsin's Public Records statutes and regulations. It is expected that employee statements in electronic messages and files will be professional. Employees are expected to respect the confidentiality of messages sent to others.

Employees may not use the Library's computers to access the Internet except for job related purposes when on duty. Employees may utilize the Library's computers for personal use during breaks or at times when they are off-duty. Employees shall not knowingly use, view, submit, publish, display, or transmit on the Library's network any information that utilizes the Internet for illegal purpose; conducts any gambling, betting or gaming activity; violates or infringes on the rights of any other person; contains defamatory, false, abusive, obscene, pornographic, profane, sexually oriented, threatening, racially offensive, or otherwise bias, discriminatory, or illegal materials; or violates any applicable federal, state, and local laws and regulations prohibiting sexual harassment.

Library/Village policies prohibiting sexual or other harassment are applicable to the email system. Messages that contain foul, inappropriate, or offensive language or those containing racial or ethnic slurs or sexual innuendo, are prohibited.

If the Library determines that there has been a violation of this policy, the Library will take appropriate disciplinary action, up to and including discharge. An employee may also be subject to civil liability and criminal prosecution may result from certain actions.

All employees are required to cooperate with the investigation of violations of this policy. Failure to cooperate with an investigation, or making a false statement in an investigation, could subject the employee to discipline, up to and including discharge.

#### M. Outside Employment

Employees are discouraged from holding another full-time or part-time job if it is likely that in doing so the individual's efficiency or effectiveness as a Library employee may be impaired; if the nature of the outside employment is such that it will reflect adversely on the Library; or if there is a potential for a conflict of interest. Employees contemplating outside employment must secure the approval of the Library Director before accepting an offer of employment.

#### N. Solicitation / Distribution

In the interests of maintaining a proper business environment and preventing interference with work and inconvenience to others, employees may not distribute literature or printed materials of any kind, sell merchandise, solicit financial contributions or solicit for any other cause during working time. Employees who are not on working time, e.g. on lunch hour or breaks, may not solicit employees who are on working time for any cause or distribute literature of any kind to them. This policy includes solicitations via e-mail and other telephonic communication systems.

Working time does not include the time before the employee's scheduled workday begins, the time after the employee's scheduled workday ends or the employee's breaks or lunch period. Working areas includes all areas of the premises except the breakroom and the parking lot.

O. Video Surveillance

Mukwonago Community Library strives to maintain a safe and secure environment for its staff and patrons. In pursuit of this objective, selected public and staff areas of the Library premises are under continuous video surveillance and recording. Please refer to the Library's Confidentiality and Privacy Policy in regards to reviewing and release of surveillance camera recordings.

## VI. LEAVES OF ABSENCES

A. Vacations

Regular full-time employees, those employed for forty (40) hours per week, will be eligible for vacations based on the following schedule:

One week (5 days) of vacation after one (1) year of employment.

Two weeks (10 days) of vacation after two (2) years of employment.

Three weeks (15 days) of vacation after five (5) years of employment.

Four weeks (20 days) of vacation after ten (10) years of employment.

Five weeks (25 days) of vacation after fifteen (15) years of employment.

Part-time employees working thirty (30) hours or more per week will follow the same schedule but it will be pro-rated to the number of hours they are scheduled. For example 30-hour-per-week employees will be paid for six (6) hours per day of vacation.

Vacations must be used in the benefit year in which they are accrued. Vacations are not cumulative.

The employee Benefit Year coincides with the calendar year. All employees are expected to schedule and use their vacation, personal, and compensatory time during the benefit year. The Library Director may extend vacation and/or personal time up to one hundred twenty (120) days into the succeeding year. Compensatory time, either earned after the first December payroll or scheduled and then cancelled due to a departmental emergency may also be extended and used in the succeeding year within the first one hundred twenty (120) days.

Vacation days may only be taken in increments of at least four (4) hours at a time, unless approved otherwise by the Library Director.

Employees are discouraged from taking vacation time during certain months when the workload is particularly heavy.

Employees are encouraged to submit their vacation requests to their immediate supervisor at least thirty (30) days in advance to allow for scheduling needs of the Library.

## B. Holidays

The Library will be closed on the following days:

New Year's Day  
Memorial Day  
Fourth of July  
Labor Day  
Thanksgiving Day  
Christmas Eve Day  
Christmas Day  
New Year's Eve Day

Eight (8) hours of straight time pay, based on the employee's current hourly rate, will be paid to eligible regular full-time employees. Part-time employees who are scheduled to work thirty (30) hours or more, but less than forty (40) hours, will receive pro-rated pay. For example, employees who work thirty (30) hours will receive payment for six (6) hours.

If a holiday falls on a Saturday, the preceding Friday will be the holiday. If a holiday falls on a Sunday, the following Monday will be the holiday.

## C. Personal Days

Four (4) personal days are given to eligible regular full-time employees and four (4) pro rated personal days are given to eligible part-time employees working thirty (30) hours or more, but less than forty (40) hours. The four (4) personal days will be taken by mutual agreement of the employee and the Library Director. These days are not cumulative and personal days not used during the calendar year cannot be carried over to the next year.

## D. Sick Leave

Eligible regular full-time employees will accrue one (1) day of sick leave for every month of service completed. Eligible part-time employees working more than thirty (30) hours, but less than forty (40) hours, can accrue pro-rated sick leave. Sick leave shall not accrue for any month in which the employee is absent for fifteen (15) or more assigned work days. Sick leave may be used when the employee or a member of the employee's immediate family is ill and it is necessary that the employee care for this person until other arrangements can be made. Sick leave may not be used for injury incurred in supplemental employment, regular doctor visits and checkups, or other routine care an employee can schedule around regular work time.

When illness develops, the employee must contact their immediate supervisor and the Library Director as soon as they find it necessary to stay at home and no later than thirty (30) minutes prior to starting time each day absence occurs. Sick leave with pay may be



permitted without requiring the employee to submit a doctor's certificate provided that the Library Director has had other satisfactory evidence of an illness. The Library Director, at their discretion, may require medical certification to justify the absence.

Failure to notify the Library Director within twenty-four (24) hours from the beginning of an employee's work shift on the first day of absence may be cause for denial of sick leave credit for the period of absence. Notice of absence must be made to the Library Director; messages are not to be left with other employees in regard to employee absences.

Employees may accumulate a maximum of one hundred twenty (120) sick days. At retirement, or employee resignation, upon completion of no less than twenty (20) years of full-time service to the Library, an employee may elect one of three options for payment of accrued unused sick leave. The employee must elect their option at least ninety (90) days preceding the anticipated date of **departure from the Library**. Any request for exceptions to this election date requirement based upon health changes, which may force retirement, will be reviewed individually by the Personnel Committee of the Mukwonago Community Library.

On December 17th, 2013, the Village of Mukwonago Board voted to eliminate the payout of sick leave upon retirement of new employees hired on or after January 1st, 2014. The elimination of the sick leave payout benefit applies only to **all Library employees hired after this date**. This payout policy is further amended effective March 16th, 2016 to add the following:

- i. Employees hired prior to 1/1/2014 in a part-time, less than thirty (30) hours per week capacity and who transition to a position where they are eligible for the sick leave accumulation benefit on or after 1/1/2014, will not be eligible for a future payout of accumulated sick leave.
- ii. Employees hired prior to 1/1/2014 who separate from the Village and who are later rehired, will not be eligible for a future payout of accumulated sick leave.
- iii. An employee fraudulently using sick leave may be suspended or dismissed.

This policy will be enforced consistent with the federal family and medical leave (FMLA) law. The Library reserves the right to administer this policy within its sole discretion.

#### E. Family and Medical Leave

This policy is in accordance with the federal Family and Medical Leave Act (FMLA) and the Wisconsin Family Medical Leave Act (WFMA). Employees eligible for this leave will have been employed by the Library for at least twelve (12) **consecutive** months and have worked 1,250 hours in the twelve (12) month period prior to the time the leave begins. An eligible employee may take up to twelve (12) weeks of unpaid leave within a twelve (12) month period, regardless of the number of events for any one or a combination of the for the following reasons:

- i. The birth or adoption of a child or the placement of a child with the employee for adoption or foster care.
- ii. The care of a spouse, child, or parent of the employee if the spouse, child, or parent has a serious health condition. Unpaid leave may be taken to care for a son, daughter, spouse or parent with a “serious health condition.” If leave is requested for such individuals, the employee must provide the Village with a health care provider certification form completed by a health care provider which states that the employee is needed to care for the person. Health care provider certification forms are available from the Village administration offices. The medical leave may be taken all at once or in smaller increments where medically necessary. If leave is taken in smaller increments, the Library Director may decide to temporarily change the employee’s job duties to better accommodate the schedule of treatment or care. An employee may request the use of accrued leave such as vacation or sick leave to be paid for all, or a portion, of the unpaid leave. This paid time will not be available later.
- iii. The employee’s own serious health condition. If the health condition causes the employee to be unable to perform the functions of their job, all or a portion of this leave will be paid consistent with federal law if the employee elects to substitute accrued leave, such as vacation or sick leave, for the unpaid time.
  - a. If an employee experiences a serious health condition and is eligible for benefits under the disability plan of the Village of Mukwonago, the employee will be paid for the unpaid time to the extent permitted under the disability plan.
  - b. If an employee suffers a work-related injury that qualifies as a serious health condition, the employee’s federal family and medical leave will be considered as taken along with the leave required under the workers’ compensation law. The taking of leave under this policy will not be used against an employee in any employment decision, including in the determination of wage increases or discipline.
- iv. Military Exigency Leave: Employees are entitled to FMLA leave due to any qualifying exigency arising from an immediate family member’s (the employee’s spouse, son, daughter, or parent) serving on active military duty in a foreign country. The following circumstances constitute a “qualifying exigency”:
  - a. Short-notice deployment (seven (7) days’ notice or less)
  - b. Attending military events/ceremonies and related activities related to active duty or call to active duty
  - c. Childcare and school activities
  - d. Financial and legal arrangements
  - e. Counseling
  - f. Spending time with a military member who is on temporary rest and recuperation leave
  - g. Post-deployment activities
  - h. Additional activities not encompassed in the other categories, but agreed to by the employer and employee

- v. Military Medical Leave: FMLA entitles employees up to twenty-six (26) work weeks of unpaid leave in a single twelve (12) month period to care their parent, spouse, child, or next of kin who is a current member of the Armed Forces, including a member of the National Guard or Reserves, who has a serious injury or illness incurred or aggravated in the line of duty within the last five (5) years, that may render the service member medically unfit to perform their duties and for which the service member is undergoing medical treatment, recuperation or therapy, is in outpatient status, or is on the temporary disability retired list.

In the event an employee would like to request family or medical leave, the Library Director must be notified, if at all possible, at least thirty (30) days before the date on which leave is to begin. A form to request family or medical leave is available from the Library Director. In an emergency situation, notice must be given to the Library Director of the need for leave as soon as possible.

An employee's health care coverage will not end because an employee is away from work for leave that qualifies under the federal FMLA, unless the employee chooses to end coverage. Employees may elect to continue health care coverage insurance while on a family and medical leave but must pay for the employee cost of coverage during the leave. Other employee benefits, such as group life and disability coverage, may be continued by the employee during the leave but the employee must pay for the employee cost of coverage. The election to continue health care coverage and the other insurance benefits must be made on the Benefit Election Form, which is available from the Library Director. The Village will notify the employee when payments are due for the continuation of coverage.

At the end of an employee's family and/or medical leave, they will be returned to his/her former position or, if the position is filled, to equivalent employment within the Library. If an employee wants to return to work before his/her leave is scheduled to end, the employee must notify the Library Director. If the reason for leave was due to the serious health condition of the employee, a fitness for duty certification form must be provided to the Library Director before returning to work.

#### F. Bereavement Leave

Time off with pay will be granted to full-time employees for an absence to attend the funeral or to handle related family matters caused by the death of a family member.

- i. Three (3) working days for will be given for the death of a mother, father, child, spouse, sister, brother, mother-in-law or father-in-law, brother-in-law, sister-in-law, step-parents, step-children, step-siblings, step-grandchildren, grandparents and grandchildren.
- ii. An employee shall not be compensated for any days on which they are not scheduled to work in that three (3) day period.

#### G. Jury and Witness Duty

The Library complies with all applicable laws concerning jury and witness duty. For purposes of this policy, an employee will be deemed to be required to serve as a witness only in cases in which the employee is not a party and is compelled to attend by subpoena. Employees must provide proof of such subpoena service.

Employees shall be granted a leave of absence to a maximum of ten (10) working days per calendar year and shall be compensated in an amount equal to the difference, if any, between regular Library compensation and compensation received for jury duty, exclusive of travel compensation. Upon return from witness or jury duty, the employee must present the check stub(s) or voucher(s) reflecting duty payment.

#### H. Military Duty

If an employee is called to active military duty or to the Reserve or National Guard training, or if the employee volunteers for the same, they are to submit copies of the military orders to the Library Director as soon as possible. The Library will grant a military leave of absence without pay for the period of military service, in accordance with applicable federal and state laws. The employee's eligibility for reinstatement after the military duty or training is completed is also determined in accordance with applicable federal and state laws.

