

**EASTERN SHORES LIBRARY SYSTEM &
MID-WISCONSIN FEDERATED
LIBRARY SYSTEM
JOINT MERGER COMMITTEE
RECOMMENDATION REPORT**

JUNE 16, 2016

Recommendation

The Joint Merger Negotiation Committee of the Eastern Shores Library System (ESLS) and Mid-Wisconsin Federated Library System (MWFLS) voted on June 16, 2016 to recommend that the two systems merge together to become a new four county public library system effective January 1, 2017. The committee requests that the boards of both systems and the boards of county supervisors in the four counties of Dodge, Ozaukee, Sheboygan and Washington consider and approve a resolution supporting this merger. See Appendix I for an example of a potential resolution.

Background

After the Mid-Wisconsin Federated Library System engaged in an exploratory process in the second half of 2015 to identify potential system merger partners, the Eastern Shores Library System and Mid-Wisconsin Federated Library System began discussions in February of 2016 to determine the feasibility of a merger between the two systems. This process was led by a Joint Merger Negotiation Committee made up of six representatives from each system. WiLS (Wisconsin Library Services) was hired as a consultant to help develop the negotiation process and facilitate meetings of the committee. The Joint Merger Negotiation Committee was made up of the following individuals.

Eastern Shores Library System Representatives:

- Linda Bendix, Director, Frank L. Weyenberg Library of Mequon-Thiensville
- Amy Birtell, ESLS Director
- Garrett Erickson, Director, Mead Public Library (Sheboygan)
- Jim Hughes, ESLS Board President (Sheboygan County)
- Robert Nitsch, ESLS IT Specialist
- Steve Ruggieri, ESLS Board Member (Ozaukee County)

Mid-Wisconsin Federated Library System Representatives:

- Amy Becker, Director, West Bend Public Library
- Patrick Busch, MWFLS IT Director
- Michael Gelhausen, MWFLS Director
- Mark Hanson, MWFLS Board President (Dodge County)
- Bret Jaeger, Director, Waupun Public Library
- Margaret McFadden, MWFLS Board Member (Washington County)

On February 15, 2016, the systems directors and a board representative from each system met to discuss a roadmap for the negotiation process. The full Joint Merger Negotiation Committee first met on February 29th, in addition to the following dates: March 14th, March 28th, April 11th, April 25th, May 25th, June 2nd and June 13th.

The committee focused on key service and system topics that it determined needed to be addressed during this process. More detailed information, findings and agreement information about these topics can be found starting on Page 3. As the committee would come to agreements around a topic, the topic would be taken back by each system for discussion by each system's internal merger committees

to discuss the potential impact to their members, in addition to holding other discussions through other system communication with members or at other system committee meetings. These internal merger committees served as the bodies for discussion and decision-making within a system. This process is where various options related to a topic would be redeveloped to propose new compromises or changes until an agreement was reached that both the Joint Merger Negotiation Committee and internal system merger committees would support.

In addition to the committee meeting and decision-making process, other meetings were held to help inform the process. This includes a demonstration of Polaris, the shared catalog platform, for the MWFLS libraries. Also, the circulation committees from both systems met to find common ground among their policies and procedures to identify areas of agreement that would exist in the new system around circulation through the shared catalog.

Why is a merger being considered?

Particularly over the last five years, public library systems around Wisconsin have been experiencing the impact of reduced or flat system aid funding from the state while expenses continue to increase. Changes in system membership and less revenue have put both systems in the position of having to reduce staff and/or services. The result, to different degrees in both systems, has been a reduction in services to libraries.

The goal of this negotiation process was to determine the following:

1. If, due to an increased economy of scale and greater purchasing leverage with vendors, services could be provided at a similar or less expense to the system and member libraries.

And/or

2. Services would minimally be provided just as effectively, but preferably would be improved for both libraries and patrons.

Due to the differences in funding formulas and various policies and procedures, there were a number of challenges and ideas for the committee to consider and work through. Through continued discussion and compromise from both systems, the committee came to agreements about services they determined at the beginning of the process needed to be addressed to determine the feasibility of a merger.

There is still more to do related to operational decisions and new agreements to form the new system. This includes strategic planning to identify how the new system will lead and innovate moving forward, how the system will communicate and how it will continue to find opportunities to provide improved service as a four-county system. While not every service in the new system will bring the same benefits to each library, the sum equates to a significant gain in value in the services that can be provided as a merged system, specifically those the patrons value most.

The agreements the committee came to include recommendations about what services will be provided, how they will be provided, how services will be funded and how decisions about the services will be

made in a new system. Based on the agreements and compromises made during this process and resulting service recommendations, it is the determination of this committee that the merger of the two systems will:

1. Improve services to patrons through easier and more efficient access to more resources. The shared catalog will contain more than 1.1 million holdings (currently ESLS has more than 600,000 holdings and MWFLS has nearly 500,000).
2. Save libraries approximately \$98,000 cumulatively system fees being paid by member libraries for shared services.
3. Improve the sustainability of and in key areas improve system services to libraries.
 - Increase in in-system continuing education opportunities for library staff
 - Improved technology support and expertise
 - Maintaining the same levels of delivery service to each library, but funded fully by system aid

In the fall of 2015, as part of the MWFLS merger exploration process, libraries in both systems responded to a survey regarding the importance they place on system services provided to them and their satisfaction with those services. The services both systems placed the highest importance on were the shared catalog available to patrons, technology (both support and innovation) to libraries, delivery and a strong administration.

As noted in the three benefits listed above and documented in the following sections providing more detail about the areas of service agreements the committee reached during this process, the areas of improved services to libraries and patrons through this merger reflect the service areas the libraries in both systems indicate are most important to them.

Recommendation outcomes of services and topics addressed by the committee

The following are recommendations of service and system agreements, with additional details, the representatives from the two systems agreed on and used as a basis for determining its recommendation to the two system boards and four boards of county supervisors for the merger of the two systems. These form the basis of a system plan the committee recommends the new system board use for the operation of the system the first year, and beyond if the new board so chooses. The committee does recognize these are only recommendations to help the new board with its work of starting a newly merged system and that the new board will become the decision-making body for the operation of the new system.

