Jefferson County Library Service

Mailing Address: Dwight Foster Public Library
209 Merchants Avenue
Fort Atkinson, WI 53538
(920) 563-7790

Jefferson County Library Board Meeting

Date and Time: November 13 at 5:00 p.m.
Location: Dwight Foster Public Library or via Zoom
https://us02web.zoom.us/j/9126401701?omn=84346659106
Meeting ID: 912 640 1701

Agenda

1. Call to order and introductions
2. Approval of minutes of the July 24, 2024 meeting (Action)
3. Comments from the public
4. Correspondence
5. Administrator's report – Minetta Lippert
6. Report from Library System Representative – Art Biermeier
7. Report from Library System Director – Karol Kennedy
8. Unfinished Business
   A. Draft of Jefferson County Library Service Plan for 2025-2029 (Action)
9. New Business
   A. Report on 2025 Jefferson County budget (Discussion)
   B. Review and update Jefferson County Library Service Guidelines (Action)
10. Reports from County libraries
11. Adjournment

Link to Per Diem for this meeting

If you have special needs or circumstances which may make communication or accessibility difficult at the meeting, please call (920) 563-7790 at least three (3) days prior to the meeting date. Accommodations will, to the fullest extent possible, be made available on request by a person with a disability.

Jefferson County Library Service Board
Minutes from July 24, 2024 Meeting

Board members present: Art Biermeier, Amanda Golson, Greg Haasch, and Tim Semo

Board members absent: Brian Henning and Richard Moulding

Others Present: Karol Kennedy, Bridges Library System Director; Minetta Lippert, Dwight Foster Public Library Director; Kelli Mountford, Karl Junginger Memorial Library Director; Jodi Kessel Szpiszar, Johnson Creek Public Library Director; Melissa Anderson, Jefferson Public Library Director; Diane Jaroch, Irvin L. Young Memorial Library Director

Call to order: The meeting was called to order at 5:00 p.m. by Board President Tim Semo.

Approval of Minutes of the March 6, 2024 meeting: Motion to approve the minutes as presented was made by Art Biermeier. Seconded by Greg Haasch. Approved unanimously.

Comments from the Public: None

Correspondence: None

Administrator's Report – Minetta Lippert: Minetta shared that Barbara Beaver resigned from the Jefferson County Library Board because she is moving out of Jefferson County. Ben Wehmeier intends to present a recommendation for a replacement appointment to the County board on August 12. Karol and Minetta will present the libraries' annual report to the County Board on August 12. Karol and Minetta will meet with Mark Devries and Ben Wehmeier on August 14. There will be a Jefferson County Finance Committee Budget hearing about libraries on Wednesday, September 18 at 8:35 a.m.

Report from Library System Representative – Art Biermeier: Art shared that Karol presented the budget at the last Bridges Board meeting. Information was shared about Trustee Training Week coming up in August. The Board approved a rent agreement for the Bridges office and a delivery service agreement.

Report from Library System Director – Karol Kennedy: Karol reported that the budget was submitted to Waukesha County. After this meeting, she will submit the budget to Jefferson County. Bridges recently went through an RFP process for a Discovery Layer. They accepted a bid and are now waiting for the contract to be finalized.

Development of a new Strategic Plan for 2025-2027 (Discussion): Karol, Tim, and Minetta will work on creating a new plan, which is required by statute. The new plan will likely consider adding Hoopla circulation the funding formula. The development of a new plan requires a

public hearing. The plan will then be approved by the Jefferson County Library Board. Finally, the plan will be presented to the County Board in December.

Incorporating Hoopla usage into the county funding formula (Discussion): Karol recommends incorporation verifiable electronic circulation into the new plan. Karol explained the importance of reimbursing libraries for costs related to electronic circulation.

Voting for County Resource Library and Officer Positions (Action):
- Motion to approve Dwight Foster Public Library as the resource library was made by Tim Semo. Seconded by Art Biermeier. Approved unanimously.
- Motion to approve Amanda Golson as secretary made by Amanda Golson. Seconded by Tim Semo. Approved unanimously.
- Motion to approve Tim Semo as president made by Art Biermeier. Seconded by Greg Haasch. Approved unanimously.
- Motion to approve Art Biermeier as vice president made by Tim Semo. Seconded by Greg Haasch. Approved unanimously.

2025 County Resource Library Budget Request (Action): Karol recommends that we keep the resource library payment at $700. Motion to approve the resource library budget request of $700 made by Art Biermeier. Seconded by Greg Haasch. A roll call vote was taken. Art Biermeier, Amanda Golson, Greg Haasch, and Tim Semo all voted in favor of approving the motion. No one voted against the motion or abstained from the vote.

2025 County Library Service Operating Budget Request (Action): Karol presented the 2025 Jefferson County budget request and explained the formula used. Motion to approve the 2025 county library service operation budget request made by Greg Haasch. Seconded by Art Biermeier. A roll call vote was taken. Art Biermeier, Amanda Golson, Greg Haasch, and Tim Semo all voted in favor of approving the motion. No one voted against the motion or abstained from the vote.

2023 Annual Report for Jefferson County library services (Action): Minetta presented the annual report about Jefferson County libraries in 2023. The report includes contributions from Karol and each Jefferson County library director. Motion to approve the 2023 annual report made by Art Biermeier. Seconded by Tim Semo. Approved unanimously.

Reports from County Libraries: Library Directors present shared information and stories about happenings in their libraries. Several libraries shared about the success of the passport challenge. Libraries are busy with the summer reading program. A couple libraries have launched (or are close to launching) their Library Calendars. Libraries also shared about projects, staffing, space updates.

Adjournment: A motion to adjourn was made by Greg Haasch. Seconded by Art Biermeier. Approved unanimously. The meeting was adjourned at 6:01 p.m.

Plan for Jefferson County Library Services 2025-2029

The Jefferson County Library Service works to support and strengthen our municipal libraries so that all county residents receive quality public library service.

Background

Chapter 43 of the Wisconsin Statutes established the state's policy regarding public libraries. Because Chapter 43 outlines certain responsibilities for counties, it is important to note that this policy emphasizes:

- The importance of providing all Wisconsin residents with 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;

- The importance of public libraries to the democratic process; and

- That the most effective use of Wisconsin's library resources can occur only through interlibrary cooperation among all types of libraries and with the effective use of technology.