#### I. Director Extended Absence

In the event the Library Director will be absent for seven (7) working days or more, including weekends and all days the Library is open to the public, they will notify the Library Board President and will determine a chain of command including identifying who will be acting as director and the Board's contact.

### **VII. OTHER EMPLOYEE BENEFITS**

#### **(REFER TO VILLAGE OF MUKWONAGO'S HANDBOOK FOR FURTHER INFORMATION)**

##### A. Health Insurance

All regular full-time employees and part-time employees scheduled to work thirty (30) hours or more per week are eligible for group medical insurance benefits the first of the month after a full month of employment. Since the Village of Mukwonago contracts with the state for health insurance benefits, the provider of the insurance may change from one year to the next and/or the employee may have a choice of more than one insurance provider. The Village of Mukwonago will provide health insurance information, including deductibles and cost of premiums, to the Library employees in October so each employee can make an informed decision.

##### B. Continuation of Health Insurance

All employees eligible for group health insurance are eligible for continuation of that health insurance coverage when certain events occur. Also, a spouse and/or dependent children may become eligible for continuation coverage when certain events occur.

Complete information about the circumstances under which the employee, a spouse and/or dependent children may become eligible for continuation coverage will be given to the employee at the time they becomes covered by the Village group health plan.

C. Health Reimbursement Account (HRA)

Effective January 1, 2021, the Village will no longer provide funding to HRAs for employees to use towards dental or vision expenses. Active employees with HRA balances will be provided information on a 2021 deadline to use any remaining balances before the accounts are closed.

D. Dental and Vision Insurance

Employees may take advantage of basic dental coverage available through their health plan election as well as any supplemental Vision and Dental plans offered. Participation in dental and vision plans are at 100% employee cost.

E. Life Insurance

The Library, through the Village of Mukwonago, shall provide and maintain life insurance for full-time employees at a benefit level equal to the nearest \$1,000 of the employee's salary, as provided by the Group Insurance Plan for Employees of Wisconsin Municipalities. The Village will allow an employee to upgrade his/her policy limits and/or add dependent coverage through the Wisconsin State Retirement Program, provided such coverage is available, at the employee's expense.

F. Worker's Compensation

Each employee is covered by Worker's Compensation insurance in the event of an injury at work and the injury requires a doctor's attention. This insurance is fully paid by the Library. Any accident, however minor, must be reported to the Library Director immediately so the proper forms can be completed and filed with the necessary insurance provider.

If an employee is injured in the course of employment, subject to Worker's Compensation, the Village shall pay the difference between the Worker's Compensation benefits and 80% of the employee's regular rate of pay for 365 days.

Upon returning from a work-related injury, the employee may be required to provide a certification from the treating physician verifying that they are able to safely perform their normal job duties. In the event the treating physician identifies restrictions and/or limitations on the employee's ability to perform their job responsibilities, the Library will consider whether it can provide a restrictive or light duty position for the employee.

G. Retirement

Effective January 1, 2001, all full-time employees will be covered by the State of Wisconsin Retirement System (WRS), in accordance with Chapter 40 of the Wisconsin Statutes. All part-time employees working a minimum of 1200 hours in at least ten (10)

of twelve (12) consecutive months are also covered. The Library will pay the employer's share of the WRS contribution and the employee will pay the employee's share of the WRS contribution.

H. Deferred Compensation

Effective January 1, 2001, the Library will make a contribution equal to two and one half (2.5%) of all full-time employees' wages to a deferred compensation system.

I. Longevity Compensation

After five (5) years of continuous service, a full-time employee may be eligible to receive longevity compensation. Longevity is paid once each year during the first pay period in December. Longevity rates are as follows:

After five (5) years of employment	\$250.00
After ten (10) years of employment	\$350.00
After fifteen (15) years of employment	\$450.00
After twenty (20) years of employment	\$500.00

For an employee who leaves employment by voluntary resignation or retirement, the Library will provide pro-rated longevity pay to that employee based on the number of months worked prior to leaving employment. The Library reserves the right to change or eliminate the longevity rates with or without notice.

J. Flexible Spending Plan

This is an IRS approved pre-tax program that can be used to help with out-of-pocket expenses not covered by the existing primary insurance coverage. It is available to those employees who work thirty (30) or more hours per week and who request it. At present, the limit is \$2,500 per year.

## Appendix A

### Mukwonago Community Library Personnel Policy Receipt Acknowledgement Form

I acknowledge that I have received and read the Mukwonago Community Library **Personnel Policy** and understand the provisions contained therein. I understand that the terms described in the **Personnel Policy** may be altered, modified, changed, or eliminated by **the Library Board** or by the Village of Mukwonago at any time, with or without prior notice.

I understand that this **Personnel Policy** supersedes any previous handbook or policies I may have received, making them void.

I understand that I may ask for a copy of this this form after I sign it and that the original will be placed in my personnel file.

I further understand that the Mukwonago Community Library **Personnel Policy** and any other provisions contained therein do not constitute a guarantee of employment or an employment contract, express or implied. I understand that, as a non-represented employee, my employment is “at will” unless covered by Civil Service provisions or other applicable State of Wisconsin statutes or Village of Mukwonago ordinances or policies, and my employment may be terminated at any time for any reason, with or without cause, and with or without notice.

Signature of Employee \_\_\_\_\_

Date \_\_\_\_\_

Signature of Library Director \_\_\_\_\_

Date \_\_\_\_\_

## Appendix B

### Mukwonago Community Library Remote Work Arrangement Form

Once a Library employee, their immediate supervisor, and the Library Director agree that remote work is the best option for the employee, this form must be filled out and signed by all parties before the remote work arrangement can go into effect.

Employee's Name \_\_\_\_\_

Position \_\_\_\_\_ Typical hours per week \_\_\_\_\_

Remote Work Dates \_\_\_\_\_ to \_\_\_\_\_

#### Employee's Contact Information

Cell Phone # \_\_\_\_\_ Home Phone # \_\_\_\_\_

Home Address \_\_\_\_\_

#### Emergency Contact Information

Emergency Contact name \_\_\_\_\_

Relationship \_\_\_\_\_ phone # \_\_\_\_\_

#### Equipment

Computer ID \_\_\_\_\_

Computer Peripherals (circle all that apply): mouse keyboard speakers

other \_\_\_\_\_

Other Equipment or Supplies \_\_\_\_\_

**Schedule of Work and Check-Ins** – Attach a sheet describing duties and check-in schedule.

As an employee, I understand that I must adhere to all aspects of the Remote Work Arrangement policy. All equipment must be returned within 5 days of my return.

Employee Signature \_\_\_\_\_ Date \_\_\_\_\_

Supervisor Signature \_\_\_\_\_ Date \_\_\_\_\_

Director Signature \_\_\_\_\_ Date \_\_\_\_\_



**Appendix C**

**Mukwonago Community Library  
Harassment Complaint Form**

Date \_\_\_\_\_

Name of Complainant \_\_\_\_\_

Job Title \_\_\_\_\_

Complaint Statement: (circle one) Typed below OR See attachment

Relief Sought: (circle one) Typed below OR See attachment

Signature of Complainant \_\_\_\_\_

Date submitted \_\_\_\_\_

Signature of Supervisor/Director \_\_\_\_\_

Date received \_\_\_\_\_

Mukwonago Community Library

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Approved by Personnel Committee June 2, 2022 – Last Approved October 14, 2022

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**Appendix D**

**Mukwonago Community Library  
Grievance Submission Form**

Date \_\_\_\_\_

Name of Grievant \_\_\_\_\_

Job Title \_\_\_\_\_

Grievance Type: (circle one) Disciplinary OR Work Place Safety

Grievance Statement: (circle one) Typed below OR See attachment

Relief Sought: (circle one) Typed below OR See attachment

Signature of Grievant \_\_\_\_\_

Date submitted \_\_\_\_\_

Signature of Library Director \_\_\_\_\_

Date received \_\_\_\_\_

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## Appendix E

### American Library Association Code of Ethics

As members of the American Library Association, we recognize the importance of codifying and making known to the profession and to the general public the ethical principles that guide the work of librarians, other professionals providing information services, library trustees and library staffs.

Ethical dilemmas occur when values are in conflict. The American Library Association Code of Ethics states the values to which we are committed, and embodies the ethical responsibilities of the profession in this changing information environment.

We significantly influence or control the selection, organization, preservation, and dissemination of information. In a political system grounded in an informed citizenry, we are members of a profession explicitly committed to intellectual freedom and the freedom of access to information. We have a special obligation to ensure the free flow of information and ideas to present and future generations.

The principles of this Code are expressed in broad statements to guide ethical decision making. These statements provide a framework; they cannot and do not dictate conduct to cover particular situations.

1. We provide the highest level of service to all library users through appropriate and usefully organized resources; equitable service policies; equitable access; and accurate, unbiased, and courteous responses to all requests.
2. We uphold the principles of intellectual freedom and resist all efforts to censor library resources.
3. We protect each library user's right to privacy and confidentiality with respect to information sought or received and resources consulted, borrowed, acquired or transmitted.
4. We respect intellectual property rights and advocate balance between the interests of information users and rights holders.
5. We treat co-workers and other colleagues with respect, fairness, and good faith, and advocate conditions of employment that safeguard the rights and welfare of all employees of our institutions.
6. We do not advance private interests at the expense of library users, colleagues, or our employing institutions.
7. We distinguish between our personal convictions and professional duties and do not allow our personal beliefs to interfere with fair representation of the aims of our institutions or the provision of access to their information resources.

8. We strive for excellence in the profession by maintaining and enhancing our own knowledge and skills, by encouraging the professional development of co-workers, and by fostering the aspirations of potential members of the profession.
9. We affirm the inherent dignity and rights of every person. We work to recognize and dismantle systemic and individual biases; to confront inequity and oppression; to enhance diversity and inclusion; and to advance racial and social justice in our libraries, communities, profession, and associations through awareness, advocacy, education, collaboration, services, and allocation of resources and spaces.

Adopted at the 1939 Midwinter Meeting by the ALA Council; amended June 30, 1981; June 28, 1995; January 22, 2008; and June 29, 2021.

## Appendix F

### Village of Mukwonago Code of Ethics

It shall be the duty of Library Employees to comply with Wisconsin Statutes and Village Ordinances with respect to the proper and appropriate conduct of their positions. Mindful of Village goals and objectives, Village Employees:

Shall perform all mandatory, nondiscretionary and ministerial duties of their positions with the time and manner required by law.

Shall devote attention to their duties, uphold the law and conduct Village business with fairness, integrity and professionalism with full regard to the public trust of the office.

Shall not receive any additional salary, benefits, or reimbursement for expenses for work performed pursuant to a Village contract for services where that employee is currently being compensated by the Village for that work under existing conditions of hire with the Village.

Shall never act in excess of lawful authority or commit an act forbidden by law within their official capacity.

Shall not in their capacity as employees make entry in an account, record book, return, certificate, report or statement, which in a material respect, intentionally and knowingly falsifies.

Shall not under color of their position as a Village Employee intentionally solicit or accept for the performance of any service or duty anything of value including, but not limited to, any gift, loan, favor or service, given for the purpose of influencing them in the discharge of official duties.

Shall not use Village property, facilities, or resources strictly for private or personal gain for themselves, family or others.

Shall not use confidential information for their personal gain or benefit for that of family or others.

Shall act in what is conceived to be in the best interest of the citizens of the entire Village. Similarly, shall grant no special consideration or treatment to any citizen beyond that which is available to every other citizen.

Shall not participate either directly or indirectly in purchases for personal use for less than full value by utilizing discounts or tax exemptions allowed to the Village.

Nothing in this code shall deny any employee the rights of a citizen under the Constitution of the United States of America, Constitution of the State of Wisconsin, Wisconsin Statutes or any other bona fide regulations of this State.

Employees shall be made aware of this code at the time of their election, employment or appointment. In the event an action is brought against a Village Employee for violations of this code, discipline, including discharge, may be assessed.

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## Appendix G

### Mukwonago Community Library Social Media Policy Acknowledgement Form

#### CERTIFICATION

I, \_\_\_\_\_, certify that I have read and understand the section of the Mukwonago Community Library's Personnel Policy regarding social media use and will adhere to all provisions. I understand that I may ask for a copy of this this form after I sign it and that the original will be placed in my personnel file.

Signature \_\_\_\_\_ Date \_\_\_\_\_

#### RECEIVED

Director Signature \_\_\_\_\_ Date \_\_\_\_\_

## Revision History

August 27, 2012	Personnel Policy created.
August 17, 2017	Grievance procedure revised to replace the Village Administrator in the second step of the grievance process with the Library Board President or his/her Designee. Approved by the Library Board.
November 15, 2018	<p>Section II, Item A: Approve addition of language “Prescribing duties and compensation of all Library employees “to the Primary Responsibilities of the Library Board.</p> <p>Section II, Item B: Approve addition of language “including selecting all Library material according to policies approved by the Board” to the Primary Responsibilities of the Library Director.</p> <p>Section III, Item C: Approve addition of language ‘It has been and shall continue to be Library policy to recognize the competence and ability of applicants for employment and existing employees’ to the Equal Employment Opportunity Policy Statement.</p> <p>Section III, Item D: Approve elimination of “Regular employees are those employees who have successfully completed their orientation period” and remaining sections in which the term “regular” is used.</p> <p>Section III, Item D: Approve addition of language under Employment Classifications.</p> <p>Section III, Item G: Approve new section entitled Voluntary Termination/Resignation.</p> <p>Section III, Item H: Approve new section entitled Reasonable Accommodation Policy.</p> <p>Section IV, Item J: Approve new language under Personal Appearance.</p> <p>Section IV, Item Q: Approve new language “Cost of alcoholic beverages shall not be reimbursed”.</p> <p>Section IV, Item C: Approve new section entitled Meals and Rest Periods.</p> <p>Section IV, Item F: Approve new language under Absence/Tardiness.</p>



Section IV, Items L and M: Approve addition of language ‘Please see the Library Position Compensation and Performance Evaluation Policy for more details’ to Work Performance and Employee Evaluations and Salary Increases.

