Waukesha County
Library Services Plan
2022-2026

Approved by the
Waukesha County Board of Supervisors

XXX, 2022

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Waukesha County Library Planning Committee

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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. [1]

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.

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 **T**rue **N**on-**R**esidents 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 XXX, 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.

2001-2003 Plan

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.

2004-2006 Plan

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.

2007-2011 Plan

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.

2008 - County Library Funding Committee

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.

2012-2014 Plan

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.

2017-2021 Plan

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 XXX XX, 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 for electronic 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
Total Allowable Costs	**$19,750,188**

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 "S*tandards*" 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.

Materials Expenditures Per Capita:

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	Population	FTE Staffing Minimum Budget
1,000	2.00	12,500	10.51
2,000	2.00	13,000	10.62
3,000	3.00	13,500	10.73
4,000	4.00	14,000	10.84
5,000	5.00	14,500	10.94
6,000	6.00	15,000	11.05
7,000	7.00	15,500	11.17
8,000	8.00	16,000	11.28
9,000	9.00	16,500	11.39
10,000	10.00	17,000	11.51
10,500	10.10	17,500	11.62
11,000	10.20	18,000	11.74
11,500	10.31	18,500	11.86
12,000	10.41	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

Collection Size

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		Population	Collection Size
36,000	120,600		54,000	147,000
36,500	121,400		54,500	147,500
37,000	122,200		55,000	148,000
37,500	123,000		55,500	148,500
38,000	123,800		56,000	149,000
38,500	124,600		56,500	149,500
39,000	125,400		57,000	150,000
39,500	126,200		57,500	150,500
40,000	127,000		58,000	151,000
40,500	127,800		58,500	151,500
41,000	128,600		59,000	152,000
41,500	129,400		59,500	152,500
42,000	130,200		60,000	153,000
42,500	131,000		60,500	153,500
43,000	131,800		61,000	154,000
43,500	132,600		61,500	154,500
44,000	133,400		62,000	155,000
44,500	134,200		62,500	155,500
45,000	135,000		63,000	156,000
45,500	135,800		63,500	156,500
46,000	136,600		64,000	157,000
46,500	137,400		64,500	157,500
47,000	138,200		65,000	158,000
47,500	139,000		65,500	158,500
48,000	139,800		66,000	159,000
48,500	140,600		66,500	159,500
49,000	141,400		67,000	160,000
49,500	142,200		67,500	160,500
50,000	143,000		68,000	161,000
50,500	143,500		68,500	161,500
51,000	144,000		69,000	162,000
51,500	144,500		69,500	162,500
52,000	145,000		70,000	163,000
52,500	145,500		70,500	163,500
53,000	146,000		71,000	164,000
53,500	146,500			

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		Population	Computers/Internet Devices
1,000	2		7,000	4
1,500	2		7,500	4
2,000	2		8,000	5
2,500	2		8,500	5
3,000	2		9,000	5
3,500	2		9,500	5
4,000	3		10,000	6
4,500	3		10,500	6
5,000	3		11,000	6
5,500	3		11,500	6
6,000	4		12,000	7
6,500	4		12,500	7

Population	Computers/Internet Devices		Population	Computers/Internet Devices
13,000	7		18,000	10
13,500	7		18,500	10
14,000	8		19,000	10
14,500	8		19,500	10
15,000	8		20,000	11
15,500	8		20,500	11
16,000	9		21,000	11
16,500	9		21,500	11
17,000	9		22,000	12
17,500	9		22,500	12

Wireless Internet Access

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

Quality Assurance Standards

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

Standards Implementation

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 PSLR 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

¹MUNICIPAL 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

¹MUNICIPAL 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

[1]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

[1]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

[1]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 <u>2020 Data</u> (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.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

	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.