County Profile

Jefferson County is in Wisconsin's southeastern quarter, with an area of 583 square miles. The towns of Aztalan, Cold Spring, Concord, Farmington, Hebron, Ixonia, Jefferson, Koshkonong, Lake Mills, Milford, Oakland, Palmyra, Sullivan, Sumner, Waterloo and Watertown; the cities of Fort Atkinson, Jefferson, Lake Mills, Waterloo, Watertown and Whitewater; and the villages of Cambridge, Johnson Creek, Lac La Belle, Palmyra and Sullivan form the county's political subdivisions.

Watertown, Whitewater, Cambridge and Lac La Belle municipal boundaries cross county lines. Watertown is partially in Dodge County. Whitewater is partially in Walworth County. Cambridge is partially in Dane County and Lac La Belle is partially in Waukesha County.

According to the US Census Bureau's estimated 2023 population statistics, about 37% of Jefferson County's residents live in rural areas. For this plan's purposes, rural residents are defined as residents who live in municipalities (such as townships and villages) in the county that do not maintain a public library. In Jefferson County those areas are shown in Table 1 below.

Table 1. Municipalities without libraries

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Aztalan	Lac La Belle
Cold Spring	Sullivan
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Milford	
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County Library Service Profile

Jefferson County maintains a library service under the authority of Wisconsin Statutes 43.57 and 43.58. The governing body of the Jefferson County Library Service is the Jefferson County Library Board. It was established by the Jefferson County Board of Supervisors in 1979. It consists of up to seven members confirmed by the Jefferson County Board of Supervisors. The composition, powers and duties of the Jefferson County Library Board are prescribed in Wisconsin Statutes. The Jefferson County Library Board meets approximately 2-4 times a year to plan, evaluate services, prepare the county budget request, decide on the distribution of county funds and act on matters regarding the Bridges Library System. More information about the county library service is available at https://jeffersoncountylibraries.info/

There are nine public libraries in the county providing library service to the residents of Jefferson County. A resident may visit any of these public libraries to seek information, materials and services. The Dwight Foster Public Library in Fort Atkinson currently serves as the resource library for Jefferson County. The resource library designation is determined annually by the Jefferson County Library Board. The nine Jefferson County libraries are:

- Cambridge Community Library
- Dwight Foster Public Library (Fort Atkinson)
- Jefferson Public Library
- Johnson Creek Public Library
- L.D. Fargo Public Library (Lake Mills)
- Powers Memorial Library (Palmyra)

- Karl Junginger Memorial Library (Waterloo)
- Watertown Public Library
- Irvin L. Young Memorial Library (Whitewater).

Jefferson County, through the Jefferson County Library Board, contracts with these nine municipal libraries to provide library services. As a result of that contractual process, rural residents have equal access to services at any of the nine municipal libraries in the same manner as the residents of those municipalities.

On January 1, 2016, the Jefferson County Library Service joined with the libraries of the former Waukesha County Federated Library System to form the new Bridges Library System, consisting of eight libraries in Jefferson County (excluding the Cambridge Public Library, which is a member of the South Central Library System) and the 16 libraries of Waukesha County. Prior to this, from 1980 to 2015, the eight libraries of Jefferson County were part of the Mid-Wisconsin Federated Library System, along with the libraries of Dodge and Washington counties.

Public library systems are organized according to Wisconsin Statutes 43.13 through 43.24. The Bridges Library System is funded by state aid monies. Library system services include but are not limited to management of the shared automation system and consortium, interlibrary loan, van delivery, continuing education, grants for specific purposes, inclusive and youth services, technology assistance and cooperative agreements with other library systems. County libraries receive significant benefits by virtue of their library system membership.

Regional library system board member allocation was agreed upon between Waukesha and Jefferson Counties. Per Wisconsin Statute, the allocation is based on estimated 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.

Planning Process

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

- How public library service will be provided to residents of those municipalities in the county not maintaining a public library (locally referred to as True Non-Residents or TNR);
- The method and level of funding that will be provided by the county 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.

Before 1979, many Jefferson County residents did not have access to library services. At that time, the county had seven municipal libraries supported by municipal taxpayers. Most residents who lived in municipalities without libraries did not contribute any financial support for libraries. Some municipal libraries were beginning to charge non-municipal county residents a user fee. In early 1978, a planning committee was formed by the county to study the issue. The county library plan that was approved required that all citizens of the county have equal access to a public library. That plan was in effect until 1994 when the county library plan was rewritten. A new library plan was written in 2000 and adopted for 2001-2006. It was revised for 2008-2012. In 2009, the county administrator asked the Jefferson County Library Board to conduct an operational audit. The board responded by engaging Professor Steve Grabow, planning specialist with the UW-Extension, to lead it through a comprehensive, yearlong review process. Those meetings, together with the follow-up work done in 2011 and 2012, laid the foundation for the 2012-2015 plan.

Since that time, the Jefferson County Library Board has reviewed and updated the plan every three years. In July 2015, the service plan was updated for 2016-2018. It was adopted at the November 11, 2015, Jefferson County Library Board meeting. In July 2018, the plan was reviewed and updated for 2019-2021. It was adopted at the November 28, 2018, Jefferson County Library Board meeting. In July 2021, the plan was reviewed and updated for 2022-2025. It was adopted at the September 8, 2021, Jefferson County Library Board meeting. Funding formula changes were approved at the Jefferson County Board meeting on September 14, 2021.

Prior to each plan approval, a public hearing, to which representatives of each public library in the county were invited, was conducted. The plans were submitted to the Jefferson County Board of Supervisors for approval and approved plans were provided to the Division for Libraries and Technology (DLT) of the Wisconsin Department of Public Instruction (DPI).

Goals and Objectives

1.   **Extend quality library services to all Jefferson County citizens.**

      A.   **Provide, and ensure access to, a full range of library services. Currently, all residents benefit from the following library services:**

- Audiovisual equipment
- Book discussion groups
- Books/ebooks
- Community information
- Computers
- Cooling shelters
- Digital materials
- DVDs, audiobooks, and music discs

- Early literacy programs
- Exam proctoring
- Fax service
- Independent study areas
- Interlibrary loan
- Internet and wireless access
- Job search information and assistance
- Laminating service
- Large print books
- Library of Things, such as kayaks, seeds, dolls
- Licensed databases
- Literacy services
- Local history resources
- Magazines and Newspapers
- Maker spaces
- Meeting rooms
- Memory Café programs
- Photocopiers/scanners
- Programs for all ages
- Reference materials and services
- Resume assistance
- Skilled staff
- Spanish language collections
- STEM kits
- Summer reading programs
- Tax forms
- Training on technology
- Warming shelters
- Web and mobile library access
- Wi-fi hotspots to check out

In 2023, a total of 850,410 physical items were checked out of the nine county libraries. Of those items, 178,684, which represents 21% of the total, were checked out by Jefferson County residents who live in municipalities without their own libraries. This percentage of usage by rural residents has been stable for many years.