Section IV, Item R: Approve addition of language ‘The employee must have approval from the Library Director prior to purchasing’.

Section V under Harassment: Approve new language ‘If the allegation is against the Library Director, please refer the allegation to the Chairperson of the Personnel Committee.

Section V, Item E: Approve the replacement of Village Administrator with Library Director under ‘Harassment Complaint Procedure’ and the replacement of Village Administrator with the Library Board’s Personnel Committee under ‘Responsibility of Library Director’.

Section V, Item K: Approve the removal of Village Administrator from Social Media Use procedures.

Section V, Item O: Approve new language to indicate use of video surveillance on Library premises.

Section VI, Item D: Approve new language to indicate the elimination of sick leave payout benefits upon retirement of new employees hired on or after January 1st, 2014.

Section VII, Item C: Approve new language to include ‘Health Reimbursement Accounts (HRA).

February 11, 2021      Section IV, Item J: Add language to reference Dress Code Policy

Section VII, Item C: Approve new language to delete ‘Health Reimbursement Accounts (HRA).

Section VII. Item D: Change language to reflect indicate that dental coverage is 100% employee cost.

October 14, 2021      Formatting, language, and continuity updates throughout.

Section VI, Item A Vacation Policy carryover revised to match Village policy wording.

Section VI, Item C Health Reimbursement Account updated to reflect that the Village no longer provides funding for HRAs.

Section VI, Item I Director Extended Absence added.

June 9, 2022

Section III, Item F, "Identification Badges and Nametags" added

"Remote Work Arrangement Policy" integrated into Personnel Policy as Section III, Item J

American Library Association Code of Ethics and Village of Mukwonago Code of Ethics removed from body of policy and created into Appendices E and F, respectively

Consistency throughout referring to this as the "Personnel Policy" and no longer the "Employee Handbook"

**Mukwonago Community Library  
Library Position Compensation and  
Performance Evaluation Program Policy**

**APPROVED 15 February 2018**

The Mukwonago Community Library Board has established a compensation philosophy upon which to design an effective compensation system and strategy; and, the Board wishes to establish a formal compensation policy based on this philosophy.

**Compensation Plan**

**I. Coverage of the Compensation Plan**

The Library Board has adopted the following Compensation Plan.

**II. Objectives**

The Library Board recognizes that employees play a significant role in the provision of services in the community. The Library strives to recruit and retain high quality employees to provide public services.

**III. Compensation Plan**

The Compensation Plan is designed to establish and maintain a pay structure which attracts, motivates, recruits and retains qualified employees; is competitive with the regional library market; and recognizes and rewards individual employee performance. These objectives are accomplished through the use of:

- a. Competitive compensation structure with pay increases based on cost of living and/or performance factors as the Library budget allows.
- b. Pay ranges with an established minimum, midpoint, and maximum rate. Positions within the library have been or will be assigned to a pay range based on the formal position evaluation ranking as well as according to comparable wage structures.
  - Pay ranges are established for each position based on the stated functions and requirements of the position. Employees who achieve certifications outside of position requirements will generally not receive additional compensation for those certifications.
- c. Performance evaluation is a major component of the Library's Compensation Plan and a basis for employee development. Employees may receive merit increases based on the results of individual employee performance evaluations as the Library budget allows.
- d. Annual review and evaluation of the overall Compensation Plan with communication to the Library Board of any recommended changes.

**APPROVED: 15 February 2018**

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- e. The Compensation Plan, and/or individual wage adjustments, may be limited by budgetary constraints and be structured accordingly.

#### **IV. Maintenance of Compensation Plan**

As part of the annual budgetary process, the Library Director will review the status of the Compensation Plan and evaluate any amendments to maintain an up-to-date and competitive compensation structure.

The Library Director will recommend to the Library Board any modifications to the plan based upon a study of local and regional economic conditions, the financial state of the Library's budget, and market/merit conditions of position classifications and other relevant factors.

#### **V. Pay Adjustments**

The Library Director will be responsible for implementing all pay adjustments approved by the Board. Pay adjustments may occur as a result of the following:

- a. **Movement within Ranges:** An employee who receives an evaluation of Meets or Exceeds Expectations may be given a pay increase within his or her pay range until the maximum rate is achieved and dependent upon budgetary allowances.
- b. **Range Maximums:** An employee whose current pay exceeds the maximum established for his or her pay range will be kept at that rate until the pay range is adjusted beyond their current level of pay. At that point the employee will receive an increase not to exceed the range maximum, assuming a performance rating of Meets or Exceeds Expectations.
- c. **Performance-Based Bonuses:** Performance-based bonuses may be authorized by the Library Board in conjunction with the Library's Performance Evaluation Program. Performance increases are based on an individual employee achieving an "Exceeds Expectations" rating on the annual performance evaluation which must be completed by the Library Director.
- d. **Demotion:** An employee may receive a decrease in pay due to a demotion to a lower level position assigned to a lower pay range. The Library Director may lower a pay level of an employee following a performance evaluation with confirmation and approval by the Library Board.
- e. **Promotion:** An employee promoted to a position classification with a higher pay range may receive a wage adjustment as determined by the Library Director and as the library budget allows and with confirmation and approval by the Library Board.
- f. **Reclassification:** When a position is reclassified resulting in the assignment of the position to a different job classification, the employee's pay may be adjusted in accordance with the pay range for the new job classification. All reclassifications

resulting in the assignment of an employee to a different job classification may include a revised pay level as directed by the Library Director and confirmed and approved by the Library Board.

- g. Other Increases:** Other pay increases may be granted from time to time with the approval of the Library Director and Library Board.

## **VI. Amendments to the Compensation Plan**

The Library Board reserves the right to modify or eliminate all or any portion of the Compensation Plan at any time.

## **Performance Evaluation Program**

### **I. Coverage of the Performance Evaluation Program**

The Library Board has adopted the following Performance Evaluation Program which is based on duties and responsibilities. The Program will include all positions in the Library, with the exception of temporary or seasonal positions.

### **II. Objective**

The primary objective of the Library Performance Evaluation Program is to encourage a high level of employee performance and recognize Library employees who exceed established performance standards utilizing an objective evaluation system. As such, the program will reward performance for those who exceed those standards in serving the library and its patrons, subject to budgetary constraints and Library Board approval. The Performance Evaluation Program also serves to identify areas where employee improvement or development is needed in order to meet the established standards for the position.

### **III. Implementation**

The Library Director, under the direction of the Library Board, is responsible for implementation of the Performance Evaluation Program.

### **IV. Definitions**

- a. Annual and Periodic Evaluation Period:** Performance evaluations will be made on a periodic and annual basis as directed by the Library Director.
- b. Competency:** A required performance factor identified as essential for the position
- c. Performance Bonuses:** An annual bonus based on an employee exceeding established performance standards.
- d. Performance Goal:** A projected result using the S.M.A.R.T. criteria.

- e. **Evaluator:** An individual having supervisory authority over the employee. The evaluator is designated as the Library Director, or a Department Head as directed by the Library Director. The Library Board will evaluate the performance of the Library Director using the same format and guidelines contained in this Performance Evaluation Program.

## **V. Policy**

- a. Individual employee performance is formally evaluated annually on a twelve month basis. All employees covered by this policy are evaluated based on their performance on established performance factors, defined performance levels, and approved goals.
- b. Eligible employees who have been promoted/transferred/demoted and are in an introductory period status may receive a performance increase upon completion of their introductory period.
- c. Employees who receive an overall rating of Below Expectations may be provided an opportunity to improve their performance at the Board's discretion. If the opportunity for improvement is granted by the Library, the employee will be placed on probationary status and a performance improvement plan will be developed and followed for the period specified in the plan. Improvement plans should not exceed 90 days. A 30 day extension may be granted if deemed appropriate by the Library Director.

## **VI. Performance Factors**

Employees are evaluated on the basis of performance standards designed to measure significant dimensions of their performance. All performance factors are defined on the Performance Evaluation Form.

## **VII. Establishing Performance Goals**

Goals will be established for each employee covered by the Performance Evaluation Program. Employees may have the opportunity to develop their performance goals and discuss them with the Library Director and with input from the Department Heads to ensure conformity with the Library's goals and objectives for that particular department. For employees in their introductory period, the Library Director will work with the Department Head to develop the employee's initial goals.

## **VIII. Rating Employee Performance**

An employee's performance is evaluated based on the degree to which he or she demonstrates behaviors described within each pre-established performance competency and, where applicable, on attainment of performance goals. For each performance standard, the evaluator selects the level, which most closely describes the employee's performance. The four (4) levels of performance ratings are:

- a. **Exceeds Expectations:** Employee consistently performs above the established performance standard for the competency. In addition, the employee regularly makes positive contributions to the work unit that demonstrates creativity and initiative. Employee has complete understanding of all the requirements of the position and how they relate to the goals of the organization, the mission of the department and the needs of other departments. Employee takes a leadership role in developing new ideas on how to improve the level of service and possesses the job knowledge, skills and abilities required to successfully complete all assigned tasks efficiently and effectively. Only a small number of employees typically achieve this level of performance.
- b. **Meets Expectations:** Employee maintains performance level in accordance with the established standard for the competency and performs position duties at or near full proficiency. Employee's work is completed accurately and on time and the employee works well with associates and the public. The majority of all employees perform at this level.
- c. **Below Expectations:** Employee is not meeting performance standards established for the competencies required of this position. Employee lacks the required knowledge, skills and abilities or is unwilling to perform the tasks required of the position. Corrective measures are necessary and a formal performance plan will be implemented.
- d. **N/A = Not Applicable:** Reviewer has no direct knowledge of employee's behavior in this area or the category is not applicable to employee's position.

It is anticipated that ratings of "Exceeds Expectations" or "Below Expectations" are the exception, not the rule.

## **IX. Establishing Overall Ratings**

Employee overall performance ratings will be correlated to any merit increases or bonuses that are recommended by the Library Director to and authorized by the Library Board for the following budget year. Employees who receive a performance rating of Below Expectations will be placed on a performance improvement plan and will be ineligible for any pay increase or bonus until a Meets Expectations level is achieved.

## **X. Frequency of Ratings**

An employee's performance is formally evaluated three times during the calendar year (twice of which are periodic evaluations and one annual formal evaluation) with the following exceptions.

- a. **Orientation Period:** An employee who is in an orientation period (generally 12 months) will be evaluated upon completion of the approved period. These evaluations should be should be completed by the Library Director, no later than fifteen (15) calendar days prior to the close of the employee's orientation period. An employee may be terminated

at any time after consultation with the Library Director.

- b. Extended Orientation Period:** If a new employee's overall performance is less than Meets Expectations and the employee is not terminated, the Library Director may grant an extension of the employee's orientation period up to 90 additional days. The time frame specified in subparagraph (a.) above will apply to submission of the extended introductory period evaluation.
- c. Transfer/Resignation of an Evaluator:** A performance evaluation is submitted for an employee at the time of transfer, promotion, or resignation of the Evaluator, provided an employee performance evaluation has not been completed within ninety (90) days. This process facilitates the new evaluator's ability to evaluate the employee's entire rating period.
- d. Diminished Performance:** If at any time during the evaluation period an employee's performance diminishes and falls Below Expectations, the employee may be placed on probation, counseled and placed on a performance improvement plan as deemed appropriate by the Library Director. The employee may be terminated at any time after consultation with the Library Director.

## **XI. Administration of Performance Evaluation Process**

### **Annual Fund Allocation Process**

The Library Director, working with the Library Board, will annually review the operation of the Performance Evaluation Program and the following process will be utilized in developing budget estimates of funds to be allocated to the various employees of the library.

- a)** The Library Director will determine the dollar amount to allocate to each employee based on the performance evaluation rating results and approved by the Library Board.
- b)** Performance bonus recommendations will be clearly supported by each respective employee's performance evaluation rating. The Library Director and Library Board will give final approval of all recommendations for performance-based bonuses.
- c)** The total amount of funds dedicated to performance bonuses will be recommended for approval as part of the annual budget process.

### **Employee Performance Evaluation Administrative Process**

- a.** All evaluations are to be conducted using the performance duties and responsibilities identified by the Library Director for the position and as approved by the Library Board.
- b.** The Library Director should review performance notes and other documentation gathered throughout the evaluation period of an individual employee's performance on the essential duties and responsibilities of the position, other performance factors and on



the established goals for the evaluation period. The Library Director will also establish goals for the next evaluation period for each employee supervised.

