

## Progress Report and Preliminary Recommendations

SRLAAW Subcommittee

Draft: April 29, 2013

In 2013, SRLAAW is undertaking a multi-part process to examine how public library systems can remain effective in meeting member library needs into the future, including the possibility of reconfiguring systems. This report describes the progress that has been made to date with this process, and it also includes preliminary recommendations.

### Background

For many years public libraries and public library systems have been facing increased demand for their services without a corresponding increase in resources. This situation has raised many concerns about the ability of libraries and systems to adequately serve their constituents, and the poor economy in recent years has made it even more difficult to provide needed services.

More recently, concerns in two areas have motivated SRLAAW members to consider the future of public library service in Wisconsin. First, much of Chapter 43, *Wisconsin Statutes*, is very old, especially the provisions relating to public library systems. There is concern that outdated statutes limit systems' options and constrain them from being more efficient and effective. Second, the difficult economy has reduced governmental resources and has resulted in many changes in the operations of state and local governments. Budgets and services have been cut, governmental units have been reconfigured or consolidated, and public library systems have been consolidated in many other states.

As a result, many SRLAAW members have concluded that the library community needs to begin making its own future. At their August 2012 meeting, SRLAAW members decided that SRLAAW should move forward to investigate what could be done to ensure a positive future for library systems and library service, and a motion was passed requesting WiLS to "develop a proposal for a summit on system size and structure."

In response, WiLS developed the requested proposal, and it was adopted by SRLAAW in October of 2012. SRLAAW members agreed that the retreat 1) would discuss best practices for system services, 2) could provide information for system improvements, and 3) might lead to legislative change.

After discussion with the SRLAAW chair and others, WiLS recommended that this summit, or retreat, be part of a larger process that would lead to recommendations and action steps to address concerns about and barriers to system reconfigurations, as well as addressing how systems remain effective in meeting the member library needs into the future. A subcommittee was appointed in November of 2012 and charged with working with WiLS to develop the process and create formal recommendations and action steps.

Detailed information about this process, and all of the activities and data associated with it, can be found at <http://www.srlaaw.org/2013Process/process.asp>.

## **Progress Report**

The following activities in the process have been completed:

1. *Identify specific services and other areas of concern to be addressed through the process*

In order to narrow the scope for discussion purposes, the subcommittee identified six areas of focus: awareness of library system and library services, funding, library law, resource sharing, service implications of technology, and technology infrastructure.

2. *Survey Wisconsin libraries about the identified areas*

In January, Wisconsin public libraries completed surveys related to the six areas. Between 150 and 200 respondents completed each of the six surveys.\*

3. *Hold 2-3 webinars with states that have undergone system consolidation*

Library and system staff from Massachusetts and Illinois presented webinars to discuss how system consolidation happened and the impact of the change on public libraries in their states. A report detailing the experiences of five other states was also created.\*

4. *Hold a SRLAAW retreat*

A retreat was held on February 4 to consider the survey results and obtain additional input in the process. The attendees – system directors, resource library directors, and one additional attendee from each system – considered best practices and potential future visions of library service in the six areas identified in #1, and made recommendations for next steps.\*

5. *Prepare a list of recommendations and action steps based on the output from the retreat*

The subcommittee used information collected from Wisconsin public libraries, retreat attendees, and the experiences of other states to create the list of recommendations and action steps below.

\*Detailed information can be found at <http://www.srlaaw.org/2013Process/process.asp>

While many activities have been completed, this report marks the beginning of the next phase of the process: vetting the proposed recommendations in the library community and with others who have an interest in public libraries. The subcommittee will gather feedback during the next few months, revise the recommendations based on this feedback, and present a final report to SRLAAW for action in August.

## Preliminary Recommendations

1. Eliminate the statutory requirement for resource libraries. (s. 43.16)

*Rationale:* One of the surveys of public libraries asked if the existing provision for system resource libraries should be changed. The results showed significant interest in change, with many respondents questioning the value of the provisions. Conversation about this provision continued at the retreat, and one of the recommended next steps from the retreat was to “modernize the resource library statutes.”