System program budget, staffing, resource library agreement, library fees for shared services and merger expenses.

Agreement of service:

- The committee agreed on a proposed system program budget that was developed for a merged system, both the structure and allocations (See Appendix A).

- Also, the committee accepted the recommended staffing structure for the new system (See Appendix B).
- As part of the service plan the system will contract with a Resource Library, Mead Public Library (Sheboygan). The committee agrees to funding of the contract and the services (see Appendix C) Mead will provide for the contract.
- The committee approved a member library fee formula for shared services. The breakdown of these fees by library can be seen on Appendix D.
- Lastly, there will be one-time costs to merge the systems. The two systems currently have a combined \$330,000 in available reserve funds to fund these expenses, which are estimated to cost approximately \$240,000. The committee accepts these cost estimates (see Appendix E) as an indication there is sufficient funds to fund this merger and that, especially after the MWFLS headquarters is sold, the new system will begin with adequate reserves.

Considerations:

- The budget reflects the plan for services in the new system and these services fulfill the statutory requirements (see Appendix F).
- An additional delivery truck will be purchased through the Commission of Public Land Loans if the new System Board approves the use of loaned funds. The proposed budget includes loan payments to cover both vehicles, this new one and another previously purchased with a loan.
- Grants to libraries will be evaluated at a later date following completion of the merger process.
- The Resource Library contract total is \$100,000 of which 70% will spent on content and 30% will fund the staff support for this collection work.
- As previously noted the total fees to libraries will be \$98,000 less than they currently total in each system. It needs to be noted that not every library will see their total share of system fees be reduced, either due to the recommended formula change or a change in funds going to the libraries through grants, etc.
- When the MWFLS headquarters is sold, not only will the funds from the sale go into the system reserve fund, the new system will save approximately \$25,000 per year in ongoing expenses that has been put into the budget to maintain the facility while it's on the market. The most recent audit lists the building value at \$299,000.00.

Impact:

- This budget results in overall less fees to libraries and the system fully funding delivery and IT support.
- The gain in staffing levels, particularly in IT, provides opportunities to improve service to libraries.

Governance

Agreement of service: The library director advisory council in the system will work on a consensus governance model. When it is not possible or feasible to reach consensus, the council of directors will use a weighted voting model based on a reverse of state librarian certification levels, which are based on population. A Grade 1 library will have 3 votes, a Grade 2 library will have 2 votes and a Grade 3

library will have 1 votes (see Appendix D) for vote distribution information). A threshold of 75% of total votes will need to be reached for approval of an item, which will require the support of more than 50% of the libraries in the new system.

- Grade 1 certification is required at libraries with populations of 6,000 or more.
- Grade II certification is required at libraries with populations of 3,000-5,999.
- Grade III certification at libraries with populations of up to 2,999 persons.

Considerations: A number of different ideas were proposed for a voting structure in the new system. The challenge was to find compromise in the development of a new fee formula when the two system currently have significantly different models for determine cost shares of system fees. Due to the potential fiscal impact of decisions, libraries with a higher share of fees sought more weight in voting as a balance to the higher fee amount. Libraries with smaller populations, and often lower fees, wanted to ensure their voice is still equally heard and that just a few libraries would not be controlling decisions. This is certainly the area that all libraries had to compromise to find a solution most can support.

A new board will be selected for the new system. The representation will be allocated among the counties based on population:

- Washington County – 5
- Sheboygan County – 4
- Dodge County – 3
- Ozaukee County – 3

Per WI state statute Chapter 43, system board members shall be nominated by the county executive in each county in the system, or by the county board chairperson in a county without a county executive, and approved by each county board in the system. Each county board may appoint one county board member to the system board. The public library board governing the designated resource library shall have at least one member on the system board. The remaining system board members shall include such representatives of the library boards governing public libraries of participating municipalities and counties and public members appointed from the counties at large as the county board determines.

Impact: While both systems have typically been able to handle the majority of their decision-making through consensus, the switch to a weighted voting system with a 75% threshold for passing an item will be new for both systems. This will be something the new system will need to monitor to determine how it is working for them.

Integrated Library System (ILS – shared library catalog)

Agreement of service: Based on the information reviewed and the demonstration of the ILS platform to MWFLS libraries, the committee unanimously agreed that the shared catalog platform in the new system will be the Polaris system currently used in ESLS. This was agreed upon with the conditions that sufficient and timely training is provided to MWFLS libraries, including organizing it so MWFLS libraries can shadow ESLS libraries, and that the migration is completed by December 1, 2016.

Considerations:

- While the determination has been made for the shared catalog in the new system to be Polaris, libraries in both systems indicated a desire for the new system to explore next generation platforms in the future.
- See Appendix G for information about cataloging in the new system.
- The two circulation committees met and identified that most libraries share similar circulation policies. It was agreed that in the new systems circulation policies would try to be standardized, but that current policies at libraries, including loan periods, will be allowed to exist as they currently are at member libraries.
- The system will use the local holds feature.

Impact: The biggest impact will be to the patrons in the four counties. As noted earlier in the report, the combination of the catalogs will provide patrons with significantly more resources at their disposal. The next biggest impact will be to the MWFLS libraries. MWFLS libraries and patrons have went through a couple of ILS and resources sharing changes the past few years. ILS changes are significant to libraries with a migration to a new platform.

Technology

Agreement of service: The system will provide technology services and support as detailed in Appendix H.

Considerations: The new system technology team will work with each library to determine additional technology products and services, such as virus protection, etc., each library will want and will provide libraries with alternatives and fees for their share of any coordinated technology product they choose to get from the system.

Impact: While there may be little impact for a handful of libraries, depending on how much technology support they handle themselves, this is an area of service where improvements could have a significant impact for libraries and the services they provide patrons.