- c. Employees should review information relative to their individual performance during the evaluation period in preparation for the evaluation.
- d. Supporting examples and/or commentary must be provided for ratings that are above or below the “Meets Expectations” standards. These comments should demonstrate why a particular level of performance was chosen.
- e. Employees and the Library Director will sign the Performance Evaluation form to signify this process was accomplished.
- f. An employee who desires to appeal a Performance Evaluation resulting in an overall unsatisfactory rating must submit a written appeal to the Director within five (5) working days of receiving the completed Performance Evaluation and follow the grievance and appeal process as outlined in the Personnel Policy as adopted by the Board. The employee’s appeal should include specific information about the performance areas where there is disagreement, documentation and/or examples of the employee’s performance in the defined areas (for the time period evaluated), and the desired outcome of the appeal.

## **XII. Performance Goals**

- a. Apply the S.M.A.R.T criteria to performance goals. These are designed to answer the Who, What, Where, When, Why and How of job expectations for the coming year.
  - **Specific:** The goals should identify a specific duty, action, project or event.
    - Ask – What exactly will be accomplished?
  - **Masurable:** Describe the measurements to be used to determine that the results or outcomes expected have been achieved.
    - Ask – How will I know when the goal has been reached; what defines a successful outcome?
  - **Attainable:** Goals should challenge people to do their best, but they need to be attainable.
    - Ask – Is this goal reachable? What resources are needed to reach it?
  - **Relevant:** Goals must directly pertain to the performance that is being managed.
    - Ask – Why is this goal significant to the employee’s job or department?
  - **Timely:** Goals must have starting and ending points. This will help employees focus their efforts, and to plan accomplishment of goals around day-to-day duties and crises.
    - Ask – When does this goal need to be achieved?

### **XIII. Monitoring Performance**

While formal evaluations are an annual process, performance feedback should not be a once-a-year event, the Library Director, while soliciting input from the Department Heads, should provide feedback to employees (both positive and negative) on a regular basis throughout the year. Employees should never learn about an important issue for the first time during the annual review. The evaluation is not a substitute for recognition, coaching, or discipline that should occur throughout the year.

Adopted by the Mukwonago Community Library Board this 15<sup>th</sup> day of 2018.

**Mukwonago Community Library**  
**DRAFT Public Behavior Policy**  
**Approved by Policy Committee May 26, 2022 - Last reviewed May 26, 2022**

The purpose of this policy is to provide clear guidelines of conduct to ensure a safe, orderly, and comfortable atmosphere in the Mukwonago Community Library. Library staff and Library users share the responsibility to always maintain this atmosphere. To that end, the following guidelines define those behaviors and activities that are and are not allowed on Library property. Sections include:

- I. Library Staff Responsibilities
- II. Library User Responsibilities and Code of Conduct Guidelines
- III. Safe Child Guideline
- IV. Theft
- V. Enforcement of this Policy
- VI. Emergency Numbers

Appendix A: User Expulsion Staff Report

Appendix B: Process for Appealing Expulsion

Appendix C: Accident/Incident Report

**I. Library Staff Responsibilities**

- A. The Library Board has established this policy in accordance with Wis. Stat. § 43.58(2) and the Waukesha County Library Services Plan to ensure that the Library is a safe and welcoming place and provides equitable access to materials and services for all Library users.
- B. Library Staff Will:
  - i. Be an example of calm and safe behavior when representing the Library
  - ii. Provide courteous and knowledgeable assistance
  - iii. Guarantee access to Library resources
  - iv. Ensure a reasonably quiet environment
  - v. Furnish a clean and safe physical environment
  - vi. Enact appropriate and equitable intervention when users do not observe the Library Code of Conduct and other Library policies

**II. Library User Responsibilities and Code of Conduct Guidelines**

- A. General rules of behavior are designed to protect the rights of Library users and to outline acceptable and not acceptable behavior that applies to use of all Library property, both inside and outside. The Library reserves the right to notify legal guardians of minors, engage law enforcement, or ban Library users to ensure the safety of everyone in the building and to preserve Library materials and facilities.

**B. Library Users Will:**

- i. Conduct themselves properly, within the limits of the Library's rules, all applicable laws, and common sense
- ii. Interact courteously with other users and Library staff
- iii. Be mindful of their surroundings and take cell phone calls or conduct conversations in study rooms or in the foyer
- iv. Follow all Library policies and Library staff direction

**C. Library Users Will NOT:**

- i. Bring in food. Drinks are allowed in covered containers.
- ii. Enter without shoes, shirt, and/or appropriate attire.
- iii. Run inside the Library.
- iv. Use another person's Library account or lie to Library staff.
- v. Bring animals into the Library. Users may not leave animals unattended outside of building. Service animals are welcome.
- vi. Use or move Library furniture and fixtures for purposes other than intended.
- vii. Disturb others through disruptive behavior such as personal electronics use, soliciting, panhandling, snoring, littering, personal hygiene, and/or other disruptions.
- viii. Leave children or animals unattended in vehicles.
- ix. Enter the teen or children's areas unless they are with a child or teen or are retrieving materials for a child or teen. These areas are meant for the use and enjoyment of children and their guardians and the presence of solo adults is often uncomfortable and disruptive.
- x. Loiter at or otherwise block entrances, exits, and/or walkways.
- xi. Park bicycles at the front entrance. Bikes must be parked in the bike racks provided.
- xii. Use offensive, threatening, harassing, or abusive language and/or gestures.
- xiii. Carrying firearms or other weapons, except by authorized law enforcement agents
- xiv. Sell anything such as raffle tickets, items for personal gain or charitable causes, begging, surveying by non-Library groups, panhandling, or circulating petitions.
- xv. Vandalize, destroy, deface, steal, or otherwise abuse Library property.
- xvi. Violate federal, state, or local laws such as smoking, possessing controlled substances, public intoxication, public indecency, or acts of violence.
- xvii. Violate local ordinances such as possessing a weapon or firearm, skateboarding, or rollerblading.

**III. Safe Child Guideline**

The Library is not equipped—and it is not the Library's role—to provide long-or short-term childcare. The Library assumes neither responsibility nor liability for the actions, care, supervision, or safety of minors. Parents and/or legal guardians are responsible for the actions

and behaviors of minors whether they are directly supervising the minor or not. The following age restrictions provide parents and/or legal guardians guidelines on minors in the Library.

- A. Minors ages 0 to 7 – Must be accompanied by a parent or designated responsible individual aged twelve (12) or older, and be in sight of that person, while in the Library and/or while attending Library programs. This responsible individual must supervise, guide and control the behavior of their charge(s) at all times.
- B. Minors ages 8 to 11 – May visit the Library on their own and may be left alone to participate in Library programs. They are not allowed to supervise other minors.
- C. Minors ages 12 to 18 – May visit the Library on their own and may be left alone to participate in Library programs. They are allowed to supervise other minors and must supervise, guide and control the behavior of their charge(s) at all times.

#### **IV. Theft**

- A. Theft of Library Materials – Theft of Library materials is a crime. Library staff will make every effort to talk to the individual and clear up misunderstandings before assuming theft has occurred. If an individual intentionally takes and carries away, uses, conceals, or retains possession of materials belonging to the Library, the Library reserves the right to detain the individual for a reasonable amount of time until law enforcement arrives and to pursue legal action to recoup losses.
- B. Theft of Personal Belongings – Library users are responsible for their belongings at all times. In the event of theft of property from an individual, when the individual reports the theft, the Library staff should always ask the individual if they wish to file a report with the police and offer the use of a Library phone to file the report. Inform the individual that the Library cannot file the report for them.

#### **V. Enforcement of this Policy**

- A. Library users who fail to follow this policy and/or engage in conduct deemed inappropriate by Library staff are subject to removal from Library property and/or restriction of Library privileges. Library staff will follow this procedure:
  - i. Library staff will issue a verbal warning to those not following the Library rules or being continually disruptive.
  - ii. Library staff will give a second verbal warning if the behavior persists.
  - iii. If the behavior continues, Library staff will ask the user to leave the Library for the rest of the day.
  - iv. Recurring or extreme incidents could result in expulsion from the Library. Library Staff may expel a Library user immediately for up to one (1) week for serious infractions, without the first and/or second warnings. See Appendix A for “User Expulsion Staff Report.”
  - v. All expulsions will be immediately forwarded to the Library Director for review. Adjustment of the expulsion, further expulsion from using the Library for a

- period of time, or affirmation of the Library staff's decision will be made by the official ruling of the Library Director. Written notice of an expulsion from using the Library will be sent to the last known address of the violator when possible.
- vi. Library users may appeal the expulsion decision of the Library Director to the Library Board within 30 days by filling out the "Process for Appealing Expulsion" form in Appendix B and mailing it to the Library or dropping it in the outside book return. Upon receipt of the written appeal, discussion of the appeal will be scheduled on the agenda of the next regularly scheduled meeting of the Library Board. Its decision will be final.
- B. Library staff may summon law enforcement at any time for assistance with enforcing this policy.
- C. Library Staff will follow these guidelines when handling behavior issues.
- i. Be consistent and fair in enforcement.
  - ii. Maintain a calm, nonjudgmental manner when dealing with a situation.
  - iii. Explain the consequences clearly to the offending individual and the steps that will be taken if the problem persists.
  - iv. Never touch a Library user (unless it is very clearly to defend yourself).
  - v. If the behavior is determined to be illegal, Library staff are to immediately notify the police.
  - vi. If there are dangerous or illegal activities outside of the Library's jurisdiction (i.e. situation occurring on the playground equipment, the baseball field, or of illegal activity in the street), Library staff are to immediately notify the police.

## **VI. Emergency Numbers**

Emergency Number: 911

Police Department (Non-Emergency): 262-363-6434 or ext. 1221

Fire / Ambulance Department (Non-Emergency): 262-363-6426 or ext. 3401

Department of Public Works: 262-363-6447 or ext. 7100

Mukwonago Village Hall: 262-363-6420 or ext. 2104

## Appendix A

### Mukwonago Community Library User Expulsion Staff Report

This form documents an expulsion of a Library user. The Library Staff member who expelled the user must immediately complete this form and submit it to the Library Director.

User Name: \_\_\_\_\_

Date: \_\_\_\_\_

Describe the reason for expulsion. Detail what happened, where it happened, how it happened, and the factors leading to the event. Be as specific as possible and list only the facts.

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Name of staff member completing form: \_\_\_\_\_

Days banned (circle one):    1       2       3       4       5       6       7

Banned Until: \_\_\_\_\_

-----  
Library Director name: \_\_\_\_\_

Library Director final decision: \_\_\_\_\_

\_\_\_\_\_  
Date notice was mailed: \_\_\_\_\_

## Appendix B

### Mukwonago Community Library Process for Appealing Expulsion

Because of your behavior, you have just been banned from the Mukwonago Community Library for an extended amount of time. If you wish to appeal this action, please fill out the form below. You must mail it to the Library or drop it in the outside book return within 30 days of the expulsion. The Mukwonago Community Library Board of Trustees will convene within a reasonable amount of time to consider your request. You may be asked to appear before the Mukwonago Community Library Board of Trustees.

Mailing Address:      Attn: Library Director  
                                 Mukwonago Community Library  
                                 511 Division St.  
                                 Mukwonago, WI 53149

User Name: \_\_\_\_\_

Date: \_\_\_\_\_

Reason expulsion should be voided:

\_\_\_\_\_

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Signature \_\_\_\_\_



**Appendix C**

**Mukwonago Community Library  
Accident / Incident Report**

Date of Accident / Incident: \_\_\_\_\_ Time it Occurred: \_\_\_\_\_ am/pm

Library Staff Name Filling out Report: \_\_\_\_\_

Description of Accident / Incident: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What Action was taken?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Names / Addresses / Phone Numbers of Person / Persons involved in the incident:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Names / Addresses / Phone Numbers of Person / Persons witnessing the incident:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

----- **LIBRARY DIRECTOR OR SUPERVISOR IN CHARGE TO COMPLETE SECTION BELOW** -----

What, in your opinion, caused the accident / incident? What, in your opinion, can be done to prevent a reoccurrence of this accident / incident again?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Mukwonago Community Library

DRAFT Public Behavior Policy

Approved by Policy Committee May, 2022 – Last Reviewed May , 2022

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## **Revision History**

<b>September 7, 2017</b>	Problem Behavior Procedures draft presented to the Policy Committee. Note that Problem Behavior Policy is being considered more procedural and to be titled Problem Behavior Procedures.
<b>October 12, 2017</b>	Problem Behavior Procedures draft #2 presented to the Policy Committee.
<b>October 16, 2017</b>	Updated Problem Behavior Procedures replace Problem Behavior Policy as motioned by the Mukwonago Community Library Board.
<b>June 21, 2018</b>	Revised Section II, User Responsibilities and Code of Conduct Guidelines to include no personal bathing or laundering activities in the Library's public restroom facilities. No other changes recommended. Approved by Library Board.
<b>June 6, 2022</b>	Policy updated for clarity and consistency throughout. Integrated "Theft of Materials Policy." Updated appendices to match updates in policy.