The subcommittee believes that the current laws related to resource libraries and the concept of a single resource library are obsolete. While survey respondents identified many valuable services provided by their resource libraries (delivery, ILS support, etc.), public library systems could legally continue to contract with their current resource library or with another library or organization to provide these services. Eliminating the resource library provision would not necessitate a loss of services to systems or to member libraries.

The current resource library law is also viewed as a significant barrier to consolidation and reconfiguration of systems. Eliminating this requirement would remove the barrier, fostering more productive reconfiguration discussions among systems.

*Action:* SRLAAW refers recommendation to DPI Public Library Development Team and WLA Library Development and Legislation (LD&L) Committee to initiate legislative action.

*Outcome:* Elimination of the statutory requirement for public library systems to designate and contract with a resource library (s. 43.16).

Elimination of the statutory requirement for public library systems to provide backup reference, information and interlibrary loan services from the system resource library (s. 43.24(2)(b)).

2. Increase the required county payments for library services from 70% to 100% of libraries' costs by January 1, 2017. (s. 43.12(1))

*Rationale:* One of the public library surveys asked whether the provisions of the existing law should be changed. Many respondents suggested ways to change this provision, including increasing the percentage of reimbursement to more than 70%. The topic was further discussed at the retreat, and one of the recommended next steps was, “Revise the provisions in statute that govern

reimbursement for nonresident borrowing.” Consequently, the subcommittee recommends that the mandatory county reimbursements be increased from 70% to 100% by 2017.

*Action:* SRLAAW refers recommendation to DPI Public Library Development Team and WLA LD&L Committee to initiate legislative action to modify s. 43.12(1).

SRLAAW compiles data on percentage level of reimbursement payments made by counties throughout the state by January 2014.

SRLAAW compiles and shares best practices from counties that reimburse public libraries at greater than 70% of their costs by January 2014.

SRLAAW undertakes an education and advocacy campaign to educate counties and the public about the need for a higher level of reimbursements.

Systems work with their member counties to encourage them to voluntarily increase their funding percentages.

*Outcome:* Counties are required to reimburse public libraries for 100% of their statutory bills beginning in 2017.

3. Resolve the unfair situation created by exempting counties that operate consolidated county libraries or joint city-county libraries from having to pay libraries in neighboring counties for the service they provide. (s. 43.12)

*Rationale:* One of the public library surveys asked whether the provisions of the existing law should be changed. Many respondents suggested ways to change this provision, including reconsidering the application of the provision to counties that operate consolidated or joint city-county libraries. The topic was further discussed at the retreat, and one of the recommended next steps was, “Revise the provisions in statute that govern reimbursement for nonresident borrowing.” Addressing the exemption for counties operating libraries was explicitly included in this next step.

*Action:* SRLAAW refers recommendation to DPI Public Library Development Team and WLA LD&L Committee to initiate legislative action to modify s. 43.12(1).

*Outcome:* Counties that operate consolidated county libraries or joint city-county libraries are required to pay libraries in neighboring counties for services provided to their residents.

4. Eliminate the requirement for public library systems to engage in cooperation and continuous planning with other types of libraries in the system area as specified in s. 43.24(2)(L).

*Rationale:* This requirement has become obsolete as it is nearly impossible to engage staff from other types of libraries in continuous cooperation and planning. Staff in school libraries has been reduced, and the remaining staff in most schools is constrained from participating due to time pressures and local policies. In addition, many special libraries have closed.

This requirement is also redundant in today's environment as public library systems are already required to plan with "other types of libraries in the area in regard to library technology and the sharing of resources" (s. 43.24(2)(m)).

*Action:* SRLAAW refers recommendation to DPI Public Library Development Team and WLA LD&L Committee to initiate legislative action to eliminate s.43.24(2)(L).