- Currently MWFLS employs a full-time employee with duties split up between being the IT Director and ILS Administrator and ESLS employs a full-time employee that is a dedicated IT Specialist. In the proposed staffing model for the new system, these positions exist as two full-time staff dedicated to IT.
- In addition, the proposed model and budget also calls for a third IT staff person. This person may not be hired until needs are identified in the new system.
- Lastly, there is \$20,000 allocated through state aid for research and development for technology in the proposed 2017 budget.

Delivery

Agreement of service: The committee unanimously approved that delivery be a system run service with two routes providing delivery five days a week, daily sorting for the next day's deliveries, holds pulled by

each library at least once a day and arranged delivery for interlibrary loans through the Wisconsin Libraries' Delivery Network as currently provided by the South Central Library System. The system will perform a study of delivery after 18 months to determine if there is any potential need for a third route and to do a comparison of costs between system run services versus contracting with a private courier. Following this study, the service should be studied every 5 years or less.

Considerations:

- The system will need a second garage location for the second van and route. This will be located in the West Bend area. It was recommended that any lease for this space be short enough to allow flexibility should the system need to make changes after a service study.
- The two-route configuration will have one route run from the system headquarters in Sheboygan and will serve Ozaukee and Sheboygan libraries and the second route from the second garage serving Dodge and Washington counties.
- Due to the uncertainty regarding delivery volume after the catalogs are merged, the new board and staff will need to monitor route capacity to determine if a third route needs to be considered before a delivery service study is done at 18 months.
- Sorting of outgoing materials will be organized to be flexible to allow each library to sort within available library space.
- The system will work with the hold sequence to balance loads for libraries to best manage costs at the libraries for staff time handling incoming and outgoing delivery.

Impact: The result will be more access to resources through an expanded shared catalog. This will increase delivery volume; however, it is not possible to predict this with any certain accuracy. This increase in volume will be due to patrons finding more resources with the expanded catalog.

Headquarters

Agreement of service: This topic was originally discussed at the February 29th meeting. At the March 14, 2016 meeting of the Joint Merger Negotiation Committee, MWFLS presented that they recommend the headquarters for the new system be in Sheboygan at the current ESLS headquarters. They also recommended that the new system would use the remainder of the lease to do an in-depth study as to the future need for a headquarters including location, space needs, staffing, system services and delivery option. After more discussion at the March 28th meeting, the recommendation was unanimously approved by the committee at the April 11, 2016 meeting.

Considerations: The current ESLS headquarters lease has an exit clause that would require the system to pay the building owner all the rent owed through the remainder of the 7-year lease. This currently would cost approximately \$280,000. This exit clause is the main reason the committee determined the new system would need to be headquartered at ESLS's current location. The current MWFLS facility, which is owned and paid for in full by MWFLS, will be put up for sale upon the agreement to merge being completed. The funds from this sale will become part of the new system's reserve budget.

Impact: Sheboygan is not a central location for the four counties and will be located at the far northeast point of the new system. While this is not ideal, it is something that can be managed until it is feasible

for the new system to consider a more central location. A new, central location will have the positive impact of balancing out distances between member libraries and the system headquarters, allow for a search to seek a space with a larger meeting room to accommodate the larger system and increased attendance at meetings, and centralize delivery to be done out of one location, which will increase both service efficiency and service transit time within the system.

Continuing Education

Agreement of service: The new system will continue a relationship with Southeast Wisconsin Consortia for continuing education for library personnel and board members. The Bridges Library System, SEWI Consortia coordinators, will work with the new system to provide CE in our boundaries. This will allow more library personnel to take advantage of continuing education within a reasonable distance. Continuing Education and consulting has \$18,000 allocated for workshops and courses for system library members.

Consulting

Agreement of service: The committee did not discuss consulting as a key topic for determining the feasibility of a merger other than to discuss that consulting services will be provided by the new system to fulfill statutory requirements. Consulting services and expertise outside of those required will be provided according to the abilities of the new system staff and their area of expertise.

Implementation process and timeline

The Joint Merger Negotiation team recommends that the ESLS and MWFLS boards approve the creation of an implementation board to be established in July 2016. This board would be empowered by both system boards with decision-making authority to approve necessary actions for the formation of the new system, including, but not limited to, the creation of new system board bylaws, the creation of an employee handbook and other new system decisions. This implementation board would be in effect from July 2016, through December 31, 2016 or the formation of a new system board, whichever occurs sooner.

The following is a draft of timeline projections for completing the merger process.

June

- June 27th - ESLS system board votes on committee recommendation to merge systems.
- June 28th - MWFLS system board votes on committee recommendation to merge systems.

July

- Begin presentations to county supervisors
- Meet with network vendor to plan the network changes
- Talk to Bob Fish about purchasing another truck
- Send Purchase order to Polaris. Schedule migration and Go Live date
- Create EasiCat agreement/fee structure out to all libraries and their boards for approval

- Create new system membership documents for member libraries to sign and approve
- Naming contest
- New System Board constructed.
- Contact South Central for arranging delivery in December

August

- Continue to meet with Supervisors for approval of merger
- Joint circulation committee created: circulation policy
- Member library Boards reviewing/voting to approve membership agreements
- Begin process of obtaining a new name
- Computers updated to handle Polaris, etc.
- Migration work begins/ Authority Control upload
- Put building on the market (Once Dodge and Washington Counties have approved plan)

September

- Computers updated
- File paperwork with Commission of Public Lands for funds to purchase new delivery truck.?
- Member library Boards reviewing/voting to approve membership agreements
- Begin designing logo
- Begin Polaris training once training server is set up/established
- Order new truck due to system in November.
- Develop press release announcing the formation of the newly merged system.