**Mukwonago Community Library**  
**Problem Behavior Procedures**  
**Approved: 21 June 2018**

- I. Purpose**
- II. Patron Responsibilities and Code of Conduct Guidelines**
- III. Children**
- IV. Unattended Children / Animals left in Vehicles**
- V. Theft**
- VI. Staff Guidelines to Infractions of the Problem Behavior Procedures**
- VII. Emergency Numbers**

**Appendix A: Patron Expulsion Staff Report**

**Appendix B: Process for Appealing Expulsion**

**Appendix C: Accident / Incident Report**

**I. Purpose**

The Mukwonago Community Library Board of Trustees has established these Problem Behavior Procedures to ensure that the library is a safe and welcoming atmosphere providing equitable access to materials and services for all library users. In order to maintain this atmosphere, it is important that the library staff set an example of appropriateness, so that patrons in turn, will be influenced to act with consideration for others, in order that the rights of all library users may be protected.

**II. Patron Responsibilities and Code of Conduct Guidelines**

- (A) No food is allowed in the library, except when provided for library sponsored programs or by special arrangement. Drinks are allowed in covered containers.
- (B) Running is not permitted within the library.
- (C) Disruptive or rowdy behavior will not be tolerated. Disruptive behavior includes, but is not limited to, loud talking and laughing, throwing objects and boisterous

behavior. This also includes the use of offensive, threatening, harassing, or abusive language and gestures. All conduct that disrupts the use of the library facilities, staff, collections, or services is prohibited.

- (D) No fighting, whether real or pretend, will be tolerated. Patrons will be asked to leave immediately.
- (E) Patrons are asked to be considerate of others by keeping phone ringers at a low volume. If a patron must accept a call, patrons will be asked to take the call in the foyer of the library.
- (F) No fighting or harmful behavior will be tolerated in the library or on the library property towards other patrons or library staff. Law enforcement and parents of minors will be notified of such behavior. Offenders will be expelled from the library.
- (G) Chairs, tables and other furniture are not to be moved without the permission of a staff member.
- (H) Shoes and shirts must be worn at all times within the library.
- (I) Skateboarding, bike riding, rollerblading, or skating are not permitted on library property. Parking of bicycles either in the foyer or in front of the entrance doors is prohibited. Bikes must be parked in the bike racks provided. See Village of Mukwonago Municipal Codes Sec. 82-271 and 82-265 for further information.
- (J) Animals, except for service animals, are not permitted in the library.
- (K) Smoking, vaping (electronic cigarettes), and chewing of tobacco are prohibited on library property. See Wisconsin State Statute 101.123, 2 for further information.
- (L) No soliciting is allowed on library property. This includes selling anything such as raffle tickets, candy, items for personal gain or charitable causes, begging, surveying by non-library groups, panhandling, or circulating petitions.
- (M) No weapons or firearms are allowed on library property.
- (N) Vandalism to any library property will not be tolerated. Vandals will be expelled from the library and held responsible for all damage caused. Parents of minors will be notified.
- (O) Loitering at entrances, in the library foyer, walkways, restrooms, the parking lot, or other non-study areas will not be tolerated. For the purposes of these procedures, loitering is defined as staying in such an area for more than 15 minutes.

- (P) Prolonged or chronic sleeping or napping is not allowed.
- (Q) Damaging, defacing, or misusing library materials, equipment, or facilities will not be tolerated.
- (R) Possessing or using alcohol or controlled substances on library premises is not allowed.
- (S) Adults may not be in the children's or teen areas unless they are with a child or teen, or are retrieving materials for a child or teen. These areas are meant for the use and enjoyment of children and their parents and the presence of solo adults is often uncomfortable and disruptive.
- (T) The library's public restroom facilities are not an appropriate place to conduct personal bathing or laundering activities. Patrons needing to bathe or to launder items are to be referred to appropriate facilities for these activities.
- (U) Violation of any other library policy will be considered an offense of the code of conduct.

Those not following these behavior expectations or being continually disruptive will be given a warning. If after a second warning the behavior continues he/she will be asked to leave the library. Recurring or extreme incidents could result in expulsion from the library and possible involvement of law enforcement. See Appendix A for Patron Expulsion Staff Report.

### **III. Children**

The Mukwonago Community Library welcomes and encourages visits by children, and it is our desire to make this important visit both memorable and enjoyable for the child. Library staff is not expected to assume responsibility for the care of unsupervised children in the library. The library is not equipped—and it is not the library's role—to provide long-or short-term childcare. The library assumes neither responsibility nor liability for the actions, care, supervision or safety of minors.

Therefore, all children under the age of 8 must be accompanied by a parent or designated responsible person, and be in sight of that person, while in the library. Also, if the young child is attending a library program, we require the parent/responsible person to remain in the library throughout the program. This responsible individual must supervise, guide and control the behavior of their charge or charges at all times.

### **IV. Unattended Children / Animals left in Vehicles**

In the event children or animals are left unattended in a parked or running vehicle, staff will initiate the following guidelines:

- (A) A staff member will announce over the public address system the car type with license plate and request for the patron to come to the Circulation Desk.
- (B) Should the owner be unresponsive to the message announcement, staff are to call the Mukwonago Police Department (Non-Emergency: 262-363-6434 or ext. 1221) and alert them of the situation.

## **V. Theft**

Wisconsin State Statutes- 943.20. Whoever intentionally takes and carries away, uses, conceals, or retains possession of moveable property of another without consent and with intent to deprive the owner permanently of possession of such property. In the event of theft of property from a patron, when the patron reports the theft, the staff member should always ask the patron if they wish to file a report with the police and offer the use of a library phone to file the report. Inform the patron that the library cannot file the report for them.

## **VI. Staff Guidelines to Infractions of the Problem Behavior Procedures**

The policies and procedures adopted by the Mukwonago Community Library Board of Trustees are to provide a broad, general direction that is intended to ensure fairness and to provide staff with the ability to act with confidence. Enforcement of the policies listed under 'Patron Responsibilities and Code of Conduct Guidelines' can only be successful to the extent that several general principles are observed:

- (A) Everyone is responsible. All staff members should be familiar with the 'Patron Responsibilities and Code of Conduct Guidelines' and are expected to play their part in keeping the library as pleasant of an environment for the public as possible. It's also important for staff members to be supportive of one another.
- (B) Be aware of who is in charge. When the Library Director is available, she/he is in charge. If she/he is not available, the most senior librarian is in charge.
- (C) Be consistent and fair in enforcement.
- (D) Maintain a calm, nonjudgmental manner when dealing with a situation.
- (E) Explain the consequences clearly to the patron and the steps that will be taken if the problem persists.
- (F) Never touch a problem patron (unless it is very clearly to defend yourself).
- (G) If the behavior is determined to be illegal (i.e. battery, possession of controlled substances, criminal damage to property, disorderly conduct, harassment, or theft of library property), library staff are to immediately notify the police – **911**.

Approved: 21 June 2018

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- (H) Dangerous or illegal activities outside of the library's jurisdiction (i.e. situation occurring on the playground equipment, the baseball field, or of illegal activity in the street), library staff are to immediately notify the police – **911**.

## **VII. Emergency Numbers**

- Emergency Number: **911**
- Police Department (Non-Emergency): 262-363-6434 or ext. 1221
- Fire / Ambulance Department (Non-Emergency): 262-363-6426 or ext. 3401
- Department of Public Works: 262-363-6447 or ext. 7100
- Mukwonago Village Hall: 262-363-6420 or ext. 2104
- Library Director, Angela Zimmermann: 414-899-2965

## **Appendix A: Patron Expulsion Staff Report**

To be completed by Library Staff and given to Library Director:

Patron Name:

Date:

Reason for Expulsion:

Name of staff member completing form:  
Banned Until (For Library Director only):

Comments:

Because of the behavior listed above, this patron has been banned from the Mukwonago Community Library. You may file a written request to the Library Director, Mukwonago Community Library, 511 Division Street, Mukwonago WI 53149, to reconsider this ban from the library.

Approved: 21 June 2018  
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## **Appendix B: Process for Appealing Expulsion**

Because of your behavior, you have just been banned from the library for an extended amount of time. If you wish to appeal this action, please fill out the form below and mail to: Mukwonago Community Library, 511 Division Street, Mukwonago WI 53149. The Mukwonago Community Library Board of Trustees will convene within a reasonable amount of time to consider your request. You may be asked to appear before the Mukwonago Community Library Board of Trustees.

Patron Name:

Date:

Reason expulsion should be voided:

Signature:

## Appendix C: Accident / Incident Report Form

Date of Accident / Incident: \_\_\_\_\_

Description of Accident / Incident: \_\_\_\_\_

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What Action was taken?

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Names / Addresses / Phone Numbers of Person / Persons involved in the incident:

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Names / Addresses / Phone Numbers of Person / Persons witnessing the incident:

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Signature and Date of Staff Member filling out report:

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### **LIBRARY DIRECTOR OR SUPERVISOR IN CHARGE TO COMPLETE SECTION BELOW**

What, in your opinion, caused the accident / incident?

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What, in your opinion, can be done to prevent a reoccurrence of this accident / incident again?

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Date Reviewed: \_\_\_\_\_

Director / Supervisor Signature: \_\_\_\_\_

### **Revision History**

<b>07 September 2017</b>	Problem Behavior Procedures draft presented to the Policy Committee. Note that Problem Behavior Policy is being considered more procedural and to be titled Problem Behavior Procedures.
<b>12 October 2017</b>	Problem Behavior Procedures draft #2 presented to the Policy Committee.
<b>16 October 2017</b>	Updated Problem Behavior Procedures replace Problem Behavior Policy as motioned by the Mukwonago Community Library Board.
<b>21 June 2018</b>	Revised Section II, Patron Responsibilities and Code of Conduct Guidelines to include no personal bathing or laundering activities in the library's public restroom facilities. No other changes recommended. Approved by Library Board.

**Mukwonago Community Library**  
**Theft of Library Materials**  
**Approved: 15 November 2018**

**Theft of Library Materials**

This policy of the Mukwonago Community Library Board is based on Wisconsin State Statute 943.61 *Theft of Library Material* and 43.30 (6) *Public Library Records*.

- (A) In this policy:
- (1) "Archives" means a place in which public or institutional records are systematically preserved.
  - (2) "Library" means any public library, library of an educational or historical organization or society, or museum, and specifically the public library of the Village of Mukwonago.
  - (3) "Library material" includes any item regardless of physical form or characteristics, belonging to on loan to or otherwise in the custody of the library.
- (B) Whoever intentionally takes and carries away, transfers, conceals or retains possession of any library material without the consent of a library official, agent or employee and with intent to deprive the library of possession of the material may be subject to forfeiture as provided by the general penalty provisions of this Code. The failure to return library material after its proper return date, after written notice from the library, may be deemed to be theft
- Notice shall be considered given when written notice is mailed to the latest known address of the person with the overdue material; the notice date shall be the date of mailing.
- (C) The concealment of library material beyond the last station for borrowing library material in a library is evidence of intent to deprive the library of possession of the material. The discovery of library material which has not been borrowed in accordance with the library's procedures or taken with consent of a library official, agent or employee and which is concealed upon the person or among the belongings of the person or concealed by a person upon the person or among the belongings of another is evidence of intentional concealment on the part of the person so concealing the material.
- (D) An official or adult employee or agent of a library who has probable cause for believing that a person has violated this section in his or her presence may detain the person in a reasonable manner for a reasonable length of time to deliver the person to a police officer, or to the person's parent or guardian in the case of a minor. The detained person shall be promptly informed of the purpose for the detention and be permitted to make phone calls, but shall not be interrogated or searched against his or her will before the arrival of a police officer who may conduct a lawful interrogation of the accused person.

Compliance with this subsection entitles the official, agent or employee affecting the detention to the same defense in any action that is available to a police officer making an arrest in the line of duty.

- (E) No person shall mar, deface or in any other way damage or mutilate any library material.
- (F) No person shall fail, on demand, to return any library material when such demand has been made in accordance with the rules and regulations duly made and adopted by the Library Board.

Whoever violates this section is guilty of:

- (a) A Class A misdemeanor, if the value of the library materials does not exceed \$1,000.
- (b) A Class E felony, if the value of the library materials exceeds \$1,000 but not \$2,500.
- (c) A Class C felony, if the value of the library materials exceeds \$2,500.

### **Revision History**

**15 September 2016:** Created as new standalone policy from MCL Circulation Policy

Introductory paragraph modified to reference State Statute as base and controlling legislation

Section A changed “section” to “policy”

Section B changed “shall” to “may” in order to clarify policy so as not to both issue a municipal citation and send to collection as there could be some legal ramifications once the action has been declared a theft.

Prudence dictates that the word “may” gives the staff leeway. It may be necessary to develop include a section that discusses exactly what happens when something is declared a theft

**15 November 2018:** Approve revision to Section A, Paragraph 3 to replace “book, plate, picture, photograph, engraving, painting, drawing, map, newspaper, magazine, pamphlet, broadside, manuscript, document, letter, public record, microform, sound recording, audiovisual materials, in any format, magnetic or other tapes, electronic data processing records, artifacts, or other documentary, written or printed records” with the word “item”.