*Outcome:* Elimination of s. 43.24(2)(L) that requires public library systems to engage in cooperation and continuous planning with other types of libraries in the system area.

5. Add a section on state-required public library system annual reports for reporting and documenting collaborative activities with other libraries and organizations.

*Rationale:* The success of public library systems has shown that collaboration among libraries yields opportunities that libraries could not experience working on their own. This principle can also be applied to collaboration among systems and between systems and other organizations. Collaboration, when appropriate, can result in economies of scale and significant reduction in costs. It can eliminate redundancy and provide the opportunity for library systems to continue to sustain and expand services, even while budgets are flat or decreasing. It can also support innovation, mitigating risk to any one organization and providing funds for experimentation.

*Action:* SRLAAW refers recommendation to DPI Public Library Development Team for modification of the state-required public library system annual report.

*Outcome:* Public library system annual reports require systems to report on collaborative activities with other libraries and organizations.

6. Replace the existing population standards for public library systems (s. 43.15) with the following demographic and organizational standards:

Population

- The library system has a minimum population size of 250,000.
- The library system has a maximum population size of 2,000,000.

Counties

- The library system's territory includes contiguous counties.
- The library system has a minimum of three (3) participating counties.
- The library system has a maximum of fifteen (15) participating counties.

Member Libraries

- The library system has a minimum of fifteen (15) member libraries.
- The library system has a maximum of seventy-five (75) member libraries.

Because this change would require systems to have multiple counties, eliminate the provisions for consolidated public library systems in s. 43.21.

*Rationale:* Like collaboration, larger library systems can lead to greater economies of scale and efficiency. They provide a larger pool of materials for resource sharing within the system and more possibilities for funding from the local level for system-wide projects. Having fewer systems could also increase the potential for collaboration among systems, as each could develop areas of specialization that would provide value to the others.

*Action:* SRLAAW refers recommendation to DPI Public Library Development Team and WLA LD&L Committee to initiate legislative action to modify s.43.15 to include the new demographic and organizational standards and to eliminate the provision for consolidated public library systems.

*Outcome:* Replacement of the existing population standards for public library systems with new demographic and organizational standards.

7. Establish service standards for public library systems, as proposed in Appendix A, that are used to modify the current statutory system service requirements (s. 43.24(2)).

*Rationale:* One of the charges of this subcommittee is to identify best practices for public library systems to stay relevant as the needs of their member libraries change. The subcommittee has created a set of standards for public library system services as a form of best practices.

However, unlike best practices, which are intended to be used individually when relevant, these standards are intended to be adopted as a whole. It is

highly unlikely that any system alone could meet these standards with current state funding. Instead, systems will need to collaborate or consolidate in order to provide the level of service the standards represent.

*Action:* Subcommittee presents and makes modifications to the recommended standards through a vetting process.

SRLAAW adopts the proposed service standards in August 2013 and encourages public library systems to voluntarily begin implementing them immediately, with the goal of all systems meeting the standards by 2017.

Library systems and their member libraries use the adopted service standards in evaluating current system services.

Library systems and their member libraries use the adopted service standards in evaluating the merits of proposed system mergers or service consolidations.

SRLAAW refers recommendation to DPI Public Library Development Team to initiate legislative or other appropriate action to implement required service standards for public library systems.

*Outcome:* Service standards are established for Wisconsin public library systems and are incorporated into statutory service requirements.

8. Establish administrative standards for public library systems, as proposed in Appendix B, that are used to modify the current statutory provisions in s. 43.17, as appropriate.

*Rationale:* In s. 43.19(2)(b), library system boards are given “the powers of a public library board under s. 43.58 with respect to system-wide functions and services.” Including more specific language about board responsibilities in s. 43.17 would clarify the role of the system board.

Like the service standards above, these administrative standards are also intended as best practices for library systems and system boards, and will ideally be voluntarily adopted by library systems.

*Action:* Subcommittee presents and makes modifications to the recommended standards through a vetting process.