October

- Board approves new member agreements with updates of additional county and new name
- Hiring of three delivery drivers for new route
- October 15, 2016 System Plan to DPI
- Board approves contract for Storage Bay for Delivery truck

November

- Purchase a new truck

December

- Go Live
- Begin Delivery
- Receive State payment for new system

January 2017

Network migration complete

Appendix A

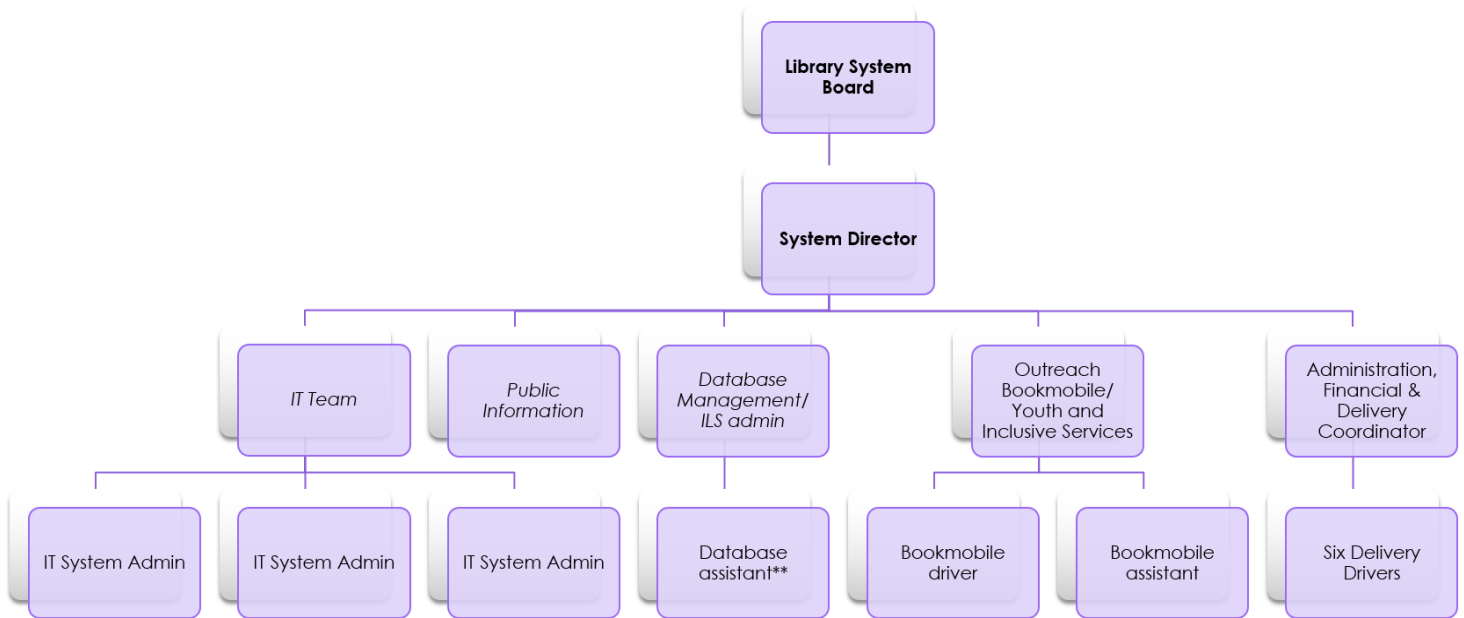
The following is the proposed 2017 program expenditure budget for the new system followed by the revenue budget.

PROGRAM BUDGET FOR 2017			
ACCT. #	DESCRIPTION	Total	Budget Narrative
0.01	ADMINISTRATIVE SALARY	\$ 67,936.00	1 FTE
0.02	PROGRAM STAFF SALARIES	\$ 471,382.43	8.95 FTE
0.05	SICK LEAVE	\$ 9,087.00	Sick leave
0.06	FICA	\$ 32,382.00	FICA
0.07	WRF	\$ 26,905.00	Wisconsin retirement
0.08	LIFE	\$ 793.00	Life insurance
0.09	HEALTH/DENTAL	\$ 131,711.00	Health/dental ins
0.10	WORKERS COMPENSATION	\$ 3,139.00	Worker's comp
0.11	UNEMPLOYMENT	\$ 500.00	Unemployment
0.12	LIBRARY MATERIALS	\$ 85,429.30	Delivery Bins/Cataloging materials/ WPLC
0.13	PAYMENTS TO MEMBERS	\$ -	See County funding spreadsheets
0.14	CONTRACT SERVICES	\$ 200,400.00	WisCat Subscriptions/Resource Library/computer-network licenses/ Polaris
0.15	ACCOUNTING/AUDIT	\$ 8,000.00	Audit expense
0.16	PROFESSIONAL SERVICES	\$ 100,320.00	South Central Delivery/OCLC/Backstage Authority Control/ WiLS/Bluehost/EAP/ attorney/DOT
0.17	BANK FEES	\$ 500.00	Wire fees
0.18	OFFICE EQUIPMENT RENTAL	\$ 3,180.00	Postage machine/copier
0.19	VEHICLE MAINTENANCE	\$ 6,000.00	Penske maintenance contract for two delivery trucks
0.20	VEHICLE FUEL	\$ 20,000.00	Fuel for delivery trucks
0.21	OFFICE EQUIPMENT MAINT.	\$ -	
0.22	COMPUTER EQUIPMENT MAINT.	\$ 28,855.09	System computer/network maintenance
0.23	PROFESSIONAL DUES	\$ 3,000.00	Dues for system staff/SRLAAW/IUG
0.24	CONFERENCES AND CONT. ED.	\$ 18,500.00	C.E. for member libraries
0.25	WORKSHOPS	\$ 5,000.00	C.E. for system staff
0.26	TRAVEL	\$ 17,150.00	Mileage and travel expenses
0.27	ADVERTISING/DISPLAYS	\$ -	
0.28	PRINTING SUPPLIES	\$ 1,000.00	Printing cost
0.29	OFFICE SUPPLIES	\$ 3,900.00	Toilet paper, cases of paper, post it notes, pens, pencils, etc.
0.30	POSTAGE	\$ 585.00	Postage
0.31	INSURANCE	\$ 5,575.48	Insurance for building and equipment/vehicles/Data equipment/hired auto
0.32	OFFICE RENT	\$ 43,265.00	Lease of building and additional bay for delivery truck
0.33	TELEPHONE	\$ 2,070.00	Telephone
0.34	ELECTRICITY	\$ 8,819.00	Electricity
0.35	GAS	\$ 2,678.00	Gas
0.36	WATER/SEWER	\$ 299.00	Water/Sewer
0.37	CLEANING/MAINTENANCE	\$ 2,326.00	Cleaning/maintenance
0.38	GARBAGE/RECYCLING	\$ 1,008.00	Garbage/recycling
0.39	MWFLS BUILDING UPKEEP	\$25,000	
0.40	CAPITAL EXPENSES		
0.41	OFFICE FURNITURE/EQUIP		
0.42	OFFICE AUTOMATION	\$ 20,000.00	ILS reserve fund
0.43	BUILDING CAPITAL EXPENSE		
0.44	VEHICLE CAPITAL EXPENSE	\$ 25,000.00	Loan payment for two delivery trucks
0.45	SYSTEM AUTOMATION PROJECTS		
0.46	TOTAL CAPITAL EXPENSES		
0.47	SPECIAL PROJECT EXPENSES-LSTA	\$ 25,000.00	LSTA
0.48	SPECIAL PROJECT EXPENSES-NonLSTA		
	TOTAL	\$ 1,406,695	