Approved: 15 November 2018

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**Mukwonago Community Library**  
**DRAFT Finance Policy**

**Approved by Policy Committee May 26, 2022 - Last reviewed May 26, 2022**

The purpose of this policy is to describe and document how the financial management activities of the Library are to be carried out and to remain accountable to stakeholders including taxpayers, employees, and the community. Sections include:

- I. Authority
- II. Guidelines
- III. Available Funds
- IV. Invoicing and Payment Procedures

**I. Authority**

Per Wis. Stat. § 43.58, the “Library Board shall have exclusive control of the expenditure of all moneys collected, donated or appropriated for the library fund.”

- A. It is the responsibility and exclusive right of the Library Board to audit and approve all expenditures of the Library before payment is made.
- B. Approval of expenditures occurs monthly during the regular Library Board meeting.
- C. All expenditures must be clearly documented, including the name of each payee, the amount of each expenditure, and the expenditure account from which payment will be made.
- D. The Library Board authorizes the Village of Mukwonago to pay routine expenses without requiring pre-approval. These necessary and predictable expenses include, but are not limited to, payroll, utilities, administrative costs, and insurance. The Village of Mukwonago must summarize and submit these expenditures including chargebacks, journal entries, and any other documentation to be included with the monthly approval of expenditures.
- E. The Library Board recognizes the Village of Mukwonago as its fiscal agent, per Wis. Stat. § 43.58(2)(a) and immediately upon approval of expenditures will provide the Village administrative offices all invoices and information needed to complete payment. All approved Library expenditures and payroll will be paid as other municipal invoices are paid.
- F. The Library Director is delegated authority to make purchases within the Annual Budget and according to board-approved purchasing policies.
- G. Any expenses that exceed the line item approved budgeted amount need approval by the Library Board before the expenses are incurred.
- H. The Library Board recognizes that occasionally equipment will require emergency repairs or other circumstances will necessitate emergency corrective action for the safety and security of the Library and its occupants. If necessary, the Library Director may make purchases outside the compliance of this policy in order to address the

situation in a timely manner. The Library Board must be notified of these actions and all documentation must be included in the monthly approval of expenditures.

## **II. Guidelines**

The Library Board has established guidelines to ensure the expenditure of public funds is consistent and transparent.

- A. The overall plan for purchasing begins with the Annual Budget.
- B. Proper planning minimizes the amount of clerical and supervisory time spent. All efforts should be made to purchase goods and services in quantities for the foreseeable future and to ensure the Library is paying a fair and reasonable price.
- C. Quality of goods and services are just as important as price. The Library staff will make all efforts to purchase items and services that meet, but do not exceed, the requirements for which they are intended.
- D. The Library is exempt from paying all local and state sales tax. All purchases and invoices must exclude sales tax before payment is made.
- E. The Library Board and all Library employees must comply with all federal, state, and village ethics laws regarding conflicts of interest as well as ethics regarding purchasing decisions.
- F. Petty cash may be used to avoid the time and expense of issuing payment authorization for items totaling less than \$50. Receipts are to be maintained by the person responsible for the petty cash fund and shall be summarized and included in the monthly approval of expenditures. The Library may not maintain more than \$200 of petty cash.
- G. Credit cards may be issued to Library staff to use when obtaining an invoice for a purchase is not feasible or impossible, such as some online purchases. The Library Director may authorize, deny, or revoke Village-issued credit cards for Library staff. Credit card limits cannot exceed \$5,000. Credit card holders are required to maintain all receipts and submit them to be included in the monthly approval of expenditures.

## **III. Available Funds**

The Library Board maintains several funds in order to ensure the stability of and security for the future of the Library.

- A. General Fund Balance and Designated Fund Balance  
The General Fund Balance is the accumulation of operational revenues minus operational expenditures as calculated at the end of each fiscal year. The Designated Fund Balance is a separate account specifying these post-operational funds for special purposes. The Village of Mukwonago's annual audit will provide verified expenditure and revenue information for the closeout of the previous year.
  - i. The "General Fund Balance" fund is held by the Village of Mukwonago and is referred to as "440-0000-343441: Fund Balance." These funds are not specifically designated and are maintained to provide a "safety net" to allow the Library to

handle emergency situations. The recommended amount to keep in this account is two (2) months of operating expenses.

- ii. The “Designated Fund Balance” fund is held by the Village of Mukwonago and is referred to as “440-0000-343442: Fund Balance Designated.” These are funds that are designated for a specific purpose such as, but not limited to, building projects, End of Life (EOL) equipment replacement cycles, strategic planning initiatives, and building maintenance.
- iii. The principal and interest earned from these funds may be used for any expenses, including operational expenses. A majority vote of the full membership of the Library Board is required for a resolution authorizing expenditures from these funds.
- iv. If the Library has a surplus of revenue, the Library Board will determine whether to assign it to the “Designated Fund Balance,” “General Fund Balance,” or the “Other Post-Employment Benefits (OPEB)” account. A majority vote of the full membership of the Library Board is required for a resolution authorizing the allocation of these funds with actual disbursements made by the Village of Mukwonago administrative offices.
- v. If the Library has a revenue shortfall, the Library Board can decide to use funds from the “Designated Fund Balance,” the “General Fund Balance,” or a combination of the two funds to pay for expenditures. A majority vote of the full membership of the Library Board is required for a resolution authorizing the expenditure of these funds with actual disbursements made by the Village of Mukwonago administrative offices.

**B. Other Post-Employment Benefits (OPEB)**

The OPEB account contains funds designated to pay the benefits, other than pension distributions, that employees may begin to receive once they retire. See the “Personnel Policy” for more information on retirement benefits.

- i. This fund is held by the Village of Mukwonago and is referred to as “440-0000-343443: Sick Leave Payout Reserve.”
- ii. Funds must be available for the sum total of an employee’s post-employment expenses before that employee retires.
- iii. The Library Board may choose to add to this fund at any time by using operating revenue, assigning a line item in the Annual Budget, reallocating monies from the “Designated Fund Balance,” or reallocating monies from the “General Fund Balance.”
- iv. When not a line item in the Annual Budget, a majority vote of the full membership of the Library Board is required for a resolution authorizing the allocation of monies to this fund with actual disbursements made by the Village of Mukwonago administrative offices.
- v. The Village of Mukwonago is authorized to draw from this fund to pay for post-employment expenses for Library employees.



- vi. An annual report must be provided by the Village of Mukwonago to the Library Board prior to the Annual Budget planning detailing the balance of the fund, expected changes to post-employment costs, and suggested adjustments.

C. Operational Donation Account

The Operational Donation Account contains all funds donated directly to the Library during the current fiscal year. Under Wis. Stat. § 43.58(7), the Library Board has the authority to receive, manage, and dispose of gifts and donations as it sees fit. However, the Library Board will make every effort to honor any special requests or designations that accompany the donation. See the “Donation of Materials Policy” for more information.

- i. This fund is held by the Village of Mukwonago and is referred to as “440-4800-489000: Donations Received”
- ii. The Library maintains internal subaccounts of this fund:
  - i. Designated Donations – These are donations that are designated for a specific purpose such as, but not limited to, grant monies, building projects, the Summer Library Program, and special collections.
  - ii. Undesignated Donations – These donations are not specifically designated and may be used at the Library Director’s discretion for unique nonbudgeted costs which would enhance and improve the Library and its position in the community.
- iii. This fund is offset by an expenditure account referred to as “440-5890-580600: Donated Fund Expenditures.” The expenditure account has the same internally maintained subaccounts to offset the forementioned revenue subaccounts.
- iv. Receipts for expenditures must be summarized and included in the monthly approval of expenditures.
- v. At the end of the fiscal year, all remaining funds are automatically transferred to the “General Donated Funds Balance.”

D. General Donated Funds Balance

The General Donated Funds Balance contains the accumulation of donated revenues minus expenditures of donated funds as calculated at the end of each fiscal year.

- i. This fund is held by the Village of Mukwonago and is referred to as “440-0000-344418: General Donated Funds FB”
- ii. The principal and interest earned from the Donation Fund may be used for any expenses, including operational expenses.
- iii. Receipts for expenditures must be summarized and included in the monthly approval of expenditures.

E. Mukwonago Community Library Capital Endowment Fund (MCLCEF)

Formerly referred to as the “Dorothy Gollmar Fund,” the MCLCEF was originally established by the Library Board with money donated to the Library by the Gollmar family for the improvement and enhancement of the Mukwonago Community Library.

- i. This fund is held by the Waukesha County Community Foundation.

- ii. The principal and interest earned from the MCLCEF must be used on capital improvements (as defined by the Wisconsin Accounting Manual Section 06-04) which would enhance and improve the Library and its position in the community.
  - iii. A majority vote of the full membership of the Library Board is required for a resolution authorizing expenditures from this fund.
  - iv. Donations earmarked for a particular project will be used for that purpose pending the Library Board's approval. Earmarked funds that exceed the cost of a particular project will be returned to the MCLCEF.
- F. Mukwonago Community Library Endowment Fund (MCLEF)
- The MCLEF was originally established by the Library Board from money remaining from donations given for the building expansion project completed in 2011. The fund balance is to be used to help the Mukwonago Community Library go beyond day-to-day operations and provide excellence in library service.
- i. This fund is held by the Waukesha County Community Foundation.
  - ii. The principal and interest earned from the MCLEF will be used for unique nonbudgeted costs which would enhance and improve the Library and its position in the community.
  - iii. A majority vote of the full membership of the Library Board is required for a resolution authorizing expenditures from this fund.
  - iv. Donations earmarked for a particular project will be used for that purpose pending the Library Board's approval. Earmarked funds that exceed the cost of particular project will be returned to the MCLEF.

#### **IV. Invoicing and Payment Procedures**

In order to maintain consistency and ensure transparency to stakeholders, this section outlines the procedure on how to authorize payment for expenditures.

- A. Order of Operations for Payment of Invoices
- i. Invoices submitted for payment by the Library, including allocated expenses posted by the Village of Mukwonago, credit card receipts, and petty cash receipts, must be examined by the Library Director who shall indicate which account the invoice is to be paid from.
  - ii. All submitted invoices, allocated expenses posted by the Village of Mukwonago, credit card receipts, and petty cash receipts shall be then be examined and initialed by the Library Director and Library Board Treasurer.
  - iii. A list of active invoices listing those invoices to be paid and which have been initialed/validated as per the preceding step must be included with the monthly Library Board packet as an agenda item for approval of expenditures.
  - iv. Any invoices without an approval initial from the Library Director and Library Board Treasurer will not be paid and will be submitted at a later Library Board meeting after going through the above validation procedure.
  - v. Any invoices received after the Library Board packet has been published will be included in the next month's approval of expenditures. If an invoice is a special

circumstance or requires immediate payment, the invoice may be added to the expenditures for approval and the Library Director must point it out and explain the circumstances to the Library Board.

- vi. After approval by the Library Board, the list of invoices and expenditures shall be signed by the Library Director and the Library Board Treasurer. In the case of the unavailability of one of the aforementioned officials, the Board President will sign to permit the payment of the invoices. In the case of the absence of the Library Board President, the person acting as President will sign the invoice list.
- vii. The Library Director or their designee will forward the signed copy of the invoice list and the actual invoices to the Village administrative offices for payment. The Village will provide monthly statements showing the accounting of all expenditures.

Adopted by the Board of Trustees of the Mukwonago Community Library on May 5, 2022

#### **Revision History**

**June 9, 2022**

Combined "Finance Policy," "Finance Procedures/Invoicing and Payment Procedures," and "Fund Disbursement Policy." Significant additions for clarity, alignment with State Statute, and consistency with Village policies and procedures.

## **Mukwonago Community Library Financial Policy**

**Section 1.** All library invoices and payroll expenses are paid through the Village of Mukwonago's main office. Per Wisconsin State Statutes Sec 43.51(1), it is the responsibility of the Mukwonago Library Board to approve all expenses for the Library. Any allocated expenses posted by the Village of Mukwonago must be reported with detail to the Library Board with any accompanying documentation.

**Section 2.** Any expenses that exceed the line item approved budgeted amount need approval by the Library Board before the expenses are incurred.

This policy cannot be changed without Library Board approval.

Adopted by the Board of Trustees of the Mukwonago Community Library on the 15<sup>st</sup> day of March, 2018.

### **Revision History**

<b>21 July 2016:</b>	Revised Section 1 to reflect procedural changes. Revised Section 2 to define approvals required for certain expenses.
<b>1 March 2018:</b>	Reviewed by Policy Committee. No changes found necessary.
<b>15 March 2018:</b>	Approved by Library Board.

## **Mukwonago Community Library Fund Disbursement Policy**

### **A. The Gollmar Fund**

The Gollmar Fund was originally established by the Library Board of Trustees with money donated to the Library by the Gollmar Family for the improvement and enhancement of the Mukwonago Community Library.

1. The principal and interest earned from the Fund must be used on capital improvements (as defined by The Wisconsin Department of Administration – State Controller’s Office’s “Wisconsin Accounting Manual” – cited below) which would enhance and improve the Library and its position in the community.
2. A majority vote of the full membership of the Library Board of Trustees is required for a resolution authorizing the expenditure of the principal.
3. Donations earmarked for a particular project will be used for that purpose pending the Board of Trustees approval. Earmarked funds that exceed the cost of a particular project will be returned to the Gollmar Fund.
4. The Gollmar Fund is held by the Waukesha County Community Foundation.