In addition to physical items, libraries also circulate digital material. In 2023, digital circulations through Overdrive grew with a 4.8% increase from 2022 to 2023. A total of 133,859 digital items were checked out of county libraries. Residents who live in municipalities in Jefferson County without libraries represent 25.65% of Overdrive usage in 2023, with 34,336 digital items checked out to these residents. This ratio has been consistent and represents a higher ratio than for physical circulations.

B.   Support and help fund county libraries' use of technology.

County libraries have stayed true to their role as an informational and educational resource for all our citizens even as rapidly developing technologies have profoundly changed how these resources can be accessed.

An important service goal for county libraries is providing equitable and inclusive public access to an array of technologies, including computers and the internet, as tools for living in a modern-day world. Some county libraries further support internet access by circulating Wi-Fi hotspots and extending their Wi-Fi networks beyond the boundaries of their walls. With 8.3% of the population living in poverty in Jefferson County[1], libraries provide an essential service in helping to bridge the gap in the growing digital divide.

Implementing technologies to improve library efficiency, effectiveness and innovation is also important as all county libraries strive to make the best use of tax dollars while providing the best possible library service. In January 2016, when eight Jefferson County libraries joined the new Bridges Library System, they thereby also joined an automation consortium called CAFÉ, merging the catalogs of the 24 member libraries. Automation partnerships provide cost savings to our libraries through economies of scale, while also increasing access to materials for all county citizens. Similarly, libraries can work together to offer digital materials through resources such as Overdrive and Hoopla.

Remote and mobile access to library resources is important. To enable residents to easily access library resources and meet the needs of residents, county libraries provide remote access to the library catalog, a Bridges library system-wide mobile app for the CAFÉ catalog and access to premium content such as Ancestry.com and Consumer Reports. Individual libraries have websites, and the county library service maintains a website as well.

In some years, the county has allocated funds for capital purchases to assist municipalities with technology improvements in their libraries. The past requests to the county for capital funding have been irregular.

C.   Encourage county libraries to meet or exceed the service guidelines setting forth expectations for excellence.

The county library board adopted a set of guidelines setting forth the board's expectations for excellence in all the county libraries. The guidelines should be reviewed annually by each local library board.

D.   Support sharing among county libraries.

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1 United States Census Bureau
(https://www.census.gov/quickfacts/fact/table/jeffersoncountywisconsin,US/PST045223)

Encourage communication among the county libraries so that sharing of materials, ideas, programs, staff and solutions is maximized.

E. Advocate for library system membership benefits that strengthen county libraries.

The county library board should conduct an annual review to ensure the current library system is meeting the needs of the Jefferson County libraries.

F. Take advantage of opportunities to create collaborations and partnerships that improve county libraries' abilities to offer services.

County libraries should seek partnerships with community organizations and other agencies wherever the relationships might enhance and promote the services they can offer.

2. Provide equitable funding for library services in Jefferson County.

A. Seek to provide a "fair share" reimbursement to all public libraries in the county for rural usage by utilizing a formula approved by the Jefferson County Library Board.

Since 1979, Jefferson County has taxed its rural residents so that those residents would have access to all municipal library services available within Jefferson County.

Municipalities within Jefferson County that already tax themselves to provide support for their municipal library may exempt themselves from the county library tax providing they meet the requirements specified in Wis. Stat. 43.64 (2). All municipalities in Jefferson County have historically done so.

As a result, the county tax is assessed on rural residents only and is a non-countywide tax. This has allowed the county library levy to be excluded from any county tax levy restrictions that the county must follow.

In 1992, Jefferson County first met its goal of reimbursing county libraries 100% of the average cost to provide library services to its rural residents. Since that time, its commitment to "fair share" funding (paying for library services at a rate equitable with municipal residents) has made a significant difference in the quality of libraries throughout Jefferson County.

Beginning in 2008, the annual county library budget request was determined by a formula that multiplied the number of each library's rural circulations by the average countywide cost per circulation during that year. The countywide cost per circulation average was then used to reimburse each county library based on its rural circulations. Each library was guaranteed by state law a

reimbursement rate of at least 70% of its costs. Most libraries received a rate higher than that. The goal was that Jefferson County tax at a rate of 100% of the aggregate costs per circulation so that the "fair share" partnership between the county and the municipalities was maintained.

From 1995 through 2007, Jefferson County maintained an annual contractual agreement with the Oconomowoc Public Library which reimbursed that library for use by rural residents of Jefferson County in recognition of county residents' wish to use that library. This request for funding was added on to the top of the total budget request each year. It provided important access for those Jefferson County residents who lived in the far eastern portion of the county, many of whom reside in the Oconomowoc Area School District.

In 2006, state law changed, requiring counties to pay adjacent county libraries; as a result, beginning in 2008 a separate contract with Oconomowoc became unnecessary. That change, which was signed into law on May 19, 2006, is known as Act 420. A key provision of the law extended to all adjacent counties the requirement that counties reimburse public libraries for the cost of serving county residents who live in areas of the county without public library service. All libraries in counties adjacent to Jefferson County (that serve Jefferson County residents living in municipalities without libraries) that make a valid claim for reimbursement by July 1, are included in the county library budget request for the following year.

In 2017, the Jefferson County Library Board adopted a new funding formula. The distribution portion of the formula was revised to add in a safety net factor thereby stabilizing library payments. The collection portion of the funding formula was also simplified.

In 2021, the Jefferson County Library Board reviewed the formula to determine what if any modifications should be made to incorporate digital collection usage into the formula. At that time, Overdrive was the only digital materials vendor able to provide data verifying the patron residency for each circulation. Since 2022, additional vendors can provide this data. The funding formula language has been updated to reflect this change.

A description of the current formula is shown in Appendix A.

B.   Continue to provide funding for central services such as the county library contract and the board expenses.

In addition to reimbursement to libraries, each year the Jefferson County Library Service budget includes a small amount of funding for county library board activities such as meetings and mileage and the annual contract with a county resource library.

C.   **Rely on the Bridges Library System to annually collect and verify adjacent county library requests and submit valid requests for reimbursement in the following year's budget request.**

Although the statute indicates that the county clerk is the recipient of the requests, the county clerk can assign the tasks to the county library service. For many years, the county library board offered the services of the county resource library to do all the necessary work related to adjacent county requests for reimbursement. Because it saved the county clerk considerable work and because the county resource library staff had the library knowledge needed to carefully examine and verify all requests, this arrangement was financially beneficial for the county.