System Revenue for 2017		
Acct. #	Description	Total
401	LSTA Grants	\$ 25,000
402	State of Wisconsin System Aid	\$ 1,069,766
409	Library payments for shared services	
	OCLC	\$ 64,000
	Overdrive	\$ 83,929
	ILS admin	\$ 50,000
	ILS	\$ 94,000
	ILS Upgrade	\$ 20,000
		\$ 1,406,695

Appendix B

The following shows the recommended staffing organizational chart in the new system followed by brief position descriptions.



System Director

Responsible for the administration and management of the Library System subject to the policies of the System Board and State Statutes

Information Technology System Administration

Responsible for administration of the system's technology and ILS platform, and serve as the technical advisor and liaison with libraries within the system.

Database Management/ILS

Responsible for the administration of the shared library automation system for the participating libraries, monitors and manages the integrity of the shared library automation bibliographic database, catalogs, and classifies all types of library materials for the system, bookmobile and member libraries, monitors and manages the digitization program, and serves as interlibrary loan services coordinator for the system.

Database Assistant ***

Responsible for assisting in managing the integrity of the shared library automation bibliographic database for the system, bookmobile and member libraries.

Outreach Bookmobile Librarian and Inclusive Services Librarian

Responsible for serving Sheboygan and Ozaukee County residents by means of a bookmobile. Responsible for the administration of youth and special needs as required by the State Statutes for the system.

Admin/Delivery/Finance Coordinator

Responsible for the administration of the System office, management of System funds, and the coordination of business and personnel department functions. Responsible for operating delivery service among member libraries, maintains records of the service and maintains delivery vehicle.

Public Information Designer

Responsible for designing and producing art and copy layouts to promote the understanding and use of public library and system services. Utilize designs for visual communications media such as brochures, bookmarks, signs, electronic media and packaging.

Appendix C

The following information provides more details about the collection development being done as part of the Resource Library contract.

In-Demand Collection

Mead Public Library will implement an “in-demand” collection on behalf of the new system, contingent on agreement and implementation of “local holds first” policy. The amount of money allocated for the “in-demand” collection will be prorated based on the start date of local holds policy.

Process

The new system will allocate funds to Mead Public Library, its Resource Library, as part of their Resource Library contract to purchase In Demand items to be shared by all system libraries. Using ratio reports, Mead staff will select, order, catalog, link, and processes In Demand items. They are identifiable via a unique barcode range as well as a colored label-lock. Once there are no more holds on a title, the in demand copies are returned to Mead. Mead keeps some copies and distributes the rest to the system libraries.

Member libraries also agree to adhere to member purchasing obligations.

Monies will be divided by collection percentage (physical material accounts for 70% of the Resource Library Contracted amount):

Nonfiction: 30% (includes reference)

Fiction: 35%

E-content: 15%

Books on CD/Playaways: 2%

Music CD's: 3%

DVD's: 15%

Current In Demand Purchasing Formulas

Print: Nonfiction 1 copy/6 holds; Fiction 1/7 holds

Not to exceed 30 copies

Books on CD/Playaways: 1 copy/10 holds

Not to exceed 10 Copies

Music CD:1 copy/10 holds

Not to exceed 10 copies

DVD: 1 copy/20 holds

Not to exceed 5 copies

Exceptions may be made due to high demand titles.

Appendix D

Recommended 2017 system fees to libraries for shared services and voting allocations both for libraries and total votes for shared service.

Note: these fees are based on current prices provided to ESLs.