### **B. Unrestricted Fund**

The Unrestricted Fund was originally established by the Library Board of Trustees from money remaining from donations given for the building expansion project. The fund balance is to be used to help the Mukwonago Community Library go beyond day-to-day operations and provide excellence in library service.

1. The principal and interest earned from the Fund will be used for unique non-budgeted items which would enhance and improve the Library and its position in the community.
2. A majority vote of the full membership of the Library Board of Trustees is required for a resolution authorizing the expenditure of the principal.
3. Donations earmarked for a particular project will be used for that purpose pending the Board of Trustees approval. Earmarked funds that exceed the cost of particular project will be returned to the Unrestricted Fund.
4. The Unrestricted Fund is held by the Waukesha County Community Foundation.

## **C. Building Expansion Fund**

The Building Expansion Fund was originally established by the Library Board of Trustees from money remaining from the loan disbursement from the building expansion. The fund balance is to be used for any expenses as determined by the Library Board.

1. The principal and interest earned from the Fund may be used for any expenses (including operational expenses).
2. A majority vote of the full membership of the Library Board of Trustees is required for a resolution authorizing the expenditure of the principal.
3. Donations earmarked for a particular project will be used for that purpose pending the Board of Trustees approval. Earmarked funds that exceed the cost of particular project will be returned to the Building Expansion Fund.
4. The Building Expansion Fund is held by the Village of Mukwonago and is referred to as "Fund Balance Applied - 440-4900-4930."



## WISCONSIN ACCOUNTING MANUAL

Department of Administration – State Controller's Office

Section	06	EXPENDITURES AND TRAVEL	Effective Date	7/1/2015
Sub-section	04	Capital Expenditures	Revision Date	3/31/2015
SAM Ref	5-12			

### DEFINITION:

Capital Expenditures - Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances.

#### 1. GENERAL POLICY-Budgetary Basis

- a. Equipment should be recorded as capital expenditures when the following criteria are met:
  - The asset is tangible in nature, complete in itself, and is not a component of another item
  - The asset is used in the operation of the Library's activities.
  - The asset has a useful life of two (2) years or more and provides benefit throughout that period.
  - The individual asset is of significant value, that is, it has a unit cost of \$5,000.00 or more.

#### Revision History

- 10/20/2016:** New policy
- 1 March 2018:** Reviewed by Policy Committee. No changes found necessary.
- 15 March 2018:** Approved by Library Board.

## **Mukwonago Community Library Invoicing and Payment Procedures**

### **Recurring charge procedures:**

- No changes are necessary to procedures already in place for handling the payment of recurring costs - utilities, insurance, etc. Village staff will continue to pay these expenses on behalf of the Library without requiring pre-approval from the Mukwonago Library Director or Board.
- The Village will provide an itemized monthly list of the above charges, including Village chargebacks, journal entries, etc. for presentation as a matter of report to the Library Director who will share it with the Library Board at the monthly Library Board meeting for approval.

### **Credit Cards:**

- Receipts for credit card purchases by Library staff will be provided to the Library Board in the bill folder at the monthly Library Board meeting. The purchases detailed in the receipts will be presented for approval by the Board as a part of the Library's monthly bill paying process.

### **Payment of invoices:**

- Invoices submitted for payment by the Library must be examined by the Library Director who shall indicate which account the invoice is to be paid from.
- All submitted invoices shall be then be examined and initialed by the Library Director and Library Board Treasurer.
- A list of active invoices listing those invoices to be paid and which have been initialed/validated as per the preceding step in the procedure will then be provided to the Board as part of the monthly Board packet.
- Any invoices without an approval initial from the Library Director and Library Board Treasurer will not be paid and will be submitted at a later Board meeting after going through the above validation procedure.
- Any invoices received after the Board packet is sent out but before the Board meeting is held will be added to a revised list (in bold print to identify the new invoices) after validation by the Library Director and Library Board Treasurer. The validated supplemental list will then be distributed at the Library Board meeting.
- After approval by the Board, the invoice list shall be signed by the Library Director and the Library Board Treasurer. In the case of the unavailability of one of the aforementioned officials, the Board President will sign to permit the payment of the



invoices. In the case of the absence of the Board President, the person acting as President will sign the invoice list

- The Library Director or their designee will forward the signed copy of the invoice list and the actual invoices to the Village Financial staff for payment. The Village will provide monthly statements showing the accounting of all expenditures.

This procedure cannot be changed without Library Board approval.

Adopted by the Board of Trustees of the Mukwonago Community Library: 15 March 2018

### **Revision History**

<b>21 July 2016:</b>	Invoicing and payment procedures revised to reflect updated agreement with the Village and to assure compliance with Wisconsin Statutes.
<b>2 March 2017:</b>	Rewrite of “Payment of Invoices” to add additional validation steps to insure invoices and approval list are cross checked for accuracy.
<b>1 March 2018:</b>	Reviewed by Policy Committee. No changes found necessary.
<b>15 March 2018:</b>	Approved by Library Board.

**Mukwonago Community Library**  
**DRAFT Display Case and Posting Policy**  
**Approved by Policy Committee May 26, 2022 - Last reviewed May 26, 2022**

The purpose of this policy is to provide information and guidelines on how the community can use the display spaces at the Mukwonago Community Library. Sections include:

- I. Statement of Mission
  - II. Statement of Impartiality
  - III. Conditions for Use of the Display Case
  - IV. Conditions for Posting to the Bulletin Boards
- Appendix A: Display Case Reservation and Agreement Form

**I. Statement of Mission**

The Library display case and community bulletin boards are tools by which the Library supports its mission of providing opportunities for seeking knowledge, gathering information, and pursuing creative use of leisure time. The Library seeks assistance from community organizations and individuals in furthering this mission and therefore provides display spaces open to all organizations engaged in educational, cultural, intellectual, or charitable activities.

**II. Statement of Impartiality**

In accordance with the American Library Association's "Bill of Rights," materials will not be excluded because of the origin, background, or views of those contributing to their creation. These spaces are provided on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

The display case and/or community bulletin boards cannot be used for public presentations by individual political candidates or supporters or opponents of a ballot issue.

The presence of a particular display or posting within the Library does not indicate that the Library either advocates or endorses the viewpoints of the exhibits, exhibitors, posters, or notices. The Library shall place a disclaimer statement on each bulletin board and display case to assure the public of the Library's impartiality regarding all displays:

*Display spaces are offered as a service to the public and in no way reflect the viewpoints of the Library or Library Board of Trustees. The presence of a particular display or posting within the Library does not indicate that the Library either advocates or endorses the viewpoints of exhibits, exhibitors, posters, or notices.*

### **III. Conditions for Use of the Display Case**

- A. Library-sponsored displays will be given priority in scheduling all the display case.
- B. Designated staff are in charge of scheduling displays for the display case in compliance with this policy. If the month the patron requests for a display is not available, library staff will notify the patron what months are available to schedule a display.
- C. Individuals and organizations may indicate an interest in presenting a display by contacting the Library for a "Display Case Reservation and Agreement Form" found in Appendix A. This application will be submitted to the Library Director or their designee for approval. The Library Director reserves the right to reject an exhibit.
- D. The Library Director shall have the final decision on the arrangement and appropriateness of all exhibits or displays.
- E. Displays must conform to the space restrictions of the assigned areas and be securely affixed to display surfaces. No changes may be made to the setup of the display cabinet.
- F. Displays may be in place for up to 4 weeks. Designated staff may schedule displays for shorter or longer periods of time. All exhibits shall be set-up and removed by the exhibitor on the dates determined by the Library.
- G. The Mukwonago Community Library is not responsible for theft or damage of items in its exhibit areas. Insurance is the sole responsibility of the lender. All items placed in the Library are done so at the owner's risk. If an applicant is under the age of eighteen (18), a parent or legal guardian must sign the "Display Case Reservation and Agreement Form."
- H. The Library will not sell items from the display case, nor will selling prices be displayed.
- I. Individuals and organizations providing materials for displays must be acknowledged with a sign indicating "Materials in this display are provided by [name of person or organization]."

### **IV. Conditions for Posting to the Bulletin Boards**

- A. Posters, notices, and materials for distribution should be submitted to the Library Director or their designee who will review the materials before posting. The review will include ensuring the materials follow this and all other Library policies.
- B. Posters, notices, and materials may not be posted or removed except by authorized Library staff.
- C. Material cannot contain offensive language or imagery. Material must be informative in nature and cannot include political or religious advocacy.
- D. Very large posters (over 11"x17") will not be accepted.
- E. Priority for posting will be given to local civic, educational, and cultural organizations.
- F. Due to space restrictions, the Library cannot guarantee if a posting will get posted or how long a posting will remain on the bulletin board.
- G. Materials promoting commercial use will not be allowed.

### Revision History

<b>April 19, 2017</b>	Policy Revised to include conditions for posting and revised title from Display Case Policy to Display Case and Posting Policy.
<b>June 21, 2018</b>	Reviewed by Policy Committee and forwarded to Library Board for approval. No changes recommended.
<b>August 12, 2021</b>	Included language directly referencing the Library Bill of Rights; created Appendix A; included more specific guidelines for postings.
<b>June 9, 2022</b>	Reformatted to standard; created section headers

## Appendix A

### Mukwonago Community Library Display Case Reservation and Agreement Form

Applicant Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Organization (if sponsoring display) \_\_\_\_\_

Briefly describe the nature and purpose of the display:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Your signature below indicates that you have reviewed, understand, and agree to abide by the Mukwonago Community Library Display Case and Posting Policy. You agree to assume responsibility for the display and to ensure it is set up and removed on time and that its contents and design are consistent with the requirements of the above mentioned policy. You agree that the Library accepts no responsibility for the theft or damage of any display exhibited at the Library, and all items placed in the library are done so at the owner's risk.

Name (please print): \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Displays are assigned on a first-come, first served basis. When your request is approved, we will notify you of an approximate date for your display. Items are typically on display for one month at the Library's discretion. Library-sponsored displays will be given priority, so dates are subject to change. Once you are notified of the dates of your display, you agree to set-up and remove your display during the times agreed upon. ***The Library will remove any display that is not retrieved by its owner in time for the next exhibit.***

If you have questions, please contact the Library Director or call (262) 363-6411.

-----  
For Library Use:

Date of Installation: \_\_\_\_\_ Date of Removal: \_\_\_\_\_

Approved By: \_\_\_\_\_ Date of Approval: \_\_\_\_\_

Comments: \_\_\_\_\_

Mukwonago Community Library

DRAFT Display Case and Posting Policy

Approved by Policy Committee May 26, 2022 – Last Reviewed May 26, 2022

Page 4 of 4

# **Mukwonago Community Library Display Case and Posting Policy Approved: 12 August 2021**

## **Purpose**

The Mukwonago Community Library display case and community bulletin boards are tools by which the Library supports its mission of providing opportunities for seeking knowledge, gathering information, and pursuing creative use of leisure time. The Library seeks assistance from community organizations and individuals in furthering this mission. In accordance with the American Library Association's "Bill of Rights," the Library provides display spaces open to organizations engaged in educational, cultural, intellectual, or charitable activities, and materials will not be excluded because of the origin, background, or views of those contributing to their creation. These spaces are provided on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

The display case and/or community bulletin boards cannot be used for public presentations by individual candidates or supporters or opponents of a ballot issue. The presence of a particular display or posting within the Library does not indicate that the Library either advocates or endorses the viewpoints of exhibits, exhibitors, posters, or notices.

## **Conditions for Display Cases**

- Library-sponsored displays will be given priority in scheduling the display case.
- Designated staff shall schedule displays for the display case in compliance with this policy. If the month the patron requests for a display is not available, library staff will notify the patron what months are available to schedule a display.
- Individuals and organizations may indicate an interest in developing a display by contacting the Library for an application found in Appendix A. This application will be submitted to the Library Director for approval. The Library Director reserves the right to reject an exhibit. Acceptable materials for exhibition/display should be of cultural, educational, or historical importance.
- The Library Director shall have the final decision on the arrangement and appropriateness of all exhibits or displays.
- Displays must conform to the space restrictions of the assigned areas and be securely affixed to display surfaces. No changes may be made to the setup of the display cabinet.

- Displays may be in place for up to 4 weeks. Staff may schedule displays for shorter periods of time. All exhibits shall be set-up and removed by the exhibitor on the dates determined by the Library.
- The Mukwonago Community Library is not responsible for theft or damage of items in its exhibit areas. Insurance is the sole responsibility of the lender. All items placed in the library are done so at the owner's risk. If the individual is under the age of eighteen (18), a parent or legal guardian shall sign the waiver.
- The Library will not sell items from the display case, nor will selling prices be displayed.
- Individuals and organizations providing materials for displays may be acknowledged with a sign indicating "Materials in this display are provided by [name of person or organization]."
- Mukwonago Community Library shall place a disclaimer statement in each display case to assure the public of the Library Board's neutrality regarding all displays:

*Display spaces are offered as a service to the public and in no way reflect the viewpoints of the Library or Library Board of Trustees. The presence of a particular display or posting within the Library does not indicate that the Library either advocates or endorses the viewpoints of exhibits, exhibitors, posters, or notices.*

### **Conditions for Posting**

- Posters, notices, and materials for distribution should be submitted to the Library Director or their appointee who will review the materials before posting. The review will include ensuring the materials follow this and all other library policies.
- Posters, notices, and materials may not be posted or removed except by authorized library staff members.
- Material cannot contain offensive language or imagery. Material must be informative in nature and cannot include political or religious advocacy.
- Very large posters (over 11"x17") will not be accepted.
- Priority for posting will be given to local civic, educational, and cultural organizations.
- Due to space restrictions, the library cannot guarantee if a posting will get posted or how long a posting will remain on the bulletin board.
- Materials promoting commercial use will not be allowed.