Since 2016, the adjacent county reimbursement tasks are handled by the Bridges Library System, to be overseen by the county library administrator.

D.   **Ensure that county payments to municipal libraries for providing services are disbursed by March 1st each year per Wis. Stat. 43.12(1).**

The Bridges Library System, in conjunction with the county library administrator, will send contracts for service to the Jefferson County libraries each year after the budget is adopted with a deadline for return on or before February 1st of the following year so the county can process their payments prior to March 1st.

Each year, Bridges Library System will provide to the county an itemized payment schedule detailing approved amounts for all county and adjacent county libraries as soon as possible after the budget has been adopted.

3.   **Educate stakeholders about the state of and need for county library services.**

A.   **Report to the Jefferson County Board of Supervisors on an annual basis or as requested.**

There is an annual appearance of the county library board and librarians to the finance committee but the county library board president and/or the county library administrator is available to appear before the County Board of Supervisors at any time.

B.   **It is expected that county library directors attend county library board meetings.**

The county library board depends on feedback and direction from local librarians to guide them in their decision-making. Attendance at county library board meetings is considered important and is set forth as an expectation in the county library contract. While occasional meetings might be missed, prolonged

absences are not allowed. Per the county contract for library services that each library signs annually, *"the Municipal Library shall direct the librarian or other representative to attend periodic County meetings with the Jefferson County Library Council to coordinate and improve county library services."*

C.   County library directors are encouraged to share county library information with their local library boards.

Updates from the county library service to the local library board are important and help "close the loop" on the exchange of important information.

D.   Maintain the Jefferson County Library Service website.

The county library service website can be found at: https://jeffersoncountylibraries.info/.

The website is maintained by the county library administrator and includes information about the Jefferson County Library Service, a list of county libraries, details about the Jefferson County Library Board, and other useful county library service information.

E.   Offer to have a county library board member or the county library administrator attend a municipal library board meeting for support.

At any time, a county library director may request a visit from the county library administrator or a county library board member.

F.   Make County appointments to local library boards as authorized under Wis. Stat. 43.60 when feasible and with input from local libraries.

To increase engagement with and communication between local libraries and the county, an effort will be made to explore the opportunity provided in the statute that allows counties to make appointments to local library boards in proportion to their share of funding. The county will consider current library board composition, library board size as well as availability of qualified board members.

Review of the Plan

This plan will be reviewed annually by the county library board. Changes may be made as needed. Before the end of 2029, the board will complete a review and revision process of the plan to be implemented the following year.

Contact Information

Jefferson County Library Service
% Dwight Foster Public Library
209 Merchants Avenue
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920-563-7790

Jefferson County Library Funding Formula Description

<u>Formula to Determine County Library Budget Request Amount</u> – *Collection Formula:*
Step 1: Calculate the previous year's percentage of circulations to residents who live in municipalities without libraries. These residents are referred to as True Non-Residents (TNR). Calculations will include the circulation of physical materials and any verifiable digital circulation, if digital material is offered to Jefferson County TNR. This is done by dividing the total number of circulations made at county libraries to residents who live in municipalities without libraries (TNR) by the total number of circulations made at the county libraries. PERCENTAGE CIRCULATION ATTRIBUTED TO TNR (TNR %)
Step 2: Sum the county libraries' operating expenditures as reported on the previous year's state required, filed annual report. OPERATING EXPENDITURES (OE)
Step 3: Multiply the percentage of circulation made by residents who live in municipalities without libraries (TNR) by the total operating expenditures to determine the base allocation. BASE ALLOCATION (BASE)
Step 4: Add in adjacent county library requests made by July 1. ADJACENT COUNTY LIBRARY REQUESTS (ADJCO)
Step 5: Add in county library board administrative costs (ADMIN)

> TNR% x OE = BASE + ADJCO + ADMIN = Total Collection Formula Amount
> to use for budget request

<u>Formula to Determine County Library Payments</u> - Distribution *Formula:*
Step 1: Determine minimum amount of funding for each library, incorporating verifiable digital material circulation if offered to Jefferson County TNR, required under statute (as a result of <u>WI Act 150</u>) for each library. ACT 150 AMOUNT
Step 2: Examine each library's prior year county allocation. Calculate either a 5% or $5,000 reduction from this amount—whichever has the lesser impact on the library. HOLD HARMLESS AMOUNT.
Step 3: Determine the rural compensation amount for each library, including verifiable digital material circulation if offered to Jefferson County TNR, by multiplying the number of circulations to people who live in municipalities without libraries by the prior-year actual county-wide dollar rate per-item-borrowed (also known as the county-wide cost per circulation), using data from the libraries' previous year's state annual report. RURAL COMPENSATION AMOUNT
Step 4: Compare each library's RURAL COMPENSATION AMOUNT (step 3) with their ACT 150 AMOUNT (step 1) and the HOLD HARMLESS AMOUNT (step 2). Libraries with either a higher ACT 150 AMOUNT or a higher HOLD HARMLESS AMOUNT than their RURAL COMPENSATION AMOUNT receive the highest amount calculated. This caps the loss for these libraries, but also makes them ineligible to receive additional funds in a SECONDARY ALLOCATION.

Step 5: If a library's RURAL COMPENSATION AMOUNT is more than their HOLD HARMLESS AMOUNT and their ACT 150 AMOUNT, the library is eligible for a SECONDARY ALLOCATION. The amount of funding remaining for the SECONDARY ALLOCATION amount is determined by subtracting the total for all libraries in step 4 of the distribution formula from the total appropriation for in-county libraries as determined by the Library Collection Formula.

Step 6: After removing libraries not eligible for the SECONDARY ALLOCATION, the remaining libraries' RURAL COMPENSATION AMOUNTS are apportioned by share to reflect each libraries proportional percentage of circulation to citizens who live in municipalities without libraries.

Step 7: The final distribution payment for each library is the highest of their ACT 150 AMOUNT, HOLD HARMLESS AMOUNT, or proportional allocation amount calculated in Step 6.

Plan for Jefferson County Library Services 2025-2029

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On January 1, 2016, the Jefferson County Library Service joined with the libraries of the former Waukesha County Federated Library System to form the new Bridges Library System, consisting of eight libraries in Jefferson County (excluding the Cambridge Public Library, which is a member of the South Central Library System) and the 16 libraries of Waukesha County. Prior to this, from 1980 to 2015, the eight libraries of Jefferson County were part of the Mid-Wisconsin Federated Library System, along with the libraries of Dodge and Washington counties.

Public library systems are organized according to Wisconsin Statutes 43.13 through 43.24. The Bridges Library System is funded by state aid monies. Library system services include but are not limited to management of the shared automation system and consortium, interlibrary loan, van delivery, continuing education, grants for specific purposes, inclusive and youth services, technology assistance and cooperative agreements with other library systems. County libraries receive significant benefits by virtue of their library system membership.

Regional library system board member allocation was agreed upon between Waukesha and Jefferson Counties. Per Wisconsin Statute, the allocation is based on estimated 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.

Planning Process

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

- How public library service will be provided to residents of those municipalities in the county not maintaining a public library (locally referred to as True Non-Residents or TNR);
- The method and level of funding that will be provided by the county in order to implement services described in the plan, including the reimbursement

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     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.

Before 1979, many Jefferson County residents did not have access to library services. At that time, the county had seven municipal libraries supported by municipal taxpayers. Most residents who lived in municipalities without libraries did not contribute any financial support for libraries. Some municipal libraries were beginning to charge non-municipal county residents a user fee. In early 1978, a planning committee was formed by the county to study the issue. The county library plan that was approved required that all citizens of the county have equal access to a public library. That plan was in effect until 1994 when the county library plan was rewritten. A new library plan was written in 2000 and adopted for the 2001-2006 time period. It was revised for the 2008-2012 time period. In 2009, county administrator Gary Petre asked the Jefferson County Library Board to conduct an operational audit. The board responded by engaging Professor Steve Grabow, planning specialist with the UW-Extension, to lead it through a comprehensive, yearlong review process. Those meetings, together with the follow-up work done in 2011 and 2012, laid the foundation for the 2012-2015 plan.

In July 2015, the service plan was updated for 2016-2018. It was adopted at the November 11, 2015, Jefferson County Library Board meeting after a public hearing, to which representatives of each public library in the county were invited, was conducted.

In July 2018, the plan was reviewed and updated for 2019-2021. It was adopted at the November 28, 2018 Jefferson County Library Board meeting after a public hearing to which representatives of each public library in the county were invited, was conducted. The plan was submitted to the Jefferson County Board of Supervisors for approval and was then provided to the Division for Libraries and Technology (DLT) in the Department of Public Instruction (DPI) at the state of Wisconsin.

Since that time, the Jefferson County Library Board has reviewed and updated the plan every three years. In July 2015, the service plan was updated for 2016-2018. It was adopted at the November 11, 2015, Jefferson County Library Board meeting. In July 2018, the plan was reviewed and updated for 2019-2021. It was adopted at the November 28, 2018, Jefferson County Library Board meeting. In July 2021, the plan was reviewed and updated for 2022-2025. It was adopted at the September 8, 2021, Jefferson County Library Board meeting. Funding formula changes were approved at the Jefferson County Board meeting on September 14, 2021.

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Prior to each plan approval, a public hearing, to which representatives of each public library in the county were invited, was conducted. The plans were submitted to the Jefferson County Board of Supervisors for approval and approved plans were provided to the Division for Libraries and Technology (DLT) of the Wisconsin Department of Public Instruction (DPI).

Goals and Objectives

1. **Extend quality library services to Jefferson County citizens. ~~without regard to geographical or physical boundaries.~~**

    A. **Provide, and ensure access to, a full range of library services. Currently, all residents benefit from the following library services:**

- ~~Skilled staff~~
- ~~DVDs, audiobooks, and music discs~~
- ~~Internet and wireless access~~
- ~~Meeting rooms~~
- ~~Reference materials and services~~
- ~~Job search information and assistance~~
- ~~Magazines and Newspapers~~
- ~~Fax service~~
- ~~Community information~~
- ~~Summer reading programs~~
- ~~Local history resources~~
- ~~Local author archives~~
- ~~Exam proctoring~~
- ~~Die Cutting service~~
- ~~Spanish language collections~~
- ~~Resume assistance~~
- ~~Wi-Fi hotspots to check out~~
- ~~Independent study areas~~
- ~~"Library of Things", such as kayaks, seeds, dolls~~
  ~~(See: https://en.wikipedia.org/wiki/Library_of_Things)~~
- ~~STEM kits~~

- ~~Books/e-books~~
- ~~'Maker' spaces~~
- ~~Digital materials~~
- ~~Licensed databases~~
- ~~Training on technology~~
- ~~Interlibrary loan~~
- ~~Photocopiers/scanners~~
- ~~Computers~~
- ~~Early literacy programs~~
- ~~Programs for all ages~~
- ~~Large print books~~
- ~~Tax forms~~
- ~~Laminating service~~
- ~~Home delivery service~~
- ~~Book discussion groups~~
- ~~Audiovisual equipment~~
- ~~Web and mobile library access~~
- ~~Literacy services~~

- Audiovisual equipment
- Book discussion groups
- Books/ebooks
- Community information
- Computers
- Cooling shelters
- Digital materials
- DVDs, audiobooks, and music discs

- Early literacy programs
- Exam proctoring
- Fax service
- Independent study areas
- Interlibrary loan
- Internet and wireless access
- Job search information and assistance
- Laminating service
- Large print books
- Library of Things, such as kayaks, seeds, dolls
- Licensed databases
- Literacy services
- Local history resources
- Magazines and Newspapers
- Maker spaces
- Meeting rooms
- Memory Café programs
- Photocopiers/scanners
- Programs for all ages
- Reference materials and services
- Resume assistance
- Skilled staff
- Spanish language collections
- STEM kits
- Summer reading programs
- Tax forms
- Training on technology
- Warming shelters
- Web and mobile library access
- Wi-fi hotspots to check out

In 2020, a total of 620,424 books, magazines, DVDs, compact discs and other library materials were checked out of the county's libraries. Of those items, 122,168 (or 21%) were checked out by rural residents. This percentage of usage by rural residents has been stable for many years. It should be noted that the total circulation numbers were down in 2020 over previous years due to the impacts of the COVID-19 pandemic.

In 2023, a total of 850,410 physical items were checked out of the nine county libraries. Of those items, 178,684, which represents 21% of the total, were checked out by Jefferson County residents who live in municipalities without their own libraries. This percentage of usage by rural residents has been stable for many years.

In addition to physical items, libraries also circulate digital material. In 2023, digital circulations through Overdrive grew with a 4.8% increase from 2022 to 2023. A total of 133,859 digital items were checked out of county libraries. Residents who live in municipalities in Jefferson County without libraries represent 25.65% of Overdrive usage in 2023, with 34,336 digital items checked out to these residents. This ratio has been consistent and represents a higher ratio than for physical circulations.

B.   Support and help fund county libraries' use of technology to expand library access.

Libraries have stayed true to their mission even as they have embraced the extraordinary changes wrought by rapidly developing technologies. Indeed, their role as an informational and educational resource for all of our citizens is as important as ever, even though the delivery mechanisms are profoundly changing. To meet this need, all county libraries offer Internet access for the public via high speed data lines, free access to premium content such as Ancestry.com, and a library system-wide app for smart phones to increase patron access. This offers county residents "value added" access and thereby makes quality information available to all regardless of age, wealth, social status, gender, or political or religious belief. All libraries offer wireless access within their buildings as well as remote access to the library catalog. Individual libraries have websites and the county library service maintains a website as well. These websites should have links to each other for maximum exposure. Mobile access to library resources is important. Internet access is extended outside the library via circulating Wi-Fi hotspots and extending their Wi-Fi networks beyond the boundaries of their walls.

With more than 7.1% of the population living in poverty in Jefferson County[1], libraries provide an essential service, helping bridge the gap in the growing digital divide. Providing equitable, public access to an array of technologies, including the Internet, shared catalogs, and computers as tools for living in a modern day world, is an important service goal for county libraries. Implementing technologies to improve library efficiency and effectiveness is also important as all county libraries strive to make the best use of tax dollars while providing the best possible library service.

County libraries have stayed true to their role as an informational and educational resource for all our citizens even as rapidly developing technologies have profoundly changed how these resources can be accessed.

[1] United States Census Bureau
(https://www.census.gov/quickfacts/fact/table/jeffersoncountywisconsin/PST045216)

An important service goal for county libraries is providing equitable and inclusive public access to an array of technologies, including computers and the internet, as tools for living in a modern-day world. Some county libraries further support internet access by circulating Wi-Fi hotspots and extending their Wi-Fi networks beyond the boundaries of their walls. With 8.3% of the population living in poverty in Jefferson County[2], libraries provide an essential service in helping to bridge the gap in the growing digital divide.

Implementing technologies to improve library efficiency, effectiveness and innovation is also important as all county libraries strive to make the best use of tax dollars while providing the best possible library service. In January 2016, when the eight Jefferson County libraries joined the new Bridges Library System, they thereby also joined an automation consortium called CAFÉ, merging the catalogs of the 24 member libraries. Automation partnerships provide cost savings to our libraries through economies of scale, while also increasing access to materials for all county citizens. Similarly, libraries can work together to offer digital materials through resources such as Overdrive and Hoopla.

Remote and mobile access to library resources is important. To enable residents to easily access library resources and meet the needs of residents, county libraries provide remote access to the library catalog, a Bridges library system-wide mobile app for the CAFÉ catalog and access to premium content such as Ancestry.com and Consumer Reports. Individual libraries have websites, and the county library service maintains a website as well.

In some years, the county has allocated funds for capital purchases to assist municipalities with technology improvements in their libraries. The past requests to the county for capital funding have been irregular. A four-year plan was created in 2012 to provide for more consistent funding for critical technology needs.

C. Encourage county libraries to meet or exceed the service guidelines setting forth expectations for excellence.

In 2012, tThe county library board adopted a set of guidelines setting forth the board's expectations for excellence in all the county libraries. All libraries are asked to present the guidelines to their library board of trustees for review

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2United States Census Bureau
(https://www.census.gov/quickfacts/fact/table/jeffersoncountywisconsin.US/PST045223)

~~and consideration.~~ The guidelines should be reviewed <ins>annually by each local library board.</ins> ~~when the service plan is reviewed~~.

D.   Support sharing among county libraries.

Encourage communication among the county libraries so that sharing of materials, ideas, programs, staff, and solutions is maximized.

E.   Advocate for library system membership benefits that strengthen county libraries.

The county library board should conduct an annual review to ensure the current library system is meeting the needs of the Jefferson County libraries.

F.   Take advantage of opportunities to create collaborations and partnerships that improve county libraries' abilities to offer services.

County libraries should seek partnerships with community organizations and other agencies wherever the relationships might enhance and promote the services they can offer.

2.   Continue to seek equitable funding for library services in Jefferson County.

A.   Seek to provide a "fair share" reimbursement to all public libraries in the county for rural usage by utilizing a formula reviewed by the Jefferson County Library Board when the service plan is reviewed.

Since 1979, Jefferson County has taxed its rural residents so that those residents would have access to all municipal library services available within Jefferson County.

Municipalities within Jefferson County that already tax themselves to provide support for their municipal library may exempt themselves from the county library tax providing they meet the requirements specified in Wis. Stat. 43.64 (2). All municipalities in Jefferson County have historically done so.

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As a result, the county tax is assessed on rural residents only and is a non-countywide tax. This has allowed the county library levy to be excluded from any county tax levy restrictions that the county must follow.

In 1992, Jefferson County first met its goal of reimbursing county libraries 100% of the average cost to provide library services to its rural residents. Since that time, its commitment to "fair share" funding (paying for library services at a rate equitable with municipal residents) has made a significant difference in the quality of libraries throughout Jefferson County.

Beginning in 2008, the annual county library budget request was determined by a formula that multiplied the number of each library's rural circulations by the average countywide cost per circulation during that year. The countywide cost per circulation average was then used to reimburse each county library based on its rural circulations. Each library was guaranteed by state law a reimbursement rate of at least 70% of its costs. Most libraries received a rate higher than that. The goal was that Jefferson County tax at a rate of 100% of the aggregate costs per circulation so that the "fair share" partnership between the county and the municipalities was maintained.

From 1995 through 2007, Jefferson County maintained an annual contractual agreement with the Oconomowoc Public Library which reimbursed that library for use by rural residents of Jefferson County in recognition of county residents' wish to use that library. This request for funding was added on to the top of the total budget request each year. It provided important access for those Jefferson County residents who lived in the far eastern portion of the county, many of whom reside in the Oconomowoc Area School District.

In 2006, state law changed, requiring counties to pay adjacent county libraries; as a result, beginning in 2008 a separate contract with Oconomowoc became unnecessary. That change, which was signed into law on May 19, 2006, is known as Act 420. A key provision of the law extended to all adjacent counties the requirement that counties reimburse public libraries for the cost of serving county residents which live in areas of the county without public library service. All libraries in counties adjacent to Jefferson County (thatwho serve Jefferson County residents living in municipalities without libraries) that make a valid claim for reimbursement by July 1, are included in the county library budget request for the following year.

In 2017, the Jefferson County Library Board adopted a new funding formula. The distribution portion of the formula was revised to add in a safety net factor thereby stabilizing library payments. The collection portion of the funding formula was also simplified. A description of the current formula is shown in Appendix A.

In 2021, the Jefferson County library service board began reviewing the formula to determine what if any modifications should be made to incorporate electronic collection usage into the formula. The board was also tasked with maintaining an equitable means to compensate libraries that continued to circulate materials to citizens who lived in a municipality, town, or village without a library.

In 2021, the Jefferson County Library Board reviewed the formula to determine what if any modifications should be made to incorporate digital collection usage into the formula. At that time, Overdrive was the only digital materials vendor able to provide data verifying the patron residency for each circulation. Since 2022, additional vendors can provide this data. The funding formula language has been updated to reflect this change.

A description of the current formula is shown in Appendix A.

B. Continue to provide funding for central services such as the county library contract and the board expenses.

In addition to cash reimbursement to libraries, each year the Jefferson County Library Service budget includes a small amount of funding for library board activities such as meetings and mileage and the annual contract with a county resource library.

C. Rely on the Bridges Library System to annually collect and verify adjacent county library requests and submit valid requests for reimbursement in the following year's budget request.

Although the statute indicates that the county clerk is the recipient of the requests, the county clerk can assign the tasks to the county library service. For many years, the county library board offered the services of the county resource library to do all the necessary work related to adjacent county requests for reimbursement. Because it saved the county clerk considerable work and because the county resource library staff had the library knowledge needed to carefully examine and verify all requests, this arrangement was financially beneficial for the county.

Since 2016, the adjacent county reimbursement tasks are handled by the Bridges Library System, to be overseen by the county library administrator.

D. Ensure that county payments to municipal libraries for providing services are disbursed by March 1st each year per s.43.12(1).

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The Bridges Library System, in conjunction with the county library administrator, will send contracts for service to the Jefferson County libraries each year after the budget is adopted with a deadline for return on or before February 1st of the following year so the county can process their payments prior to March 1st.

Each year, ~~the county resource library (or the~~ Bridges Library System~~)~~ will provide to the county an itemized payment schedule detailing approved amounts for all county and adjacent county libraries as soon as possible after the budget has been adopted.

~~E.~~ ~~Encourage the Division for Libraries and Technology (DLT) to review the statute regarding reimbursement for adjacent county library service and recommend that a threshold for reimbursement be established whereby libraries with significant impact are reimbursed and libraries with incidental usage are not.~~

~~Act 420 became legislation with the important goal of helping to correct unfair burdens on local libraries that were serving patrons in neighboring areas and not receiving commensurate funding. The legislation has been in effect since 2006. In the years since then, the requests for funding from Jefferson County have included reimbursement for as little as $7. The county library board will seek to communicate with the DLT the view that there is a need for revision of the statute creating a threshold for billable funding.~~

~~F.~~ ~~Encourage the Division for Libraries and Technology (DLT) to review the statute regarding reimbursement for adjacent county library service and recommend that a May 1st deadline for requests be established.~~

~~The annual county budget request is due in July. A July 1st deadline for adjacent county requests means that preparing, presenting and getting the budget approved by the county library board is on a very tight timeline. July 1st seems to be an arbitrary date since all library annual reports are due in mid-February at library systems' offices. With a July 1st deadline, there is little room for error, and some requests come from libraries needing verification or clarification. There have even been instances where requests have been sent to the wrong place. The budget request has had to be redone due to last-minute requests three separate years. Moving the deadline to May 1st would not be a burden to libraries and would allow appropriate time for the budget process to take place for counties.~~

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3.   Investigate methods for best measuring library use.

    A.   Continue to explore measurement beyond circulation
          statistics. Support and encourage the DLT to explore ways to
          best measure library use for funding purposes.

    Ironically, at the same time that libraries have become "institutions without
    walls" offering access to worldwide, web-based information, they are also
    increasingly recognized as critical community facilities, providing essential
    community gathering spaces and services. How to best capture and measure
    new ways people use libraries is an ongoing challenge and should be studied.

    B.   Encourage all county libraries to track the number of annual
          patron visits.

    Patron visits are an increasingly important way to measure library usage.
    Using a "people counter" to physically count the people who enter the library
    is a way to capture foot traffic. Comparing library circulation statistics and
    patron visit statistics, particularly over time, guides library boards in decision-
    making.

4.3.   Educate stakeholders about the state of and need for county library
       services.

    A.   Report to the Jefferson County Board of Supervisors on an
          annual basis or as-requested.

    There is an annual appearance of the county library board and librarians to
    the finance committee but the county library board president and/or the
    county library administrator are available to appear before the County Board
    of Supervisors at any time.

    B.   It is expected that county library directors attend county
          library board meetings.

    The county library board depends on feedback and direction from local
    librarians to guide them in their decision-making. Attendance at county library
    board meetings is considered important and is set forth as an expectation in
    the county library contract. While occasional meetings might be missed,
    prolonged absences are not allowed. Per the county contract for library
    services that each library signs annually, "*the Municipal Library shall direct the*

librarian or other representative to attend periodic County meetings with the Jefferson County Library Council to coordinate and improve county library services."

C. County library directors are encouraged to share county library information with their local library boards.

Updates from the county library service to the local library board are important and help "close the loop" on the exchange of important information.

D. Maintain and expand the Jefferson County Library Service website.

The county library service website is located at the following URL: https://jeffersoncountylibraries.info/

It was updated in 2017 and is now linked to the county's website. Key documents such as by-laws, library guidelines, and a trustee orientation guide are accessible at this site along with other useful county library service information.

The website in maintained by the county library administrator and includes information about the Jefferson County Library Service, a list of county libraries, details about the Jefferson County Library Board, and other useful county library service information.

E. Offer to have a county library board member or the county library administrator attend a municipal library board meeting for support.

At any time, a county library director may request a visit from the county library administrator or a county library board member.

F. Make County appointments to local library boards as authorized under Wis. Stat. 43.60 when feasible and with input from local libraries.

To increase engagement with and communication between local libraries and the county, an effort will be made to explore the opportunity provided in the statute that allows counties to make appointments to local library boards in proportion to their share of funding. The county will consider current library board composition, library board size as well as availability of qualified board members.

Review of the Plan

~~Before the end of 2024, efforts to review and revise this plan will be made for the following year.~~
This plan will be reviewed annually by the county library board. Changes may be made as needed. Before the end of 2029, the board will complete a review and revision process of the plan to be implemented the following year.

Contact Information

Jefferson County Library Service
% Dwight Foster Public Library
209 Merchants Avenue
Fort Atkinson, WI 53538
920-563-7790

Jefferson County Library Funding Formula Description

Formula to Determine County Library Budget Request Amount – *Collection Formula:*
Step 1: Calculate the previous year's percentage of circulations to residents who live in municipalities without libraries. These residents are referred to as True Non-Residents (TNR).   Calculations will include the circulation of physical materials and any verifiable digital circulation~~Overdrive e-content~~, if digital material~~Overdrive e-content~~ is offered to Jefferson County TNR. This is done by dividing the total number of circulations made at county libraries to residents who live in municipalities without libraries (TNR) by the total number of circulations made at the county libraries. PERCENTAGE CIRCULATION ATTRIBUTED TO TNR (TNR %)
Step 2: Sum the county libraries' operating expenditures as reported on the previous year's state required, filed annual report. OPERATING EXPENDITURES (OE)
Step 3: Multiply the percentage of circulation made by residents who live in municipalities without libraries (TNR) by the total operating expenditures to determine the base allocation. BASE ALLOCATION (BASE)
Step 4: Add in adjacent county library requests made by July 1. ADJACENT COUNTY LIBRARY REQUESTS (ADJCO)
Step 5: Add in county library board administrative costs (ADMIN)

TNR% x OE = BASE + ADJCO + ADMIN = Total Collection Formula Amount
to use for budget request

Formula to Determine County Library Payments - Distribution *Formula*:
Step 1: Determine minimum amount of funding for each library, incorporating ~~Overdrive e-content~~ verifiable digital material circulation if offered to Jefferson County TNR, required under statute (as a result of WI Act 150) for each library. ACT 150 AMOUNT
Step 2: Examine each library's prior year county allocation. Calculate either a 5% or $5,000 reduction from this amount—whichever has the lesser impact on the library. HOLD HARMLESS AMOUNT.
Step 3: Determine the rural compensation amount for each library, including verifiable digital material circulation ~~Overdrive e-content~~ if offered to Jefferson County TNR, by multiplying the number of circulations to people who live in municipalities without libraries by the prior-year actual county-wide dollar rate per-item-borrowed (also known as the county-wide cost per circulation), using data from the libraries' previous year's state annual report. RURAL COMPENSATION AMOUNT

Step 4: Compare each library's RURAL COMPENSATION AMOUNT (step 3) with their ACT 150 AMOUNT (step 1) and the HOLD HARMLESS AMOUNT (step 2). Libraries with either a higher ACT 150 AMOUNT or a higher HOLD HARMLESS AMOUNT than their RURAL COMPENSATION AMOUNT receive the highest amount calculated. This caps the loss for these libraries, but also makes them ineligible to receive additional funds in a SECONDARY ALLOCATION.

Step 5: If a library's RURAL COMPENSATION AMOUNT is more than their HOLD HARMLESS AMOUNT and their ACT 150 AMOUNT, the library is eligible for a SECONDARY ALLOCATION. The amount of funding remaining for the SECONDARY ALLOCATION amount is determined by subtracting the total for all libraries in step 4 of the distribution formula from the total appropriation for in-county libraries as determined by the Library Collection Formula.

Step 6: After removing libraries not eligible for the SECONDARY ALLOCATION, the remaining libraries' RURAL COMPENSATION AMOUNTS are apportioned by share to reflect each libraries proportional percentage of circulation to citizens who live in municipalities without libraries.

Step 7: The final distribution payment for each library is the highest of their ACT 150 AMOUNT, HOLD HARMLESS AMOUNT, or proportional allocation amount calculated in Step 6.

Jefferson County Library Service Guidelines

To ensure that all Jefferson County residents receive quality public library service, the Jefferson County Library Board seeks to support and strengthen established municipal libraries. To that end, the following guidelines have been adopted. Chapter 43.11 (d) and Chapter 43.64 (2m) of the Wisconsin State Statutes allows counties to set standards for public libraries. However, the Jefferson County library board seeks to encourage rather than penalize. Therefore the following are set forth as minimum guidelines and not legally required standards. It should be noted that the state of Wisconsin has published library standards. Please consult: Wisconsin Public Library Standards (Wisconsin Department of Public Instruction) at http://dpi.wi.gov/pld/boards-directors/library-standards for further information.

The Jefferson County Library Board seeks to do its part to encourage excellence in public library service within our county. Excellence is not a mere dream. In spite of the multifaceted character of the nation's public libraries and diverse communities they serve, excellence is achieved daily. Three principles are worth noting:

--*Excellence must be defined locally - it results when library services match community needs, interests, and priorities*

--*Excellence is possible for both small and large libraries - it rests more on commitment than on unlimited resources*

--*Excellence is a moving target - even when achieved, excellence must continually be maintained*

Each community must do the work to set its own standards for excellence in public library service. An annual review of these guidelines can be a first step in a continuous process of self-evaluation and planning that leads toward excellence.

All county libraries shall:

- Provide free, equal, and easy public access to all library services to county residents.
- Be in compliance with all requirements for library system membership and participate in system activities.
- Be governed by Boards of Trustees which represent their communities and are responsible for ensuring that library services meet community needs.
- Have long range plans that articulate their mission and plans for achieving results.
- Adopt and maintain policies that guide operations.
- Draw support from their communities and spend public funds responsibly. It should be noted that the public library must be supported by funds from local government on a permanent basis; special grants and donations supplement, but do not supplant, the responsibility of the local funding authority to support the library.
- Provide accurate accounting of budget and expenditures.
- Encourage gifts and bequests to augment the primary funding sources.
- Cooperate with other libraries and community agencies to broaden their services and engage partners.
- Have trained staff and properly certified library directors responsible for their overall operation.

- Provide collections which are important community resources.
- Provide a clean, safe, and an ADA accessible facility.
- Provide patron access to the Internet, governed by locally determined policy.
- Maintain a website that provides access to the library's catalog, an up-to-date calendar. subscription databases such as BadgerLink, e-content, and the library board agendas and minutes.
- Offer services and programs for all ages that are appropriate to the mission of the library.
- Encourage volunteers, Friends, and/or other support groups to work for the library in order to broaden library services and increase community involvement.
- Have library directors annually assess their library's performance against the guidelines.

Adopted by the Jefferson County Library Board on April 19, 2012
Updated by the Jefferson County Library Board on February 23, 2016