	Population	Pop %	Econtent	OCLC	ILS	ILS replace	ILS admin	Total	Paid 2016	Difference	Votes
Sheboygan	48,897	0.173	\$ 13,956.90	\$ 3,047.64	\$ 4,522.68	\$ 952.20	\$ 2,385.00	\$ 24,864.42	\$ 16,152.00	\$ 8,712.42	3
West Bend	31,531	0.112	\$ 9,000.04	\$ 3,047.64	\$ 4,522.68	\$ 952.20	\$ 2,385.00	\$ 19,907.56	\$ 34,128.00	\$ (14,220.44)	3
Beaver Dam	16,572	0.059	\$ 4,730.22	\$ 3,047.64				\$ 7,777.86	\$ 10,013.00	\$ (2,235.14)	3
Mequon	26,609	0.094	\$ 7,595.13	\$ 3,047.64	\$ 4,522.68	\$ 952.20	\$ 2,385.00	\$ 18,502.65	\$ 16,669.00	\$ 1,833.65	3
Germantown	19,891	0.071	\$ 5,677.58	\$ 3,047.64	\$ 4,522.68	\$ 952.20	\$ 2,385.00	\$ 16,585.10	\$ 22,362.00	\$ (5,776.90)	3
Grafton	15,592	0.055	\$ 4,450.50	\$ 3,047.64	\$ 4,522.68	\$ 952.20	\$ 2,385.00	\$ 15,358.02	\$ 14,945.00	\$ 413.02	3
Hartford	14,320	0.051	\$ 4,087.42	\$ 3,047.64	\$ 4,522.68	\$ 952.20	\$ 2,385.00	\$ 14,994.94	\$ 20,697.00	\$ (5,702.06)	3
Waupun	8,502	0.030	\$ 2,426.77	\$ 3,047.64	\$ 4,522.68	\$ 952.20	\$ 2,385.00	\$ 13,334.29	\$ 13,139.00	\$ 195.29	3
Cedarburg	11,479	0.041	\$ 3,276.50	\$ 3,047.64	\$ 4,522.68	\$ 952.20	\$ 2,385.00	\$ 14,184.02	\$ 15,576.00	\$ (1,391.98)	3
Pt Washington	11,439	0.041	\$ 3,265.09	\$ 3,047.64	\$ 4,522.68	\$ 952.20	\$ 2,385.00	\$ 14,172.61	\$ 15,328.00	\$ (1,155.39)	3
Plymouth	8,428	0.030	\$ 2,405.64	\$ 3,047.64	\$ 4,522.68	\$ 952.20	\$ 2,385.00	\$ 13,313.16	\$ 14,945.00	\$ (1,631.84)	3
Sheboygan Falls	7,861	0.028	\$ 2,243.80	\$ 3,047.64	\$ 4,522.68	\$ 952.20	\$ 2,385.00	\$ 13,151.32	\$ 14,945.00	\$ (1,793.68)	3
Random Lake	5,423	0.019	\$ 1,547.91	\$ 2,031.76	\$ 3,015.12	\$ 634.80	\$ 1,590.00	\$ 8,819.59	\$ 13,597.00	\$ (4,777.41)	2
Slinger	5,140	0.018	\$ 1,467.13	\$ 2,031.76	\$ 3,015.12	\$ 634.80	\$ 1,590.00	\$ 8,738.81	\$ 10,234.00	\$ (1,495.19)	2
Mayville	5,109	0.018	\$ 1,458.29	\$ 2,031.76	\$ 3,015.12	\$ 634.80	\$ 1,590.00	\$ 8,729.97	\$ 9,162.00	\$ (432.03)	2
Saukville	4,466	0.016	\$ 1,274.75	\$ 2,031.76	\$ 3,015.12	\$ 634.80	\$ 1,590.00	\$ 8,546.43	\$ 13,597.00	\$ (5,050.57)	2
Kewaskum	4,015	0.014	\$ 1,146.02	\$ 2,031.76	\$ 3,015.12	\$ 634.80	\$ 1,590.00	\$ 8,417.70	\$ 8,264.00	\$ 153.70	2
Horicon	3,696	0.013	\$ 1,054.97	\$ 2,031.76	\$ 3,015.12	\$ 634.80	\$ 1,590.00	\$ 8,326.65	\$ 8,792.00	\$ (465.35)	2
Oostburg	2,921	0.010	\$ 833.75	\$ 1,015.88	\$ 1,507.56	\$ 317.40	\$ 795.00	\$ 4,469.59	\$ 12,249.00	\$ (7,779.41)	1
Juneau	2,736	0.010	\$ 780.95	\$ 1,015.88	\$ 1,507.56	\$ 317.40	\$ 795.00	\$ 4,416.79	\$ 8,038.00	\$ (3,621.21)	1
Hustisford	2,499	0.009	\$ 713.30	\$ 1,015.88	\$ 1,507.56	\$ 317.40	\$ 795.00	\$ 4,349.14	\$ 7,418.00	\$ (3,068.86)	1
Lomira	2,431	0.009	\$ 693.89	\$ 1,015.88	\$ 1,507.56	\$ 317.40	\$ 795.00	\$ 4,329.73	\$ 6,609.00	\$ (2,279.27)	1
Theresa	2,333	0.008	\$ 665.92	\$ 1,015.88	\$ 1,507.56	\$ 317.40	\$ 795.00	\$ 4,301.76	\$ 6,407.00	\$ (2,105.24)	1
Kohler	2,117	0.008	\$ 604.27	\$ 1,015.88	\$ 1,507.56	\$ 317.40	\$ 795.00	\$ 4,240.11	\$ 12,249.00	\$ (8,008.89)	1
Cedar Grove	2,102	0.007	\$ 599.98	\$ 1,015.88	\$ 1,507.56	\$ 317.40	\$ 795.00	\$ 4,235.82	\$ 12,249.00	\$ (8,013.18)	1
Fox Lake	1,507	0.005	\$ 430.15	\$ 1,015.88	\$ 1,507.56	\$ 317.40	\$ 795.00	\$ 4,065.99	\$ 5,897.00	\$ (1,831.01)	1
Elkhart Lake	955	0.003	\$ 272.59	\$ 1,015.88	\$ 1,507.56	\$ 317.40	\$ 795.00	\$ 3,908.43	\$ 12,249.00	\$ (8,340.57)	1
Iron Ridge	933	0.003	\$ 266.31	\$ 1,015.88	\$ 1,507.56	\$ 317.40	\$ 795.00	\$ 3,902.15	\$ 6,129.00	\$ (2,226.85)	1
Reeseville	708	0.003	\$ 202.09	\$ 1,015.88	\$ 1,507.56	\$ 317.40	\$ 795.00	\$ 3,837.93	\$ 5,342.00	\$ (1,504.07)	1
Brownsville	584	0.002	\$ 166.69	\$ 1,015.88	\$ 1,507.56	\$ 317.40	\$ 795.00	\$ 3,802.53	\$ 6,493.00	\$ (2,690.47)	1
Lowell	336	0.001	\$ 95.91	\$ 1,015.88	\$ 1,507.56	\$ 317.40	\$ 795.00	\$ 3,731.75	\$ 4,962.00	\$ (1,230.25)	1
Book Mobile	4808	0.017	\$ 1,372.37	\$ 2,031.76	\$ 3,015.12	\$ 634.80	\$ 1,590.00	\$ 8,644.05	\$ 12,897.00	\$ (4,252.95)	2
LakeLand College	6016	0.021	\$ 1,717.17		\$ 4,522.68	\$ 952.20	\$ 2,385.00	\$ 9,577.05	\$ 16,166.00	\$ (6,588.95)	3
TOTALS			\$ 80,480.00	\$ 64,000.44	\$ 94,976.28	\$ 19,996.20	\$ 50,085.00	\$ 309,537.92	\$ 407,899.00	\$ (98,361.08)	66
	281956		65 votes	63 votes	62 votes	62 votes	62 votes				

Appendix E

The following are the expected one-time estimated expenses to combine the two systems and the reserves available in each system to fund these costs.