- Mukwonago Community Library shall place a disclaimer statement on each bulletin board to assure the public of the Library Board’s neutrality regarding all postings:

*Display spaces are offered as a service to the public and in no way reflect the viewpoints of the Library or Library Board of Trustees. The presence of a particular display or posting within the Library does not indicate that the Library either advocates or endorses the viewpoints of exhibits, exhibitors, posters, or notices.*

Adopted by the Board of Trustees of the Mukwonago Community Library on 12 August 2021

### **Revision History**

<b>19 April 2017</b>	Policy Revised to include conditions for posting and revised title from Display Case Policy to Display Case and Posting Policy.
<b>21 June 2018</b>	Reviewed by Policy Committee and forwarded to Library Board for approval. No changes recommended.
<b>12 August 2021</b>	Included language directly referencing the Library Bill of Rights; created Appendix A; included more specific guidelines for postings.



## Appendix A

### Mukwonago Community Library Display Case Reservation and Agreement Form

Applicant Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Organization (if sponsoring display) \_\_\_\_\_

Briefly describe the nature and purpose of the display:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Your signature below indicates that you have reviewed, understand, and agree to abide by the Mukwonago Community Library Display Case Policy. You agree to assume responsibility for the display and to insure it is set up and removed on time and that its contents and design are consistent with the requirements of the above mentioned policy. You agree that the Library accepts no responsibility for the theft or damage of any display exhibited at the Library, and all items placed in the library are done so at the owner's risk.

Name (please print): \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Displays are assigned on a first-come, first served basis. When your request form is approved, we will notify you of an approximate date for your display. Items are typically on display for one month at the library's discretion. Library-sponsored displays will be given priority, so dates are subject to change. Once you are notified of the dates of your display, you agree to set-up and remove your display during the times agreed upon. ***The Library will remove any display that is not retrieved by its owner in time for the next exhibit.***

If you have questions, please contact the Library Director or call (262) 363-6411.

-----  
For Library Use:

3Date of Installation: \_\_\_\_\_

Date of Removal: \_\_\_\_\_

Approved By: \_\_\_\_\_ Date of Approval: \_\_\_\_\_

Comments: \_\_\_\_\_

# Developing the Library Budget

# 8

The library budget is a tool for turning library dreams into reality. The budget determines the services that will be offered by your library and the resources devoted to each library program. A carefully developed budget will ensure that available funds are effectively utilized to realize your library's service objectives.

## The Budget Development Process

The first step in developing a library budget is to look at what the library hopes to accomplish in the next year. The availability of a current strategic plan will make this step much easier, because the plan should already document your community's library service needs and the library activities necessary to meet those needs. So, at the point that the board wishes to begin planning the budget for the coming year, it should review the strategic plan and its chosen objectives, reflecting on the financial implications of the objectives for the coming year.

The second step is to determine the total financial resources necessary for what the library wants to accomplish in the coming year. Often, increased funding is necessary because of increased costs, increased usage, and/or new services that will be offered. Additional resources for new services can also be made available by shifting resources from a lower priority to a higher priority service.

Draft budget documents are prepared by the library director and library staff (following the format required by the municipality or county). (See attached [Sample Format of a Minimal Library Budget](#) for an example.) The library board and/or library board finance committee may have input into development of budget drafts. The board of trustees will then review the draft budget(s) with the director, propose changes, and finally approve a finished budget.

After the written budget documents are approved by the board and submitted to the municipality or county, the final step in the budget process is securing the funding needed to carry out the planned service program. Trustees, as volunteer public representatives, are especially effective budget advocates. Trustees should be involved in presenting, explaining, and supporting the library budget that was approved by the library board. (See also [Trustee Essential #13: Library Advocacy](#).)

The board may need to make budget changes if the funding needed to balance the budget is not secured. Budget changes may also be required during the budget year if, for example, certain expenditures are higher than expected, or costs are lower than expected.

## Sources of Funding

One of the most important responsibilities for library trustees is determining the appropriate level of funding for the library and working to secure that funding.

### In This Trustee Essential

- Goals of budgeting
- Steps in the budget development process
- Sources of library funding
- Budget terminology

Public library service in Wisconsin is provided through cooperative efforts at the state, public library system, and county and local level. The bulk of the funding for most Wisconsin public libraries is provided by the municipality or county that established the library.

Counties must reimburse libraries within the county or in an adjacent county for at least 70% of the cost of service to county residents who do not live in a library municipality. Payment requests must be submitted by July 1. Requests should be submitted to the county clerk, but some library system or county library services coordinate the requests. Municipalities can exempt themselves from the county library tax if they tax themselves for library service at a higher tax levy rate than the county.

Fines may be a source of library revenue, but the policy of charging fines is the subject of debate concerning their effectiveness in encouraging the return of materials, and concerning their public relations effects. In establishing a fine policy, a library board should consider not only the possible revenue but also the potential negative public relations effects.

Under Wisconsin law, public libraries may not charge fees for information-providing services. Fees and charges for such things as making computer printouts and using a copy machine are legal. Most fees, charges, and sales by public libraries are subject to the Wisconsin sales tax and any county and special sales taxes. For details, see <http://dpi.wi.gov/pld/boards-directors/administration/faq-pt5#sales-tax>.

Grants and gifts can be an excellent source of supplementary funds for special projects. In addition, community citizens are often willing to make significant donations to cover part or all of the costs of a new or remodeled library building.

Grants or donations should never be used to justify reducing or replacing the community's commitment to public funding. Donors will quit donating, volunteers will quit working, and granting organizations will quit awarding grants to your library if they see that their efforts are resulting in reduced public funding for the library instead of improved service. (See also [\*Trustee Essential #24: Library Friends and Library Foundations\*](#).)

## Desirable Budget Characteristics

There are four practical characteristics that your budget document should include.

1. **Clarity:** The budget presentation should be clear enough so every board member, every employee, and every municipal governing body member can understand what is being represented.
2. **Accuracy:** Budget documentation must support the validity of budget figures, and figures must be transcribed and reported carefully, without variation from the documentation.
3. **Consistency:** Budget presentations should retain the same format from period to period so that comparisons can be easily made. All budgets are comparative devices, used to show how what is being done now compares with what happened in the past and what is projected to happen in the future.

4. **Comprehensiveness:** Budget reports should include as complete a picture of fiscal activities as is possible. The only way to know the true cost of the library operation is to be certain that all revenue and expenditure categories are included within the budget.

## Terms and Distinctions

### Line item and program budgets

These are two of the most popular styles of budgets. The line item budget is organized around categories or lines of expenditures, and shows how much is spent on the various products and services that the library acquires. The program budget, designed to assist with planning, is organized around service programs (such as children's services, young adult services, reference services) and helps the library board and director see how much is spent on these individual areas. A program budget is usually sub-arranged in a line item style, so that the individual categories of expenditures for each program are also presented.

### Operating vs. capital costs

In planning for the financial needs of the library and recording financial activities, it is important to keep operating and capital activities separated for reporting purposes. Operating activities are those that recur regularly and can be anticipated from year to year. Included as operating expenditures are staff salaries and benefits; books and other media acquired for the library; heating, cooling, and regular cleaning and maintenance of the building; and technology support contracts. Capital activities, in contrast, are those that occur irregularly and usually require special fundraising efforts. These would include new or remodeled library buildings, major upgrades of technology, and usually the purchase of computer hardware. You should present the operating and capital activities separately within your library budget. (See attached *Sample Library Budget* for an example.)

### Income vs. expenditures

In both operating and capital budgets, you will need to show income (or revenues) and expenditures. Income should be broken down by the source of the funding—for instance, municipal appropriation, county reimbursement, system state aid, grant projects, gifts and donations, fines and fees. Expenditures are shown in categories (or lines) representing similar kinds of products or services—for instance, wages, benefits, print materials, audio and video materials, telecommunications, staff and board continuing education.

*Trustee Essentials: A Handbook for Wisconsin Public Library Trustees* was prepared by the DLT with the assistance of the Trustee Handbook Revision Task Force.

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## Municipal accounting vs. library accounting

As specified in state law, library boards must deposit most of their funds with their municipality. Since the municipality holds the funds, it will also keep records of how those funds are used. This municipal accounting should be available to the library board upon request. However, even though your city, village, or county is performing this accounting function, it is advisable for the library to also maintain its own set of records. This will allow the board and director to know the status of finances in a timely manner (if there is a delay in getting figures from the municipality) and to have a check to assure that the municipality is not inadvertently confusing transactions and balances. In addition, there are types of funds (gifts, bequests, devises, and endowments) which can be managed directly by the library board; if the board chooses to manage these funds it must, of course, keep records for accountability. (See also [Trustee Essential #9: Managing the Library's Money](#).)

## Discussion Questions

1. What factors will contribute to the size of the appropriation the library board will request from the municipality?
2. What should a trustee's role be in presenting the request for funding from the municipality?
3. How does the library's strategic plan affect budget decisions?
4. In your library, how formal is the pursuit of gifts and donations, and how are these funds most often used?

## Sources of Additional Information

- Sample Format of a Minimal Library Budget (attached)
- Your regional library system staff (See [Trustee Tool B: Library System Map and Contact Information](#).)
- [Wisconsin Public Library Standards](#)
- [Wisconsin Public Library Service Data](#)

## Sample Format of a Minimal Library Budget

Note: This simplified budget roughly corresponds to the *Wisconsin Public Library Standards* 2011 minimum operating budget of \$67,000. Actual amounts will vary depending on local needs.

<b>Operating Income</b>	<b>2011 Actual</b>	<b>2012 Budget</b>	<b>2013 Budget</b>
Municipality	\$ 47,500	\$ 48,200	\$ 48,925
County	\$ 13,400	\$ 13,600	\$ 13,800
State / library system	\$ 1,340	\$ 1,360	\$ 1,380
Federal (LSTA)	\$ 1,340	\$ 1,360	\$ 1,380
Funds carried forward	\$ 700	\$ 700	\$ 700
Fines	\$ 1,200	\$ 1,225	\$ 1,240
Donations	\$ 700	\$ 700	\$ 700
Fees/other*	\$ 150	\$ 175	\$ 175
Transfer from gift fund	\$ 670	\$ 680	\$ 700
<b>Operating Income Total</b>	<b>\$ 67,000</b>	<b>\$ 68,000</b>	<b>\$ 69,000</b>

<b>Operating Expenditures</b>	<b>2011 Actual</b>	<b>2012 Budget</b>	<b>2013 Budget</b>
Salaries and wages	\$ 30,820	\$ 31,280	\$ 31,740
Employee benefits	\$ 9,380	\$ 9,520	\$ 9,660
Books	\$ 9,000	\$ 9,110	\$ 9,250
Periodicals (including electronic)	\$ 1,800	\$ 1,880	\$ 1,930
Video materials	\$ 1,440	\$ 1,460	\$ 1,480
Audio materials	\$ 600	\$ 610	\$ 620
Software and other electronic materials	\$ 670	\$ 680	\$ 690
Contracted services	\$ 1,340	\$ 1,360	\$ 1,380
Staff and board continuing education	\$ 1,340	\$ 1,360	\$ 1,380
Public programming	\$ 670	\$ 680	\$ 690
Telecommunications	\$ 2,010	\$ 2,040	\$ 2,070
Utilities	\$ 5,250	\$ 5,300	\$ 5,350
Equipment repair	\$ 670	\$ 680	\$ 690
Supplies	\$ 2,010	\$ 2,040	\$ 2,070
<b>Operating Expenditures Total</b>	<b>\$ 67,000</b>	<b>\$ 68,000</b>	<b>\$ 69,000</b>

<b>Capital Income</b>	<b>2011 Actual</b>	<b>2012 Budget</b>	<b>2013 Budget</b>
Municipality	\$ 2,000	\$ 3,000	\$ 3,000

<b>Capital Expenditures</b>	<b>2011 Actual</b>	<b>2012 Budget</b>	<b>2013 Budget</b>
Computer equipment replacement	\$ 2,000	\$ 2,000	\$ 2,000
New shelving		\$ 1,000	\$ 1,000
<b>Capital Expenditures Total</b>	<b>\$ 2,000</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>

<b>Total of All Expenditures</b>	<b>\$ 69,000</b>	<b>\$ 71,000</b>	<b>\$ 72,000</b>
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\*State law requires that all information-providing public library services be provided free of charge. (See [Trustee Essential #8: Developing the Library Budget](#) for details.)