SRLAAW adopts the proposed administrative standards in August 2013 and encourages public library systems to voluntarily begin implementing them

immediately, with the goal of all systems meeting the standards by 2014.

Library systems and their member libraries use the adopted administrative standards in evaluating current system administrative practices.

Library systems and their member libraries use the adopted administrative standards in evaluating the merits of proposed system mergers or consolidations.

SRLAAW refers recommendation to DPI Public Library Development Team to initiate legislative or other appropriate action to implement administrative standards for public library systems.

*Outcome:* Administrative standards are established for Wisconsin public library systems and are incorporated in to statutory requirements.

### **Next Steps**

The subcommittee will gather feedback about this report over the next few months. The subcommittee will then revise the report based on the feedback and present a final report for action by SRLAAW in August. The subcommittee, based on its experience in creating this report, recommends that SRLAAW continue to establish small working groups to complete specific tasks assigned to SRLAAW in this report.



## **Appendix A**

### **Wisconsin Public Library System Service Standards**

**Proposed to SRLAAW  
May 1, 2013**

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## Advocacy and Promotion Standards

The library system has a responsibility to provide its member libraries with services and training related to advocacy and promotion. The library system may provide these services directly to its member libraries with its own staff, or it may contract or collaborate with other library systems or vendors to assist it in meeting these service standards.

### Advocacy

- The library system provides continuing education to member library staff and trustees in advocacy via workshops, newsletters, and webinars. The library system will offer a minimum of twelve (12) contact hours of advocacy continuing education annually, with a minimum of six (6) in-person contact hours.
- The library system develops advocacy tools that can be tailored to local library needs and that make it easier for member libraries to advocate on their own behalf, e.g., press releases, sample letters to officials, etc.
- The library system works with member libraries to develop a database of area library advocates and a program for regularly informing them of local and area advocacy needs.
- The library system informs member library staff, trustees, and advocates of pending legislation on the state and national levels that may affect libraries and explains how the proposed legislation might affect system and local library service.
- The library system facilitates participation of member library staff, trustees, and advocates in local, regional, and statewide advocacy events, e.g., candidate forums, WLA Library Legislative Day.
- The library system works with a variety of state, regional, and local government agencies on behalf of member libraries.
- The library system is readily available to assist member libraries in advocating for and securing local and county funding.
- The library system facilitates individual county library service planning processes when requested.
- The library system represents the interests of its member libraries to the Legislature and the Department of Public Instruction in the development of statewide library policy or services.
- The library system cooperates with other agencies or organizations for the benefit of member libraries and area residents.
- The library system has expertise to coordinate the collection, interpretation, and presentation of data at the systemwide level and local level.
- The library system explores and advocates for library funding models that consider measures of library use in addition to circulation (e.g., digital checkouts, program attendance, etc.)

## **Marketing and Promotion**

- The library system is responsible for the marketing and promotion of systemwide services.
- The library system coordinates systemwide efforts to promote member library services.
- The library system coordinates public relations activities within the library system and between member libraries and other agencies.
- The library system provides professional-level assistance in marketing and promoting local programs and services.
- The library system works with individual local libraries to develop customized professional-quality promotional pieces, including providing text editing, graphic layout, and reproduction services.
- The library system works with individual local libraries to develop customized professional-quality digital graphics for use with websites and social media tools.
- The library system works with individual local libraries to develop customized professional-quality websites, including providing design services and training in website maintenance.
- The library system has expertise in social media tools and the ability to provide training and assistance to member libraries in the effective use of these tools.

## Collaborative Services Standards

The library system optimizes the services that it provides to its member libraries by collaborating with others. Collaborative services within, between, and/or among systems can result in more and better services at less financial cost and less duplication of effort.