Merger Budget - one time expenses to combine systems			
	ESLS	MWFLS	Total
Polaris - Data Services Migration		\$ 58,975.00	\$ 58,975.00
Polaris Staff CALs -120 licenses		\$ 81,000.00	\$ 81,000.00
Microsoft CALs - 120 licenses		\$ 1,080.00	\$ 1,080.00
Simply Reports - 7 licenses		\$ 3,150.00	\$ 3,150.00
Training onsite & Polaris travel		\$ 8,600.00	\$ 8,600.00
Backstage Authority Control		\$ 15,000.00	\$ 15,000.00
Polaris Social	\$ 12,076.00	\$ 10,299.64	\$ 22,375.64
Polaris Outreach	\$ 1,080.00	\$ 921.00	\$ 2,001.00
Polaris Leap	\$ 13,607.00	\$ 11,606.00	\$ 25,213.00
Relocation			
EnvisionWare E commerce	\$ 6,355.10	\$ 5,984.90	\$ 12,340.00
Legal/Auditor	\$ 3,400.00	\$ 3,200.00	\$ 6,600.00
Deposit on truck rental space	\$ 1,030.00	\$ 970.00	\$ 2,000.00
Logo/new name	\$ 1,030.00	\$ 970.00	\$ 2,000.00
Total	\$ 38,578	\$ 201,756.54	\$ 240,334.64

Reserves for merged system			
	ESLS	MWFLS	
State Aid*	\$ 397,370.15		
Bookmobile Automation *	\$ 8,354.31		
Vehicle replacement*	\$ 7,795.47		
Automation Reserve	\$ 17,897.85		
Contingency Fund*	\$ 70,116.48		
Sick Leave *	\$ 29,285.86		
EasiCat Upgrade	\$ 47,700.74		
Bookmobile replacement reserve*	\$ 47,055.91		
General*		\$446,452.65	
Future ILS Purchase		\$90,611.79	
Library Replacement Fund		\$173,876.56	
Grand total	\$ 625,576.77	\$710,941.00	\$ 1,336,517.77
Available funds for merger expense	\$ 65,598.59	\$264,488.35	\$ 330,086.94
MWFLS as of 09/15/15			
* = ESLS Monies unavailable for merger expenses			
As of May 2016			

Appendix F

WI State Statute Chapter 43 requirements of library system services or agreements

- Backup reference, information and interlibrary loan services from the system resource library, including the development of and access to specialized collections, as evidenced by a written agreement with that library.
- Referral or routing of reference and interlibrary loan requests from libraries within the system to libraries within and outside the system.
- In-service training for participating public library personnel and trustees.
- Electronic delivery of information and physical delivery of library materials to participating libraries.
- Service agreements with all adjacent library systems.
- Professional consultant services to participating public libraries.
- Any other service programs designed to meet the needs of participating public libraries and the residents of the system area, as determined by the public library system board after consultation with participating public libraries.
- Promotion and facilitation of library service to users with special needs.
- Cooperation and continuous planning with other types of libraries in the system area, which results in agreements with those libraries for the appropriate sharing of library resources to benefit the clientele of all libraries in the system area.
- Planning with the division and with participating public libraries and other types of libraries in the area in regard to library technology and the sharing of resources. By January 1, 2000, and by every 5th January 1 thereafter, the public library system shall submit to the division a written plan for library technology and the sharing of resources.

Appendix G

The following is information related to how cataloging will be handled in the new system.

1. How will be original and copy cataloging handled? Is this all centrally done or are libraries responsible?

Original cataloging will be handled by the system's cataloging/ILL librarian, though member library staff may enter a brief record by filling in a template, so they do not need to wait to start circulating the material.

Copy cataloging is a mix. Member libraries first search EasiCat and then search OCLC via a Z39.50 link within Polaris if there is no already existing match. If a match is found in OCLC, they click the save button, and the record is in EasiCat for their use. Member libraries are fully responsible for and in control of their holdings records.

Member libraries are more responsible for verifying initial copy catalog records information – checking titles and number of discs and whether applicable series are present. There will be at least one annual cataloging meeting and refresher training for member library cataloging staff. Final cleanup and overall database maintenance and standardization will continue to be centralized with the cataloging/ILL librarian.

2. Who works on authorities and cleanup efforts?

Backstage will be used for outsourced authority control. The system's cataloging/ILL librarian will be responsible for that processing as well as any other authority and cleanup efforts – though feedback and head's ups from member libraries of areas that need attention or priority will **always** be welcomed and encouraged.

Appendix H

The following covers the IT support that can be provided by the system.

Technology services from NEW-SYSTEM are provided by two full-time technology professionals.

NOTE: ** items that are being worked on and intend to provide in the new system.

PC Support

NEW-SYSTEM offers “cradle to grave” PC support, managing all aspects of both the staff and patron PCs located in member libraries.