- The library system actively pursues opportunities to collaborate within, between, and/or among systems in order to maximize efficiencies.
- The library system facilitates meetings within, between, and/or among like-minded staff from multiple systems in order to discuss and implement collaborative services.
- The library system facilitates group purchasing (e.g., library applications, supplies, equipment, downloadable e-resources) within, between, and/or among library systems.
- The library system plans for continuing education opportunities with other systems in the region or within the state.
- The library system encourages and promotes collaborative exchanges with other systems in the same region or within the state that use the same ILS vendor.
- The library system gives high priority to collaborative service developments on its state-required annual plan and report.

## Continuing Education Standards

The library system has a responsibility to provide continuing education and training opportunities to its member libraries. The library system may provide these services directly to its member libraries with its own staff, or it may contract or collaborate with other library systems or vendors to assist it in meeting these service standards.

- The library system surveys member libraries on an annual basis to determine the continuing education and training areas that are of greatest interest to, or most needed by, member libraries.
- The library system plans all continuing education opportunities in accordance with the requirements set forth in the *Certification Manual for Wisconsin Public Library Directors* published by the Wisconsin Department of Public Instruction, Division for Libraries and Technology.
- The library system sponsors or co-sponsors a minimum of forty-two (42) contact hours of continuing education opportunities annually for member library staff and trustees, as well as for library system staff and trustees.
- The library system ensures that at least fifteen (15) of the forty-two (42) annual contact hours of continuing education are provided in-person at a location within a reasonable driving distance.
- The library system, with input from member libraries, evaluates each CE opportunity and conducts an annual outcome-based evaluation of its continuing education program. Results from evaluations are shared with member libraries.
- The library system opens all continuing education opportunities to staff from all types of libraries in the system area.
- The library system director and appropriate staff meets with all new library directors to provide an orientation on system services and an overview of library services in Wisconsin.
- The appropriate library system staff meets with newly hired key library staff to provide an orientation on system services relating to their positions.
- The appropriate library system staff attends meetings with member library trustees and staff and provides consultation and/or training related to local library issues, as requested.

## Delivery Standards

Because the physical delivery of library materials is an essential element for effective resource sharing, the library system has a responsibility to provide a delivery service that connects libraries within the system and around the state. The library system may provide these services directly to its member libraries with its own staff, or it may contract or collaborate with other library systems or vendors to assist it in meeting these service standards.

- The library system makes local delivery service available to member libraries at least five days per week. The delivery service schedule will be based upon the needs of the member libraries and the cost-effectiveness for the library system.
- The library system ensures that, within the system, material placed in delivery by a library shall be delivered to its destination library by the third business day, excluding weekends.
- The library system connects its local delivery service with the statewide library delivery network.
- The library system trains member library staff in effective and efficient methods for labeling and packing materials.
- The library system configures its Integrated Library System, whenever possible, to expedite delivery of materials requested by patrons.
- The library system encourages nonpublic libraries to participate in delivery networks offered through the system and the state.
- The library system, if operating its own delivery service, purchases fuel efficient vehicles.
- The library system, if operating its own delivery service, follows a regular service schedule based on the manufacturer's recommendations.
- The library system, if operating its own delivery service, ensures that the vehicle is equipped to protect library materials from weather, dust, and dirt.
- The library system, if operating its own delivery service, equips its vehicles so that delivery staff can safely move materials from the vehicles to a library and from a library to the vehicles.
- The library system, if operating its own delivery service, trains delivery staff on safe methods for lifting and moving materials.

## **Integrated Library System (ILS)**

The library system has a responsibility to provide its member libraries with access to an affordable, shared integrated library system (ILS). Participation in a shared ILS is an essential element in each Wisconsin's public library's ability to provide modern and effective library service to its patrons, and the library system play a key role in ensuring that its member libraries can participate in a shared ILS. The library system may provide an ILS and related services directly to its member libraries with its own staff, or it may contract or collaborate with other library systems or vendors to assist it in meeting these service standards.

### **Administration and Funding**

- The library system facilitates access to a shared integrated library system (ILS) that meets the needs of the member libraries and their patrons.
- The library system supports an online catalog for the public that allows for the discovery of library resources in all formats.
- The library system will dedicate staff and fiscal resources to support and maintain access to a shared ILS.
- The library system and its members create a plan and budget to upgrade and replace ILS equipment and software on a regular schedule.
- The library system prepares an annual program budget that accurately reflects the costs and needs for the ILS.
- Each ILS consortium utilizes a decision-making process that meets the needs of member libraries and the system.
- The library system works with member libraries to ensure that adequate resources are available for ILS-related services.
- The library system, with input from the member libraries, develops a formula for cost-sharing among member libraries that is clear and equitable.
- The library system works with member libraries to produce and maintain standards for ILS use in a shared environment.
- The library system encourages the standardization of rules and procedures among ILS participants.
- With input from member libraries, the library system board and staff develop an ILS plan.

### **Database Management**

- The library system provides an effective and efficient way for member libraries' holdings to be added to the database.

- The library system works with member libraries to establish standards and procedures for entering bibliographic and item holding records in accordance with currently accepted library cataloging and classification practices.
- The library system ensures access to reports to assist member libraries in managing ILS data.
- The library system ensures that bibliographic records, item records, and item status for materials in its database are searchable through standard protocols.
- The library system ensures access to reports to assist member libraries in managing patron, bibliographic, and holdings data.

### **Training and Support**

- The library system provides a minimum of twelve (12) hours of training on ILS functionality on an annual basis.
- The library system ensures that member library staff are properly oriented and trained on ILS procedures and protocols.
- The library system supports training of the public in the use of the online catalog.
- The library system provides statistical data as required for the DLT Public Library Annual Report, using the standard definitions supplied by the Division.
- The library system ensures access to statistical reports and provides assistance to member libraries in interpretation of data.
- The library system provides qualified, trained staff devoted to the management and support of the shared ILS.



## Interlibrary Loan Standards

Wisconsin's public library systems recognize that the sharing of material between libraries is an integral and vital element in the provision of library service and believe it to be in the public interest to encourage such exchanges. Interlibrary loan (ILL) is intended to complement local collections, and should not be used as a substitute for good library collections which meet the routine needs of users. **While ILL can be defined as any exchange of materials between libraries, this standard is intended to address only those exchanges that occur outside of a shared ILS.**

The effectiveness of the state's interlibrary loan system depends upon participation of public library systems, and libraries of all types and sizes, and rests on the belief that no library, no matter how large or well supported, is self-sufficient in today's world. While it is evident that some libraries are net borrowers (borrow more than they lend) and others are net lenders (lend more than they borrow), the system also rests on the belief that all libraries should be willing to lend if they are willing to borrow. *(Adapted from the Interlibrary Loan Code for the United States.)*

The library system has a responsibility to provide its member libraries with access to an effective ILL service that facilitates resource sharing with other libraries. The library system may provide ILL services directly to its member libraries with its own staff, or it may contract or collaborate with other library systems or vendors to assist it in meeting these service standards.

### Participation

- The library system ensures that all member libraries participate fully in interlibrary loan as lenders and borrowers.
- The library system ensures that all participating ILL libraries follow interlibrary loan procedures and protocols established by the system, RL&LL and/or OCLC.
- The library system ensures that patron-initiated interlibrary loan requests are mediated.
- The library system ensures and advocates for the confidentiality of the user.
- The library system advocates for efficient two-way communication/linking between and among local (system) consortia, state, and national ILL networks.

### Training

- The library system provides training on creating and managing interlibrary loan requests.
- The library system provides an annual workshop on interlibrary library loan to clarify and review best/current practices, protocols, and procedures.
- The library system participates in/attends all DPI-sponsored meetings for systems and shares what is learned with area ILL colleagues.

- The library system promotes continuing education/training opportunities related to interlibrary loan and encourages participation.
- The library system promotes webinars which provide training on resources available through BadgerLink and encourages participation.

### **Communication**

- The library system ensures all member libraries are subscribed to the appropriate interlibrary loan communication channels.
- The library system ensures that area libraries receive promotional materials about resources/information available about interlibrary loan best practices, standards, etc.
- The library system ensures that participants have access to accurate ILL statistics.

### **Innovation / Future**

- The library system explores nontraditional ILL practices, such as direct-to-user-delivery and purchase/print-on-demand options to ensure maximum and efficient accessibility and convenience.

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## Non-Traditional Library User Services Standards

The library system has a responsibility to assist its member libraries with the services they provide to non-traditional library users.\* The library system may provide these services directly to its member libraries with its own staff, or it may contract or collaborate with other library systems or vendors to assist it in meeting these service standards.

- The library system assists its member libraries in identifying populations of non-traditional library users.
- The library system provides its member libraries with access to expertise and consulting to assist them in planning and developing services for non-traditional library users.
- The library system facilitates its member libraries' use of *Youth with Special Needs: A Resource and Planning Guide for Wisconsin's Public Libraries* and *Adults with Special Needs: A Resource and Planning Guide for Wisconsin's Public Libraries* in the planning and development of services to non-traditional users.
- The library system sponsors a minimum of six (6) contact hours annually of continuing education opportunities relating to, or showcasing, services to non-traditional library users.
- The library system collaborates with member libraries or other systems to obtain grants which provide funding to serve non-traditional library users.
- The library system assists member libraries in marketing services to non-traditional library users.
- The library system facilitates regional collaborations on services to non-traditional library users.

\*Non-traditional library users include individuals of all ages who often face barriers to their use of public library services, or need specific resources at the library or accommodations to make the most of their time at the library. These barriers affect people with mobility and orthopedic disabilities, people living in poverty, people living in alternative family and home situations (including institutions), people with cognitive disabilities, autism, or traumatic brain injuries; people with emotional behavior disabilities, people with learning disabilities, people with hearing or vision disabilities, people with varying speech and language abilities, and aging populations, among others.

## Technology Standards

The library system has a significant role in leadership and training in discovering and implementing new technology, in facilitating technology infrastructure, and in providing local technology support. The library system may provide these services directly to its member libraries with its own staff, or it may contract or collaborate with other library systems or vendors to assist it in meeting these service standards.

- The library system provides its member libraries with access to technology expertise and technology consulting.
- The library system sponsors or co-sponsors a minimum of six (6) contact hours of technology-related continuing education per year.
- The library system provides a secure Wide Area Network (WAN), with adequate bandwidth, for data communication between member libraries, the system headquarters, and appropriate application servers.
- The library system monitors bandwidth usage by member libraries. In addition, the library system assesses each member library's bandwidth needs twice each year.
- The library system assists member libraries in acquiring supplemental bandwidth when needed.
- The library system promotes effective cost-sharing by facilitating the hosting and licensing of shared applications and databases used by member libraries.
- The library system provides assistance with and support for essential member library technology services during all hours of library operation.
- The library system technology staff meets with member library technology staff at least once per year to consult and advise on the member libraries' technology infrastructure and workflow practices.
- The library system establishes competency guidelines for member library staff needed to use system-provided technology services. The library system develops and provides training based upon the assessment of library staff competency levels.
- The library system facilitates group purchases of computers, network devices, and other technology-related devices for member libraries in order to promote ownership of state of the art equipment and cost savings.

## Youth Services Standards

The library system has a responsibility to assist its member libraries in meeting the literacy and learning needs of youth and young adults. Specifically, the library system provides education, information, and assistance to member libraries so they have the means to encourage youth, and their parents or caregivers, to use the library and increase their literacy skills. The library system may provide these services directly to its member libraries with its own staff, or it may contract or collaborate with other library systems or vendors to assist it in meeting these service standards.

- The library system sponsors a minimum of nine (9) contact hours annually of continuing education opportunities relating to youth services, including a Summer Library Program kickoff.
- The library system sponsors a minimum of three (3) contact hours annually of continuing education relating to young adult services.
- The library system provides its member libraries with access to youth services expertise and consulting.
- The library system assists member libraries in marketing youth and young adult activities.
- The library system assists member libraries in implementing best practices and meeting appropriate standards related to early literacy.
- The library system facilitates regional collaborations on youth services.

## Appendix B

### Wisconsin Public Library System Administrative Standards Proposed to SRLAAW May 1, 2013

#### Governance

Public library system trustees are public officers and as such are legally responsible for the governance of the library system and the conducting of its operations in accordance with local, state, and federal laws. The library system has a responsibility to meet the following standards relating to governance.

- The library system is established and operates in accordance with Chapter 43 of the *Wisconsin Statutes*.
- The library system operates in compliance with other Wisconsin laws, such as laws relating to open meetings, ethics, and public records.
- The library system operates in compliance with federal laws, such as the Americans with Disabilities Act and the Fair Labor Standards Act.
- The library system board has written bylaws that outline its purpose and its operational procedures and address conflict-of-interest issues. The bylaws are reviewed at least every three years.
- The library system board adopts written policies for operating the library system and reviews them on a regular cycle, ensuring that all policies are reviewed at least every three years.
- The library system board meets at least six times per year, monthly if needed, (with the system director in attendance) at a time and in a physically accessible location convenient for the board and in accordance with the state law on open meetings and the Americans with Disabilities Act.

## Management

The library system's administrators and staff use sound library management practices to apply the policies and statutory obligations of the governing board to the daily operations of the library system. The library system has a responsibility to meet the following standards relating to management and administration.

- The library system director is responsible for developing operating procedures based on board policies and long range plan.
- The library system director monitors statutory changes and court decisions related to library and system operations and recommends policy changes needed to maintain legal library and/or system operations.
- The library system director keeps the library system board informed of all important issues facing the member libraries.
- The library system provides current financial and statistical reports for review at each library system board meeting.
- The library system director provides every new board member with a copy of the Trustee Essentials and participates in an orientation program with each new board member.

## Planning

Library system trustees and staff have a continuing obligation to assess the changing service needs of member libraries. Conscientious planning will help the library system in its efforts to anticipate and respond to the member library's needs. The library system has a responsibility to meet the following standards relating to planning.

- With input from member libraries, the library system board and staff create a long-range or strategic plan that meets the needs of member libraries.
- The library system's plan is reviewed and updated annually by the library system board.

## Finance

Library system trustees and staff have a continuing obligation to operate the library system in a fiscally sound, efficient, and prudent manner. The library system has a responsibility to meet the following standards relating to finance.

- The library system follows fiscal procedures consistent with state and federal requirements, system policy, and audit requirements in preparing, presenting, and administering its budget.

- The library system director prepares and the library system board reviews and adopts an annual budget proposal that accurately reflects the needs of the library system and the members it serves.
- The library system board reviews and approves bills at each library system board meeting, in accordance with applicable laws and policies.
- The library system director and staff maintain awareness of available grant and other outside funding sources.
- The library system staff applies for and implements grants from LSTA and other grant sources that benefit the system and its member libraries.

## Personnel

Library system trustees and the library system director have a continuing obligation to ensure that the library system has the appropriate staff in place to provide the services needed by member libraries. The library system has a responsibility to meet the following standards relating to personnel.

- The library system board determines the system staff table of organization and sets compensation for system staff positions.
- The library system director is qualified for and maintains the appropriate level of certification under the provisions of the Wisconsin Administrative Code.
- The library system director is paid to perform library-board-designated duties for no fewer than 40 (37.5) hours per week.
- The library system board conducts an annual performance evaluation of the director.
- The library system director is responsible for personnel administration, including hiring, supervising, evaluating, and dismissing library system employees.
- The library system board adopts a set of personnel policies outlining the conditions and requirements for employment of system staff, and these policies are consistent with state and federal regulations and relevant court decisions. The board reviews personnel policies on a regular schedule, including after any significant change in employment law.