- ✓ **Purchasing**—NEW-SYSTEM coordinates the purchases of PCs through Dell and handles all aspects of the ordering and receiving process. **NEW-SYSTEM provides inventory reports of supported PCs which include PC age, model, windows version, etc.
- ✓ **Installation**—NEW-SYSTEM preps and installs each library computer for our member libraries, including a transfer of data from the old PC to the new one, saving significant library staff time.
- ✓ **Repair & Warranties**—NEW-SYSTEM coordinates warranty repair work for PCs under warranty, and repairs PCs for cost of parts for PCs out of warranty.
- ✓ **Peripherals**—NEW-SYSTEM researches network printers, spine label and receipt printers, as well as barcode scanners for member libraries, recommending optimal models. NEW-SYSTEM also installs the appropriate software on NEW-SYSTEM-supported PCs.
- ✓ **Help Desk**—NEW-SYSTEM offers a Help Desk staffed 8:00 a.m. to 4:00 p.m. weekdays, with additional pager support provided during all other library hours. The Help Desk can remote into any NEW-SYSTEM network computer and fix most issues at the time of any call. If the problem cannot be rectified remotely, NEW-SYSTEM will arrange the transportation of the PC back to NEW-SYSTEM headquarters for repair.
- ✓ **Centralized antivirus service**—NEW-SYSTEM maintains a central antivirus service which automatically updates all network clients. The annual cost of the antivirus software is a pass through expense that is dependent on the number of PC's.
- ✓ **Microsoft Office**—Through our Microsoft Office 365 agreement, we're able to offer the full Microsoft Office Professional Suite on every patron and staff computer. NEW-SYSTEM maintains all aspects of the licensing, upgrade and maintenance of the software as well.
- ✓ **Software updates**—NEW-SYSTEM provides automatic updates for Staff and Patron PC software, including updates to the operating system, web browsers, applications specific to the shared ILS, and add-ons such as Flash, Java, Adobe Reader, and Silverlight. Firefox browser.
- ✓ **Patron PC expertise including PC locking software**—NEW-SYSTEM has extensive experience maintaining PCs for public (patron) use. Each PC is securely locked down, while making sure that all patron data is secure and removed after each use. NEW-SYSTEM also purchases proprietary PC locking software, that is a pass through expense that is dependent on the number of PC's.
- ✓ **PC Time Management software** (optional service)—NEW-SYSTEM provides installation, configuration, and support for PC Time Management software (“EnvisionWare”) for public PCs. This is a purchase that the library is responsible for.

- ✓ **Technology planning and consulting**—NEW-SYSTEM staff can provide libraries assistance with a wide range of technology planning, from “What printer should I buy?” to “What will we need for cabling in our new building?”

Network Support

- ✓ **Subsidized TEACH lines and WiscNet membership**—Each library benefits from a BadgerNet TEACH internet connection to their library (costs included in membership). In addition, NEW-SYSTEM and its member libraries have collective membership in the WiscNet consortium, our Internet Service Provider. NEW-SYSTEM Technology staff serve as the primary contacts for both BadgerNet and WiscNet and support the network technologies on the libraries’ behalf.
- ✓ **Firewall**— Outsource vendor (**NEW-SYSTEM) maintains and supports a firewall on behalf of member libraries and their supported PCs.
- ✓ ****Standardized network equipment**—Each library and branch supported by NEW-SYSTEM utilizes switches and routers maintained by outsourced vendor (**NEW-SYSTEM).
- ✓ ****Windows Active Directory environment**—NEW-SYSTEM maintains a complex Windows environment, connecting all member library PCs to a centralized network.
- ✓ ****Inventory of spare Network hardware**—NEW-SYSTEM maintains a complete inventory of all switches and routers, and can swap out any defective piece of equipment in a matter of hours.

Web Hosting

NEW-SYSTEM provides web hosting through a third party vendor and assist in support of libraries web pages. The costs of the third party hosting will be passed through to the libraries.

Email and mailing lists

NEW-SYSTEM provides the Office365 web-based e-mail and calendaring solution at no cost for all member libraries, along with a mailing list service for library staff.

Wireless support

NEW-SYSTEM supports an enterprise-grade wireless service for our members. Monthly statistical reports of wireless activity are delivered via email, and the service includes multiple signals for patrons, staff, and library owned devices.

Database Authentication

NEW-SYSTEM provides authentication for databases that libraries subscribe to through WILS. Vendor requirements and NEW-SYSTEM staff availability will determine authentication set up time and NEW-SYSTEM may reject databases with requirements that will cause technical difficulties.

Technology Lending

NEW-SYSTEM will lend technology devices as available. A listing of these devices will be sent out each year.

Appendix I

The following is an example of a potential resolution.

{INSERT COUNTY NAME} COUNTY RESOLUTION NO. _____ (2016/17)

Re: **Approving Merger of {Eastern Shores Library System with Mid-Wisconsin Federated Library System OR Mid-Wisconsin Federated Library System with Eastern Shores Library System}**

WHEREAS, {Sheboygan County and Ozaukee County OR Dodge County and Washington County} have partnered to establish a federated public library system known as the {Eastern Shores Library System or Mid-Wisconsin Federated Library System} pursuant to Wis. Stat. § 43.15(4), and

WHEREAS, Eastern Shores Library System board has been approached by the Mid-Wisconsin Federated Library System board, the federated library system serving Dodge and Washington Counties, which proposed a merger of the two systems, and

WHEREAS each system board appointed representatives to a Joint Merger Negotiation Committee which evaluated the potential benefits or pitfalls of a merger, and the Committee recommended a merger of the systems, and

WHEREAS, the {Eastern Shores Library System or Mid-Wisconsin Federated Library System} board has determined that a merger is in the best interests of both systems and is requesting County approval, a copy of which request is on file with the County Clerk, and

WHEREAS, approval is required of all County Boards impacted by the proposed merger;

NOW, THEREFORE, BE IT RESOLVED that the {INSERT COUNTY NAME} County Board gives its approval to the merger of the **{Eastern Shores Library System with Mid-Wisconsin Federated Library System OR Mid-Wisconsin Federated Library System with Eastern Shores Library System}** pursuant to the terms of the proposed Merger Agreement, a copy of which is on file with the Clerk.

BE IT FURTHER RESOLVED that the County Clerk is directed to submit certified copies of this Resolution to the Eastern Shores Library System and Mid-Wisconsin Federated Library System and such other entities as may be necessary to effectuate the merger.

Dated this {DATE} day of {MONTH}, 2016.

EXECUTIVE COMMITTEE

Opposed to Introduction:
