

CITY OF GLENDALE LIBRARY REVIEW COMMITTEE

5909 North Milwaukee River Parkway
Glendale, Wisconsin 53209

**This meeting will be held in-person in the
Glendale Common Council Chambers and via Zoom**

Join Zoom Meeting

<https://us02web.zoom.us/j/84050371582>

Meeting ID: 840 5037 1582

Dial by your location

+1 312 626 6799 US (Chicago)

MEETING AGENDA

Tuesday, July 27, 2021

5:30 p.m.

1. Call to / Roll Call
2. Approval of the June 22, 2021, meeting minutes.
3. Discussion on North Shore Library Opportunity
4. Discussion on Milwaukee County Federated Library System information received.
5. Discussion and determination educational marketing process.
6. Review and discussion on possible recommendation to the Common Council.
7. Set next meeting date and location.
8. Adjournment

NOTICE: Although this is NOT a meeting of the Glendale Common Council, a majority of Council members may be in attendance. No action or deliberation by the Council will take place.

– Upon reasonable notice, efforts will be made to accommodate the needs of persons with disabilities.

CITY OF GLENDALE LIBRARY REVIEW COMMITTEE

Meeting Minutes

June 22, 2021

Meeting was called to order at 5:00 p.m. by the Chair, Katie Wood.

Roll Call: Present: Amanda Seligman, Lin McCracken, Lyndsay Smanz, Katie Wood, Mary Lynn Cinealis, Ben Koziol. Absent: Helaine Glass, Catherine Hansen.

Other Officials Present: Rachel Safstrom, City Administrator, Sarah Armstrong, Consultant, Kaela Sullivan, Administrative Secretary, and Steve Heser, System Director.

Approval of the May 26, 2021 Meeting Minutes

Motion by Ms. McCracken, seconded by Ms. Cinealis, to approve the May 26, 2021 minutes. The motion carried unanimously.

Discussion on Milwaukee County Federated Library System (Steve Heser, System Director)

Steve Heser introduced himself and gave a brief overview of reciprocal borrowing within the library system.

Ms. Wood questioned why the data provided shows net positives trending downward.

Mr. Heser stated that circulation for libraries is decreasing, as well as library expectations.

Ms. Seligman questioned if reciprocal borrowing is solely within Milwaukee County municipalities. Mr. Heser confirmed this. Ms. Seligman also asked if the City of Milwaukee would be considered a zero on the chart. Mr. Heser stated yes. Ms. Seligman asked for clarification on the North Shore Library. Mr. Heser explained the factors of being a net borrower and lender and stated that North Shore is a large net borrower, but not currently a net lender.

Ms. Wood questioned if net lenders have a common programming theme. Mr. Heser stated large net lenders normally provide more staff and larger collections, which attract more people, but it is mostly based on patron behavior.

Ms. Seligman questioned the extent to which library directors are strategic regarding borrowing and lending. Mr. Heser stated that it depends on the investments in a library's collection and programs. Ms. Seligman then asked if this depends on where the directors invest, such as capital improvements and collection enhancements. Mr. Heser stated this varies library to library.

Discussion and determination of parameters for a marketing firm.

Ms. Wood stated she attended the Common Council Meeting and learned that the Library Review Committee can move outside the parameters of RFP. The committee needs to create a list of steps for the Common Council to pursue.

Administrator Safstrom is hopeful that basic parameters are created as consultants are contacted. Thus far, there is one consultant available for the community events this summer. Administrator

Safstrom stated she hopes to present a quote for hiring a consultant to the Common Council at Monday's meeting.

The committee discussed what is needed in a consultant. Ms. Wood believes a printed mailing should be dispersed to residents, as well as a webpage. Ms. Seligman asked the extent to which the Common Council is willing to speak publicly about the library. Administrator Safstrom stated the Common Council and mayor are willing to be part of the educational process and would like to make a joint effort with a consultant. Ms. Seligman asked if a second consultant will be hired in the future for additional needs. Administrator Safstrom explained the committee will know more as time moves forward.

Ms. McCracken asked how the committee can counter the negative messages surrounding leaving the North Shore Library. Administrator Safstrom explained that the committee will need to educate the public on why Glendale is leaving the North Shore Library. Ms. Wood stated it is important to ensure the community understands there was a long negotiation process prior to withdrawing from the North Shore Library.

Review and Discussion on Possible Recommendation to the Common Council.

Ms. Wood stated that there are several potential recommendations to present to the Common Council. If Glendale builds a standalone library, it may not be completed in two years; therefore, Ms. Wood asked what the fee would be if Glendale joined another library until completion. Mr. Hesper will contact DPI for additional information. A temporary situation would require an agreement between the library system and Glendale for how to best serve Glendale's residents, which could be expensive. Mr. Hesper stated West Milwaukee pays \$100,000 a year because they do not have a library building to loan materials to residents and Milwaukee County resorts to MCFLS.

Ms. Wood asked if taxes would rise regardless of whether a new library was built. Administrator Safstrom stated that Common Council would have to decide based on a referendum. There is a possibility of using the Milwaukee County Federated Library System or joining another library.

Ms. Wood stated if a referendum passes, she is unsure if a building would be completed and prepared in two years. Administrator Safstrom stated she will discuss this with the Common Council. Ms. Seligman asked how realistic it would be to open a new library in two years if a referendum passes. Ms. Armstrong stated it depends what option the committee pursues: building a brand-new building or renovating an existing space.

Ms. Wood stated the recommendation to the Common Council may have to follow a flow chart. Administrator Safstrom stated there are many scenarios, which make it challenging. The education piece is important, and it is important to receive verbal feedback from residents at community events. Administrator Safstrom asked if the committee has requests for the Common Council to focus on. Ms. Smantz and Ms. Wood agreed that the survey results showed residents want a library. Ms. Smantz stated if a referendum is not approved, a secondary recommendation should be formed.

Ms. Smanz asked how the committee would inform residents of a referendum since the committee is unable to make purchases prior to a referendum. Administrator Safstrom stated that the municipality does not need a referendum to build; it needs a referendum to increase the tax levy. Therefore, there is funding in the debt service for building and it is a decision of the Common Council to use this money.

Ms. Wood asked if there is data on start-up costs for creating a library collection. Mr. Hesel stated he will collect data from recent renovated locations.

Ms. Seligman asked how detailed the recommendation needs to be for the Common Council. Ms. Wood stated she was unsure, but the initial collection costs are going to be high and would be funded through a referendum. Administrator Safstrom asked what is needed for a library to open. Mr. Hesel stated there are requirements for directors and potentially collection requirements based on the size of the community. Administrator Safstrom asked if it would be possible to build on the initial collection. Mr. Hesel stated there are statutory standards, but there are also state guidelines to consider, so he will ask the League of Municipalities for more information.

Ms. Wood stated that based on the survey, the committee should recommend a standalone library. Administrator Safstrom agreed. Ms. Armstrong explained there should be a dedicated space for children, computer access, space for adults to attend programs, etc.

Ms. Wood asked Ms. Armstrong if she advises hosting focus groups if a referendum passes. Ms. Armstrong stated additional feedback is always helpful.

If a referendum does not pass, the committee will discuss the information that Mr. Hesel presents at the next meeting. Mr. Hesel stated he will send out library data within a week. Administrator Safstrom stated she will try to draft more information from the Common Council and consultant for the next meeting. Ms. Wood stated she will begin formulating a recommendation for the Common Council and send drafts to the committee by July 7, 2021.

Set Next Meeting Date and Location.

Ms. Wood stated the July 13, 2021 Library Review Committee meeting will be hosted in the Glendale Common Council Chambers and via Zoom at 5:00 p.m.

Adjournment

Motion by Ms. Wood, seconded by Ms. Smanz, to adjourn the Library Review Committee meeting of June 22, 2021 at 6:00 p.m. The motion carried unanimously.



5909 North Milwaukee River Parkway
Glendale, WI 53209

SUBJECT: Discussion on Milwaukee County Federated Library System information received.
FROM: Rachel Safstrom, City Administrator
MEETING DATE: July 27, 2021

FISCAL SUMMARY:

Budget Summary:	N/A
Budgeted Expenditure:	N/A
Budgeted Revenue:	N/A

STATUTORY REFERENCE:

Wisconsin Statutes:	N/A
Municipal Code:	N/A

BACKGROUND/ANALYSIS:

Steve Hesel from MCFLS was at the last meeting. He indicated he would forward information for the committee to review.

RECOMMENDATION:

Attached are several documents for you to review and discuss.

ACTION REQUESTED:

For discussion purposes only.

ATTACHMENTS:

1. Memo from Mr. Hesel
2. Calculation for Glendale Payment if no library.
3. Reciprocal borrowing payments
4. Space Needs Worksheet
5. State Annual Report - Shorewood

From: [Steve Heser](#)
To: [Rachel Safstrom](#)
Subject: Library Review Follow Up
Date: Friday, June 25, 2021 10:50:49 AM
Attachments: [Calculations to determine Glendale payment-2020.xlsx](#)
[2020 State Annual Report - Shorewood.pdf](#)
[Space Needs Worksheet.xls](#)

Hi Rachel,

I've collected some data and information based on our conversation on Tuesday.

- Calculations to Determine Glendale Payment (2020). I've attached that worksheet with updated numbers for 2020 and it comes out to just over \$900,000.
- Joint Library questions:
 - o Nothing in Chapter 43 states that joint libraries need to be contiguous but my feeling is it would be a hardship for patrons and staff to put it into practice.
 - o I've asked Shannon Schultz at DPI on whether she's aware of any joint libraries that have been formed on a temporary basis while construction takes place for another library. She's out until 6/28 so I'll get her feedback.
- Building and Operating Costs.
 - o I reached out to Jill Lininger at Oak Creek to help get her take on estimates for space needs and the calculation they used for square footage per capita.
 - o The newest Wisconsin Public Library Standards are available here: <https://dpi.wi.gov/pld/boards-directors/library-standards>. Based on that information I put together minimum standards for a Tier 1 library in Glendale:
 - Open minimum of 59 hours per week
 - Collection size:
 - Print: 65,000
 - Audio: 4,810
 - Video: 7,540
 - FTE: minimum of 10
 - Materials expenditure: \$82,000 (I would recommend higher)
 - Public computers: 20
 - o I also attached a space needs worksheet based on recommendations available from DPI here: <https://dpi.wi.gov/pld/boards-directors/space-needs>. Based on the worksheet, I'd probably recommend a minimum square footage of 25,000.
 - o I think Shorewood would also act as a good model for Glendale. They are a high performing library in MCFLS. Their square footage is 21,000 but their materials budget is around \$90,000+ and their overall operating budget approaches \$1 million. FTE is around 13. I attached their annual report so you can see what they reported last year.

I think you can glean some cost information from this and I would highly recommend using the worksheet for space needs and see if you come up with different numbers. Let me know if you need anything else. Hope that helps!

2020 Glendale est. payment	
County Population 2019 est. WI/Dept of Admin	944,099
Glendale Population	12,943
Circulation--10/1/18--9/30/19	6,014,042
Glendale patron circulation	131,243
2018 MCFLS member expenditures	\$ 40,952,323
Per capita expenditures	\$ 43.38
County per capita circulation	6.37
Glendale per capita circulation	10.14
Glendale Per cap circ / County per cap circ	1.591813849
multiplied by per cap expenditures	\$ 69.05
multiplied by Glendale population	\$893,693

2018 MCFLS Automation expenditures	\$ 469,699
Total circulation	6,014,042
Glendale Circ	131,243
Glendale portion of total circulation	2.1823%
Automation charges, total	\$10,250

2018 Expenditures: Cat
enhancement, Innovat
maintenance, telecom
& OCLC

Total charges 2019	\$ 903,943
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Reciprocal Borrowing Payments within the Milwaukee County Federated Library System

What are reciprocal borrowing payments?

Reciprocal borrowing is a process used within the Milwaukee County Federated Library System (MCFLS) to compensate member libraries who loan more materials within the county to non-residents than their own residents receive from other member libraries. Libraries who fall into this category are called “net lenders.” The percentage of net positive transactions accumulated by member libraries are used to determine payments to these net lenders. Net borrowers are held harmless in this process.

For example, Hales Corners accumulated 38,505 net positive transactions in the last period, meaning they loaned out 38,505 more materials to non-residents than their residents borrowed from other libraries.

Net lenders are compensated through a process outlined in the MCFLS ILS, Resource Sharing and Technology Agreement, which currently runs through 2024. The agreement specifies how much of system state aid is applied to reciprocal borrowing in a given year (currently 37%). Payments to net lenders are made roughly 15 months after the numbers are calculated.

Factors associated with being a net lender

There are a number of factors associated with being a net lender, but that status is based almost purely on patron behavior so it is difficult to predict. Here are trends that I’ve noticed over the years:

- Collection size
- Materials budget and addition of new, popular materials appealing to patrons
- Geographic location
- New building or remodeling of existing buildings
- Services such as programming that draw in non-residents

SPACE NEEDS WORKSHEET

INSTRUCTIONS: Fill in or check off all shaded worksheet cells.

DESIGN POPULATION

Projected resident population	12,943
Nonresident service population	30
Design population	12,973

COLLECTION SPACE

Books: The space needed for the library's book collection is determined by the size of the collection and the parameters of the shelving environment. Depending on factors such as the width of the aisles and the height of the shelving, book collections can be housed at 10, 13 or 15 volumes per square foot. As the volumes housed per square foot increases, the average aisle width will decrease, the height of the shelving will grow, and there will be fewer opportunities for marketing display.

- * How many volumes will be in the library's print collection? 65,000
- * What is the library's preferred collection density? (choose one)

<input type="checkbox"/>	10 volumes per sq.ft.
<input checked="" type="checkbox"/>	13 volumes per sq.ft.
<input type="checkbox"/>	15 volumes per sq.ft.

Magazine / newspapers: The Americans with Disabilities Act specifies that current issue display shelving for magazines is subject to height limitations, which conditions how much space magazines will need.

- * How many titles will the library receive? 140

Magazine backfile: Shelving for any back issues retained by the library is NOT subject to reach limitations but many libraries choose to treat these holdings in the same manner.

- * How many of those titles will the library retain in backfiles? 30
- * What will be the average backrun for a typical title (in years)? 2

Nonprint: This collection will often be housed on lower shelving with more marketing display, but because these items are typically smaller than books, the collection density corresponds to that for books. The space need varies depending on aisle widths, marketing display, and so on.

- * How many nonprint items will the library house? 12,350
- * What is the library's preferred collection density? (choose one)

<input type="checkbox"/>	10 items per sq.ft.
<input checked="" type="checkbox"/>	13 items per sq.ft.
<input type="checkbox"/>	15 items per sq.ft.

Public access computers: Many libraries today experience increasing demands for access to digital information resources, which affects the number of stations needed for the public. Wireless access can also affect the inventory needed. The space need per station will be affected by the number of stations provided: a small inventory will usually require more space per station while a larger inventory will benefit from economies of scale and less space per station.

- * How many public access computers to provide? 20
- * What is the preferred space allocation for each? (choose one)

<input type="checkbox"/>	35 sq.ft. per station
<input checked="" type="checkbox"/>	45 sq.ft. per station
<input type="checkbox"/>	50 sq.ft. per station

READER SEATING SPACE

The number of reader seats a library needs is determined in large measure by the number of people the library serves, although other factors may also affect this inventory. Typically allow 30 square feet per seat.

* How many reader seats should the library provide?

STAFF WORK SPACE

The inventory of staff work stations is based on the specific operations and work routines of the library, the number of public service desks, and so on. The space needed for each station, on average, will be affected by the number of work stations a library needs: a small inventory will require more space per station while a larger inventory will need less space per station.

* How many staff work stations are needed?

* What is the preferred space allocation for each? (choose one) 125 sq.ft. per station
 140 sq.ft. per station
 150 sq.ft. per station

MEETING ROOM SPACE

Multi-purpose: How many seats to accommodate in a multi-purpose room?

Conference: How many seats to accommodate at a conference table?

How many seats in a gallery?

Storytime: What is the maximum audience for a typical storytime?

Do your storytimes include a craft or activity? (choose one) Yes No

Computer training lab: How many trainees should be accommodated?

SPECIAL USE SPACE

Special use space reserves space for features such as small group study rooms, a copy center, a public café or refreshment area, a used book sale area, a staff break room, and so on. A larger proportionate allocation here reserves the option to incorporate a wider array of special use functions as a specific architectural plan is developed.

* Choose the library's preferred allocation for special use space 12% of gross area
 15% of gross area
 17% of gross area

NONASSIGNABLE SPACE

Nonassignable space reserves space for such necessary features as mechanical rooms, restrooms, stairwells and elevators. Typically a smaller building will need to reserve a larger share of its gross area for nonassignable purposes, while a larger building will require a smaller proportion for nonassignable. New construction will likely need a smaller proportion than an addition or renovation.

* Choose the library's preferred allocation for nonassignable 25% of gross area
 27% of gross area
 30% of gross area

ADDITIONAL ALLOWANCES

As an option, this worksheet can accommodate additional special allowances for features that may or may not be adequately accommodated in the preceding calculations. These may include space for an automated materials handling system, or a garage (if the library owns and operates vehicles). List any such special features here, along with a suitable square foot allowance

		Allowance	
		sq.ft.
		sq.ft.
		sq.ft.
		sq.ft.

SPACE NEEDS SUMMARY

COLLECTION SPACE

<u>65,000</u> volumes to house at	<u>13</u> vol/sq.ft.	<u>5,000</u> sq.ft.
<u>140</u> magazine display at	<u>1</u> sq.ft./title	<u>140</u> sq.ft.
<u>30</u> magazine backfile at	<u>0.5</u> sq.ft./title/yr held	<u>30</u> sq.ft.
<u>12,350</u> nonprint items to house at	<u>13</u> items/sq.ft.	<u>950</u> sq.ft.
<u>20</u> public access computers at	<u>45</u> sq.ft. per station	<u>900</u> sq.ft.

READER SEATING SPACE

<u>90</u> reader seats at	<u>30</u> sq.ft. per seat	<u>2,700</u> sq.ft.
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STAFF WORK SPACE

<u>12</u> staff work stations at	<u>140</u> sq.ft. per station	<u>1,680</u> sq.ft.
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MEETING ROOM SPACE (See notes 1 through 4)

<u>100</u> multi-purpose seats	<u>10</u> sq.ft. per seat	<u>1,100</u> sq.ft.
<u>0</u> conference room seats	<u>30</u> sq.ft. per seat	<u>0</u> sq.ft.
<u>30</u> storytime seats	<u>15</u> sq.ft. per seat	<u>500</u> sq.ft.
<u>20</u> computer training lab seats	<u>50</u> sq.ft. per seat	<u>1,080</u> sq.ft.

SPECIAL USE SPACE

calculated at <u>15%</u> of gross building area		<u>3,641</u> sq.ft.
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NONASSIGNABLE SPACE

calculated at <u>27%</u> of gross building area		<u>6,554</u> sq.ft.
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SPECIAL ALLOWANCES

<hr/>		<hr/> sq.ft.
<hr/>		<hr/> sq.ft.
<hr/>		<hr/> sq.ft.
<hr/>		<hr/> sq.ft.

GROSS AREA NEEDED		<u>24,276</u> sq.ft.
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- NOTES
1. Multi-purpose room area includes a modest allocation for a speaker's podium.
 2. Conference room area includes allocation for gallery / audience seating, if so designated.
 3. Storytime area includes a modest allocation for storytime presenter.
 4. Computer training lab area includes a modest allocation for trainer's station.



INSTRUCTIONS: Complete and return two (2) signed copies of the form and attachments to the library system headquarters. Confirm with the library system if submitting electronic copies is preferred.

Board-approved, signed annual reports for 2020 are due to the DPI Division for Libraries and Technology no later than March 1, 2021.

I. GENERAL INFORMATION

1. Name of Library Shorewood Public Library		2. Public Library System Milwaukee County Federated Library System			
3a. Head Librarian First Name Rachel	3b. Head Librarian Last Name Collins	4a. Certification Grade Grade I	4b. Certification Type Regular		5. Certification Expiration Date 04/30/2021
6a. Street Address 3920 N. Murray Ave.	6b. Mailing Address or PO Box 3920 N. Murray Ave.	7. City / Village / Town Shorewood	8a. ZIP 53211	8b. ZIP4 2303	9. County Milwaukee
10. Library Phone Number 4148472670	11. Fax Number	12. Library E-mail Address of Director rachel.collins@mcfls.org			
13. Library Website URL www.shorewoodlibrary.org		14. No. of Branches 0	15. No. of Bookmobiles Owned 0	16. No. of Other Public Service Outlets 0	
17. Does the library operate a books-by-mail program? No	18. Some public libraries are legally organized as joint libraries, with neighboring municipalities or a county and municipality joining to operate a library. Is the library such a joint library legally established under Wis. Stat. s. 43.53? No				
20. Square Footage of Public Library 21,000	21. Did the library or a branch move to a new facility or expand an existing facility during the fiscal year? No		22. DUNS Number <i>Nine digits</i> 079693009		

HOURS OF OPERATION

	Standard Service with No Restrictions on Building Access	Limited Service	Staff Only (no interior service for the public)
19a. Winter Hours Open per Week	61	48	27
19b. Number of Winter Weeks	10	23	19
19c. Summer Hours Open per Week			
19d. Number of Summer Weeks			
19e. Total Weeks per Year	10	23	19
19f. Total Hours per year for this location	610	1,104	513

COVID-19

Did the library provide the following services during the COVID-19 pandemic?

	Yes / No	Number of Interactions (if known)
1a. answering general information requests from the public (phone calls, emails, text messages, online forms, etc.)	Yes	
1b. providing reference service	Yes	9,313
1bi. reference service provided via email	Yes	1,019
1bii. reference service provided via chat	No	
1biii. reference service provided via text message	No	
1biv. reference service provided via telephone	Yes	2,681
1bv. reference service provided via another method (e.g., online service or form)	No	
1bvi. describe "another method of reference service":		
1c. hosting virtual programming or recorded content	Yes	2,493
1d. offering curbside pickup	Yes	5,924
1e. offering drive-thru circulation of physical materials	No	
1f. offering vestibule/porch pickups	No	
1g. offering delivery of materials (mail or drop-off)	No	
1h. managing IT services for external Wi-Fi access	No	
1i. providing other types of online and electronic services	No	
1ii. describe "other services":		

ELECTRONIC MATERIALS ADDED DUE TO COVID-19

Did the library add or increase access to electronic collection materials due to the COVID-19 pandemic?

	Yes / No	Number Added (if known)
2a. increasing the concurrent or monthly borrowing limits for electronic materials purchased locally	No	
2b. increasing the concurrent or monthly borrowing limits for electronic materials purchased by the library system or consortia	Yes	
2c. increasing the number of electronic materials and holdings purchased locally	No	
2d. increasing the number of electronic materials and holdings purchased by the library system or consortia	Yes	
2e. augmenting the public's ability to use electronic materials in another way	No	
2f. describe "augmenting in another way":		

PUBLIC SERVICES COVID-19

Did the library add or increase access to electronic collection materials due to the COVID-19 pandemic?

	Yes / No
3. Electronic Library Cards Issued Before COVID-19	No
4. Electronic Library Cards Issued During COVID-19	Yes
5. External Wi-Fi Access Before COVID-19	No
6. External Wi-Fi Access Added During COVID-19	No
7. External Wi-Fi Access Increased During COVID-19	No
8. Staff Re-Assigned During COVID-19	Yes

COVID-19 CLOSURES

Initial date closed due to COVID-19	2020-03-16
First date reopened following initial COVID-19 closure	2020-06-15
Additional building closure and reopening dates, please describe	Closed for in-person services 2020-11-25 through 2020-12-31 due to spike in COVID cases.

II. LIBRARY COLLECTION		
	a. Number Owned / Leased	b. Number Added
1. Books in Print <i>Non-periodical printed publications</i>	76,794	3,761
2. Electronic Books <i>E-books</i>	167,166	
3. Audio Materials	10,123	504
4. Electronic Audio Materials <i>Downloadable</i>	59,601	
5. Video Materials	8,916	483
6. Electronic Video Materials <i>Downloadable</i>	573	
7. Other Materials Owned <i>Describe</i> periodicals, laptops	1,468	
8a. Electronic Collections <i>Locally owned or leased</i>	3	
8b. Electronic Collections <i>Purchased by library system or consortia</i>	5	
8c. Electronic Collections <i>Provided through BadgerLink</i>	64	
9. Total Electronic Collections <i>Local, regional, and state</i>	72	
10. Subscriptions <i>Include periodicals and newspapers, exclude those in electronic format</i>	112	

III. LIBRARY SERVICES

1. Circulation Transactions			
a. Total Circulation	b. Children's Materials		
234,981	102,690		
2. Interlibrary Loans (ILL)			
Method for Counting ILL Transactions			
Categorized ILL Transactions			
Mode of ILL Transaction (Only Total will display when Total ILL Transactions is listed as the Method for Counting ILL Transactions)	Items Loaned to Other Libraries Provided to	Items Borrowed from Other Libraries Received from	
Integrated Library System (ILS)	27,701	65,417	
WISCAT	77	45	
Other (includes OCLC, manual tracking, or other methods)	4	97	
Total	27,782	65,559	
3. Number of Registered Users			4. Reference Transactions
a. Resident	b. Nonresident	c. Total	a. Method
6,536	3	6,539	Actual Count
			b. Annual Count
			13,013
			5. Library Visits
			a. Method
			Actual Count
			b. Annual Count
			86,224
6. Uses of Public Internet Computers			
a. Number of Public Use Computers	b. Number of Public Use Computers with Internet Access		a. Method
30	30		Actual Count
			b. Annual Count
			12,617
7. Uses of Public Wireless Internet			
a. Method			
Router Count			
b. Annual Count			
25,975			
8. Website Visits	9a. Local Electronic Collection Retrievals	9b. Other Electronic Collection Retrievals	9c. Statewide Electronic Collection Retrievals
62,920	1,021	8,420	655
9d. Total Electronic Collection Retrievals			
10. Uses of Electronic Materials by Library Users			
a. E-Books	b. E-Audio	c. E-Video	d. Total Uses of Electronic Materials
18,844	11,888	1,315	
			e. Uses of Children's Electronic Materials
			4,160

LIBRARY PROGRAMS AND ATTENDANCE

11. Programs and Program Attendance Annual Count

Method for Counting Number of Programs and Attendance

In-person, virtual, and pre-recorded program statistics

Total Program and Attendance Statistics

	a. Children (0-11)	b. Young Adult (12-18)	c. Other (all ages)	d. Total
Number of Programs	75	2	25	102
Total Program Attendance	1,434	44	337	1,815

Describe the library's programs

In-person, Virtual, and Pre-recorded Program Statistics**In-Person Programs and Program Attendance Annual Count**

	a. Children (0-11)	b. Young Adult (12-18)	c. Other (all ages)	d. Total
Number of Programs	71	1	14	86
Total Program Attendance	1,434	2	176	1,612

Describe the library's in-person programs:

Regular programs in Jan-March before stay at home. A few outdoor storytimes in the summer and early fall = "stories on the lawn"

Live Views of Virtual Programs and Virtual Program Attendance Annual Count

	a. Children (0-11)	b. Young Adult (12-18)	c. Other (all ages)	d. Total
Number of Live Virtual Programs	4	1	11	16
Total Live Virtual Program Attendance		42	161	203
Total Views of Live Programs Recorded for Asynchronous Viewing	756			756

Which platforms does the library use to host the library's live, virtual programs:

zoom, facebook

Describe the library's live, virtual programs:

class visits, book clubs, summer reading performers - magic show, dance performance

Views of Pre-recorded Programs and Pre-recorded Program Attendance Annual Count

	a. Children (0-11)	b. Young Adult (12-18)	c. Other (all ages)	d. Total
Number of Pre-recorded Programs	29	0	0	29
Total Pre-recorded Program Views	1,534	0	0	1,534

Which platforms does the library use to host the library's pre-recorded programs:

facebook, you tube

Describe the library's pre-recorded programs:

storytimes

IV. LIBRARY GOVERNANCE

Library Board Members. List all members of the library board as of the date of this report. List the president first. Indicate vacancies.

First Name	Last Name	Street Address	City	ZIP+4	Email Address
PRESIDENT					
1. Alex	Handelsman	4463 N Morris Blvd	Shorewood	53211	alexhandelsman@gmail.com
2. Elvira	Craig de Silva	2606 E Jarvis Street	Shorewood	53211	ecraigdesilva@gmail.com
3. Donna	Whittle	2716 E Newton Ave	Shorewood	53211	dwhittle@wi.rr.com
4. Alcx	Dimitroff	3545 N Prospect Ave.	Shorewood	53211	dimitrof@uwm.edu
5. Bryan	Davis	4132 N Prospect Ave	Shorewood	53211	bdavis@shorewood.k12.wi.us
6. Leslie	Cooley	3900 N Estabrook Pkwy #346	Shorewood	53211	lestcooley@gmail.com
7. Jonathan	Smucker	4218 N Maryland Ave	Shorewood	53211	jon.smucker@gmail.com
8.					
9.					
10.					
11.					
12.					

Number of Library Board Members
Include vacancies in this count

7

V. LIBRARY OPERATING REVENUE
Report operating revenue only. Do not report capital receipts here.

1. Local Municipal Appropriations for Library Service *Only Joint libraries report more than one municipality here*

Municipality Type	Name	Amount
Village	Shorewood	\$910,108
Subtotal 1		\$910,108

2. County

a. Home County Appropriation for Library Service

Subtotal 2a

b. Other County Payments for Library Services

County Name	Amount	County Name	Amount
Subtotal 2b			

3. State Funds

a. Public Library System State Funds

Description	Amount	Description	Amount
MCFLS Reciprocal Borrowing	\$86,657		
b. Funds Carried Forward from Previous Year	\$0	c. Other State Funded Program	0
Subtotal 3			\$86,657

4. Federal Funds *Name of program—for LSTA grant awards, grant number and project title*

Program or Project	Amount	
CARES Act	\$1,576	
Subtotal 4		\$1,576

5. Contract Income *From other governmental units, libraries, agencies, library systems, etc.*

Name	Amount	Name	Amount
West Milwaukee	\$267		
Subtotal 5			\$267

6. Funds Carried Forward <i>Do not include state aid. Report state funds in 3b above.</i>	7. All Other Operating Income	8. Total Operating Income <i>Add 1 through 7</i>	9. What is the current year annual appropriation provided by governing body(ies) for the public library?	10. Was the library's municipality exempt from the county library tax for the report year? <i>Wis. Stat. s. 43.64(2)</i>
\$35,871	\$224,981	\$1,259,460	\$928,950	Yes

VI. LIBRARY OPERATING EXPENDITURES

Report operating expenditures from all sources. Do not report capital expenditures here.

1. Salaries and Wages <i>Include maintenance, security, plant operations</i>		2. Employee Benefits <i>Include maintenance, security, plant operations</i>		
\$555,589		\$202,330		
3. Library Collection Expenditures				
a. Print Materials	b. Electronic Materials	c. Audiovisual Materials	d. All Other Library Materials	e. Subtotal 3
\$67,841	\$15,937	\$15,161	\$506	\$99,445
4. Contracts for Services <i>Include contracts with other libraries, municipalities, and library systems here. Include service provider.</i>				
Provider		Amount		Provider
MCFLS Automation and Technical Support		\$37,462		
				Subtotal 4
				\$37,462
5. Other Operating Expenditures				\$186,270
6. Total Operating Expenditures <i>Add 1 through 5</i>				\$1,081,096
7. Of the expenditures reported in item 6, what were operating expenditures from federal program sources?				\$0

VII. LIBRARY CAPITAL REVENUE, EXPENDITURES, DEBT RETIREMENT, AND RENT

1. Capital Income and Expenditures by Source of Income.				
<i>Do not report any expenditures reported above. Provide a brief description of any expenditures.</i>				
Source	Brief Description of Expenditure		Revenue	Expenditure
a. Federal			\$0	\$0
b. State			\$0	\$0
c. Municipal			\$0	\$0
d. County			\$0	\$0
e. Other			\$0	\$0
2. Debt Retirement		3. Rent Paid to Municipality/County	Total Revenue	Total Expenditure
			\$0	\$0

VIII. OTHER FUNDS HELD BY THE LIBRARY BOARD

IX. TRUST FUNDS

All funds under the library board's control must be reported. Report in this section any funds in the library board's control (except Trust Funds) that have not been reported in a previous section. <i>Wis. Stat. s. 43.58(6)(a)</i>	1. Total Amount of Other Funds at End of Year	1. Total Amount of Trust Funds Held by the Library Board at End of Year
	\$7,367,463	

X. STAFF

1. Personnel Listing. Libraries with 15 or fewer employees may report all staff under 1a. Libraries with more than 15 employees, list head librarian, chief assistants, branch librarians, division heads, and other supervisory personnel in 1a. and all other positions in 1b.

a. Employees Holding the Title of Librarian. Indicate advanced degrees in Type of Staff.

Position	Type of Staff	Annual Salary	Hours Worked per Week	Position	Type of Staff	Annual Salary	Hours Worked per Week
Director / Head Librarian	MLS (ALA)	\$75,760	40.00				
Assistant Director	MLS (ALA)	\$61,121	40.00				
Librarian	MLS (ALA)	\$59,384	40.00				
Librarian	MLS (ALA)	\$50,939	40.00				
Librarian	MLS (ALA)	\$50,482	40.00				
Librarian	MLS (ALA)	\$44,320	30.00				

b. Other Paid Staff See instructions

Position	Type of Staff	Total Annual Wages	Hours Worked per Week	Position	Type of Staff	Total Annual Wages	Hours Worked per Week
Library Associate	Other	\$37,773	40.00	Shelvers	Other	\$40,040	70.00
Senior Clerk	Other	\$34,424	40.00				
Administrative Assistant	Other	\$38,896	40.00				
Clerks	Other	\$72,088	100.00				
Youth Services Aide	Other	\$6,825	10.50				

2. Library Staff Full-Time Equivalents (FTEs). Divide the total hours worked per week for each category by 40 to determine full-time equivalents.

a. Persons Holding the Title of Librarian

b. All Other Paid Staff (FTE) include maintenance, plant operations, and security

c. Total Library Staff (FTE)

Master's Degree from an ALA Accredited Program (FTE)	Other Persons Holding the Title of Librarian (FTE)	Subtotal 2a			
5.75		5.75		7.55	13.30

XI. PUBLIC LIBRARY LOANS OF MATERIAL TO NONRESIDENTS

1. Of the total circulation reported for the library from Section III, item 1, what was the total circulation to nonresidents
 See instructions for definition of nonresident 103,427

Divide nonresident circulation among the following categories. The total of 2 through 6 below should not be greater than the number reported in item 1 above.	a. Those with a Library	b. Those without a Library	c. Subtotal
2. Circulation to Nonresidents Living in the Library's County	103,421	0	103,421
3. Circulation to Nonresidents Living in Another County in the Library System	0	0	0
4. Circulation to Nonresidents Living in an Adjacent County Not in the Library System	6	0	6
5. Circulation to All Other Wisconsin Residents 0	6. Circulation to Persons from Out of the State 0		

7. Are the answers to items 1 through 6 based on actual count or survey/sample? Actual	8a. Does the library deny access to any residents of adjacent public library systems on the basis of Wis. Stat. s. 43.17(11)(b)? No	8b. If yes, does the library allow residents in adjacent systems to purchase library cards?
---	--	---

9. Circulation to Nonresidents Living in an Adjacent County Who Do Not Have a Local Public Library

Name of County	Circulation	Name of County	Circulation
a.		f.	
b.		g.	
c.		h.	
d.		i.	
e.		j.	

XII. TECHNOLOGY

1. Does the library provide wireless Internet access? Yes	2. Library type of Internet connection Mark all that apply <input checked="" type="checkbox"/> a. State TEACH line <input type="checkbox"/> b. Other broadband connection Local cable, telco, community network, etc.	3. Library use of Internet filtering software or service <input type="checkbox"/> a. Yes, on all Internet workstations <input type="checkbox"/> b. Yes, on some Internet workstations <input checked="" type="checkbox"/> c. No filtering on any Internet workstation
--	--	--

XIII. SELF-DIRECTED ACTIVITIES, STAFF SERVING YOUTH / ADULTS

1. Self-directed Activities Planned, independent activities available for a definite time period which introduce participants to any of the broad range of library services or activities that directly provide information to participants.		a. Children (0-11)	b. Young Adult (12-18)	c. Other (all ages)	d. Total
	Number of Self-directed Activities	46	15	13	74
	Total Self-directed Activity Participation	1,122	107	181	1,410

2. Name and email address of primary staff person who serves as the children, youth, or teen librarian. Only the primary person is displayed here.

a. First Name Heide	b. Last Name Piehler	c. Email Address heide.piehler@mcfls.org
------------------------	-------------------------	---

3. Name and email address of primary staff person who serves as the librarian for adults. Only the primary person is displayed here.

a. First Name Hayley	b. Last Name Johnson	c. Email Address hayley.johnson@mcfls.org
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XIV. PUBLIC LIBRARY ASSURANCE OF COMPLIANCE WITH SYSTEM MEMBERSHIP REQUIREMENTS

We assure the Public Library System of which this library is a member and the Division for Libraries and Technology, Department of Public Instruction that this public library is in compliance with the following requirements for public library system membership as listed in *Wis. Stats.* A check (X) or a mark in the checkbox indicates compliance with the requirement.

- The library is established under s. 43.52 (municipalities), s. 43.53 (joint libraries), or s. 43.57 (consolidated county libraries and county library services) of the Wisconsin Statutes [s. 43.15(4)(c)1].
- The library is free for the use of the inhabitants of the municipality by which it is established and maintained [s. 43.52(2), 73 Op. Atty. Gen. 86(1984), and OAG 30-89].
- The library's board membership complies with statutory requirements regarding appointment, length of term, number of members and composition. [s. 43.54 (municipal and joint libraries), s. 43.57(4) & (5) (consolidated and county library services), and s. 43.60(3) (library extension and interchange)].
- The library board has exclusive control of the expenditure of all moneys collected, donated, or appropriated for the library fund [s. 43.58(1)].
- The library director is present in the library at least 10 hours a week while library is open to the public, less leave time [s. 43.15(4)(c)6]
- The library board supervises the administration of the library, appoints the librarian, who appoints such other assistants and employees as the library board deems necessary, and prescribes their duties and compensation [s. 43.58(4)].
- The library is authorized by the municipal governing board to participate in the public library system [s. 43.15(4)(c)3].
- The library has entered into a written agreement with the public library system board to participate in the system and its activities, to participate in interlibrary loan of materials with other system libraries, and to provide, to any resident of the system area, the same library services, on the same terms, that are provided to the residents of the municipality or county that established the member library. This shall not prohibit a municipal, county, or joint public library from giving preference to its residents in library group programs held for children or adults if the library limits the number of persons who may participate in the group program, or from providing remote access to a library's online resources only to its residents. [s. 43.15(4)(c)4].
- The library's head librarian holds the appropriate grade level of public librarian certification from the Department of Public Instruction [s. 43.15(4)(c)6 and Administrative Code Rules PI 6.03].
- The library annually is open to the public an average of at least 20 hours each week except that for a library in existence on June 3, 2006, annually is open to the public an average of at least 20 hours or the number of hours each week that the library was open to the public in 2005, whichever is fewer [s. 43.15(4)(c)7].
- The library annually spends at least \$2,500 on library materials. [s. 43.15(4)(c)8].

XV. CERTIFICATION

I CERTIFY THAT, to the best of my knowledge, the information provided in this annual report and any attachments are true and accurate and the library board has reviewed and approved this report.

President, Library Board of Trustees Signature or designee ➤ 	Name of President or Designee <i>Print or type</i> Alex Handelsman	Date Signed 2/22/2021
Library Director / Head Librarian Signature ➤ 	Name of Director / Head Librarian <i>Print or type</i> Rachel Collins	Date Signed 02/22/2021

STATEMENT CONCERNING PUBLIC LIBRARY SYSTEM EFFECTIVENESS

As required by Wis. Stat. s. 43.58(6)(c), the following statement that the library system either did or did not provide effective leadership and adequately meet the needs of the library must be completed and approved by the library board. The response should be made in the context of the public library system's statutory responsibilities and the funding which it has available to meet those responsibilities.

County
Milwaukee

The Shorewood Public Library Board of Trustees hereby states that in 2020 the Milwaukee County Federated Library System

Name of Public Library

Name of Public Library System / Service

- [X] did provide effective leadership and adequately met the needs of the library.
[] did not provide effective leadership and did not adequately meet the needs of the library.

Indicate with an X one of the above two statements.

Explanation of library board's response. Attach additional sheets if necessary.

Note: With the approval of the library board of trustees, this statement may be submitted separately from the Annual Report form that is sent to the library system, as an e-mail attachment to LibraryReport@dpi.wi.gov.

CERTIFICATION

The preceding statement was approved by the Public Library Board of Trustees.

Division staff will compile the statements received for each library system and, as required by Wis. Stat. s. 43.05(14), conduct a review of a public library system if at least 30 percent of the libraries in participating municipalities that include at least 30 percent of the population of all participating municipalities report that the public library system did not adequately meet the needs of the library. This statement may be provided to the public library system.

Table with 3 columns: President, Library Board of Trustees Signature or designee; Name of President or Designee Print or type; Date Signed. Includes a signature and the text 'Alex Handelsman' and date '2/22/2021'.

COMMENTS

answering general information requests from the public (phone calls, emails, text messages, online forms, etc.)

Did not track--2021-02-16

providing reference service

Gimlet - in person and roaming minus directional and circulation--2021-02-08

reference service provided via email

Gimlet - email--2021-02-08

reference service provided via telephone

Gimlet - phone--2021-02-08

offering curbside pickup

on table/cart in lobby, on cart outside, to vehicle outside--2021-02-16

increasing the concurrent or monthly borrowing limits for electronic materials purchased by the library system or consortia

Hoopla--2021-02-19

increasing the number of electronic materials and holdings purchased by the library system or consortia

Additional Overdrive Advantage funding--2021-02-19

Electronic Library Cards Issued Before COVID-19

Not full service cards--2021-02-16

Staff Re-Assigned During COVID-19

Library staff assisted with elections, planning dept--2021-02-16

SECTION_II

8a. Electronic Collections (Locally owned or leased)

Mango, Ancestry, Brainfuse--2021-02-08

SECTION_III

4b. Reference Transactions

Gimlet - everything but directional and circulation--2021-02-08

Number of Website Visits

Google Analytics--2021-02-19

Local Electronic Collection Retrievals (locally owned or leased)

Mango, Ancestry, Brainfuse--2021-02-08

SECTION_V

Amount

Via MCFLS, not Village--2021-02-19

6. Funds Carried Forward

2020 starting fund balance--2021-02-12

Other Revenue

2020 Actual fines, printing, Friends, general and programming donations, allocated Lange-GMF funds--2021-02-12

SECTION_VI

a. Print Materials

Periodicals, Reference Continuations, adult, teen, children's print, Lange collection enhancements, Friends collection enhancements, Onufrock, Other donations collection enhancements--2021-02-12

b. Electronic Materials

ebooks and digital materials, Friends digital collection enhancements, Lange digital collection enhancements--2021-02-12

c. Audiovisual Materials

Includes Friends DVDs--2021-02-12

d. All Other Library Materials

ELC toys NOT furniture--2021-02-12

5. Other Operating Expenditures

Subtracted new computers accounted for in MCFLS automation and tech support--2021-02-12

Other Library Funds

Beginning Balance of Other Funds Under Library Board Control

GMF funds NOT allocated for year. Use GMF Jan-Dec end of year report--2021-02-12



5909 North Milwaukee River Parkway
Glendale, WI 53209

SUBJECT: Discussion and determination educational marketing process.
FROM: Rachel Safstrom, City Administrator
MEETING DATE: July 27, 2021

FISCAL SUMMARY:

Budget Summary:	N/A
Budgeted Expenditure:	N/A
Budgeted Revenue:	N/A

STATUTORY REFERENCE:

Wisconsin Statutes:	N/A
Municipal Code:	N/A

BACKGROUND/ANALYSIS:

The past few meetings the committee discussed and recommended a marketing firm to assist in public education of the current Glendale Library situation. The Common Council received the attached proposal from Kane Communication Group. Unfortunately, with the expansive scope and cost, I requested the Council delay any action until a refined scope or direction could be obtained.

Ald. Vukovic asked if the Council would be willing to hold a special meeting to discuss the situation with residents. The meeting information could be sent to each home on a post card. The sole purpose of the meeting would be for the library topic.

Chair Wood and I discussed this option as well as the possibility of working with a copywrite to assist with a flyer. A local company indicated a cost of \$80-\$100 for the project.

RECOMMENDATION:

N/A

ACTION REQUESTED:

Committee to give direction on how to proceed.

ATTACHMENTS:

1. Kane Communications proposal

Proposal for Communications Support
June 23, 2021

City of Glendale

Kane

Kane Communications Group

250 E Wisconsin Ave, Suite 1200,
Milwaukee, WI 53202

OFFICE 414 635 7000

EMAIL info@kanecommgroup.com

WEB kanecommgroup.com

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SITUATION OVERVIEW

Background

In the fall of 2020, Glendale officials unanimously agreed to withdraw from the North Shore Public Library in 2023 after talks among the four municipalities who support the library failed to reach a new agreement. The other municipalities include Fox Point, Bayside and River Hills.

There have been years of disputes and disagreements among the communities about the financial responsibilities for the library. Glendale officials had pushed for a new library agreement they said was needed in order to borrow \$4 million for a library renovation project.

Problem / Opportunity

Glendale is required by law to provide library services to its residents. Now, city officials have to decide whether to form their own library for Glendale residents, financially partner with another neighboring library system or try to bring the three other communities back to the table.

City leaders have reached out to residents in newsletters and through direct mail to both inform them about this developing situation and to find out how aware residents are and what they'd like to see city leaders do. With a deadline to withdraw from the North Shore Library in 2023 looming, Glendale leaders believe they need to make one more push to ensure residents are aware of what's at stake, and that city leaders can take appropriate next steps based on their public's opinion.

Needs

In order to take an informed approach that represents the desires of Glendale residents, Kane recommends a two-step process:

1. Stakeholder research

Building a foundation of knowledge to inform communications and outreach projects is a vital first step.

- Research makes communication two-way by collecting information from your stakeholders rather than one-way, which is a simple dissemination of information. The insights gained from research make it possible to understand your stakeholders' ideas and opinions, engage in dialogue with them, and work to build awareness, buy-in and support through messages and channels that make sense to them.
- Research makes communication strategic by ensuring outreach is shaped by what your stakeholders want, need, or care most about. Without research, communication is based on an organization's perspective or experience, which can lead to ineffective strategies and even erode public trust.
- Research enables us to show results, to measure impact, and refocus efforts based on

measurement.

2. Communications plan development and implementation

Kane will develop and implement a strategic communications plan based on the research findings. This plan may include targeted public relations, influencer training and outreach, the development of materials like flyers, targeted social media, a website about the library initiative.

Desired Results

Through these efforts, Glendale leaders will clearly understand how aware their stakeholders are about the North Shore Library issue and what their stakeholders would like them to do about providing library services to the community.

RECOMMENDED APPROACH

We recognize that the City has already conducted a survey of residents as a whole, with what we would consider a very favorable response rate. Our focus would be to **supplement this research with more specific inputs from audiences most likely to be promoters or detractors** of the City’s efforts on this matter as it moves forward.

Based on the goals and opportunities outlined in the above section, Kane recommends starting with conducting an **emailed survey** (taking no longer than 5-6 minutes to complete) with your most loyal and active stakeholders related to this project: **Active** (within the past two years) **library card holders**. We expect this work to take place in the month of July.

By obtaining specific information from this audience about their current understanding of the situation, their opinions about the direction they’d like to see the City take, and what it would take to change their opinions, Kane can then develop a **targeted communications plan** aimed at moving the needle in very specific areas. We expect that we could work on development of this plan in early August, as soon as the research findings are in.

A high-level description of work areas, activities and deliverables are included below.

Area of Work	Description of Work	Activities & Deliverables
Project Oversight & Execution	Develop timelines, schedule resources, complete material production and client engagement activities	<ul style="list-style-type: none"> - Project timeline - Call reports - Resource schedule
Research Strategy	<p>Review of methodology and results from previous surveys</p> <p>Development of research approach, survey development, and data collection</p>	<ul style="list-style-type: none"> - Research plan - Recruiting plan - Research schedules
Research Surveys	Survey deployment, participant recruiting, data collection and analysis	<ul style="list-style-type: none"> - Targeted public survey - Data analysis
Survey Advertising	Development of sponsored social media ads to drive local individuals to take survey	<ul style="list-style-type: none"> - Social media graphics and copy - Media budget
Insights Report	Final report development and presentation	<ul style="list-style-type: none"> - Research report - Insights summary
Communications Plan	Develop communications plan that includes measurable objectives, strategies, tactics, key messaging, target audiences, timeline, budget and measurement	<ul style="list-style-type: none"> - Communications plan

Questions for Consideration:

In order to develop a more specific quote for services, Kane would like to know:

- In previous surveys, did you identify users of the library within the survey?
- What was asked in previous surveys?
- How many library card holders are there?
 - Of this group, what percentage of this group do you have email addresses for?
 - How big is this email list?
 - When was this list last updated?
- How reliant is the Library on donors for support (individuals or organizations)? (If so, this may also be a stakeholder group we consider gathering information from either via surveys or focus groups.)
 - What has the 5-year trend been with this group? Are you gaining or losing donor support?
 - Is there an existing email list for these groups?
- If email is not possible, we recommend exploring a mailed survey - with a prepaid response envelope. This method is much more costly and would be dependent upon the total number of surveys needed to mail to generate a statistically significant response. Further discussion would be required.

Ballpark Costs

- **Email Survey:** \$8,000-10,000
 - Optional add-on of Facebook ad campaign to boost response rate: \$3,000
- **Communications Plan:** \$10,000-\$15,000
 - Ballpark costs for sample tactics in plan
 - **Flyer or sell sheet** - \$3,000 (includes copywriting, design, editing, etc.; does not include printing)
 - **Postcard** - \$5,300 (does not include printing, mailing or fulfillment)
 - **Website** - \$14,000-\$20,000 (Assuming this is a simple informational-only microsite built on an open source platform)

About Kane Communications Group

[Kane Communications Group](#) is a research-driven, integrated communications firm based in Milwaukee, WI and located at 250 E. Wisconsin Ave., Suite 1200. We help visionary leaders to build, activate and protect their reputations - building faith in facts and inspiring meaningful outcomes.

Today, we have staff in Milwaukee, Phoenix and Geneva, Switzerland. Additionally, we have a robust internship program featuring students nationally and internationally - which contributes to our business goal of building a diverse pipeline of talent for the communications industry.

Founded in 2013, and owned and operated by award-winning journalist, [Kimberly Kane](#), we focus on delivering business results through research-based strategic planning; public, media and community relations; brand development; digital and traditional marketing; content development; video production; internal communications; and more.

Our PR expertise is a big part of what makes Kane special. Our president began her career as a journalist, and because of this, we know the way the media thinks and works because we've walked in their shoes. Because of this, we assure that our clients are prepared with the tools they need to properly liaise with the media - the way that the media wants them to.

Kane is a woman-owned, WBE-, DBE- and SBE-certified firm that employs a diverse team of multicultural and multilingual staff. We are certified by the Women's Business Enterprise National Council (WBENC) as a woman-owned business.



Kane is certified as a Women's Business Enterprise by the Women's Business Enterprise National Council (WBENC), the nation's largest third-party certifier of businesses owned and operated by women. We recognize the commitment to supplier diversity that is embraced by corporations today, and we can add diversity to your supply chain.



Kane is certified as a Disadvantaged Business Enterprise (DBE) in Wisconsin, under a Unified Certification Program (UCP), making us a certified DBE for all Wisconsin UCP members, including the WisDOT, Dane County, City of Madison, Milwaukee County and UW System.



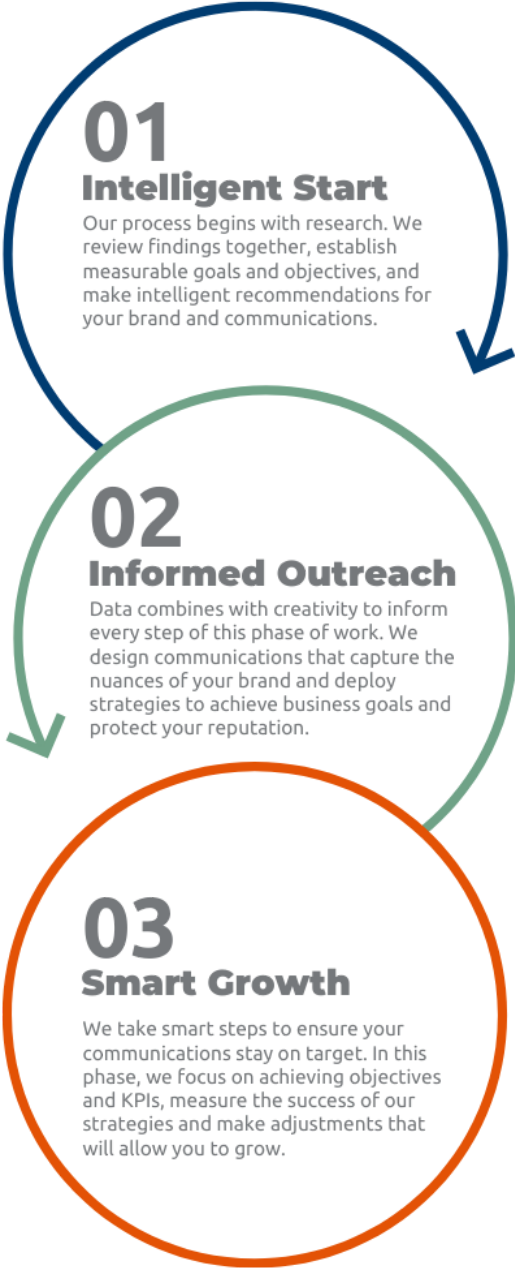
Kane was recognized in 2020 in Inc. Magazine as number 141 on the 2021 Inc. 5000 Regionals: Midwest list. This prestigious ranking lists the fastest-growing private companies in 12 midwestern states. Born of the Inc. 5000 franchise, this list represents a unique look at the most successful independent small businesses.

Differentiators

What Makes Us Unique

We always start with research and are insight-driven.

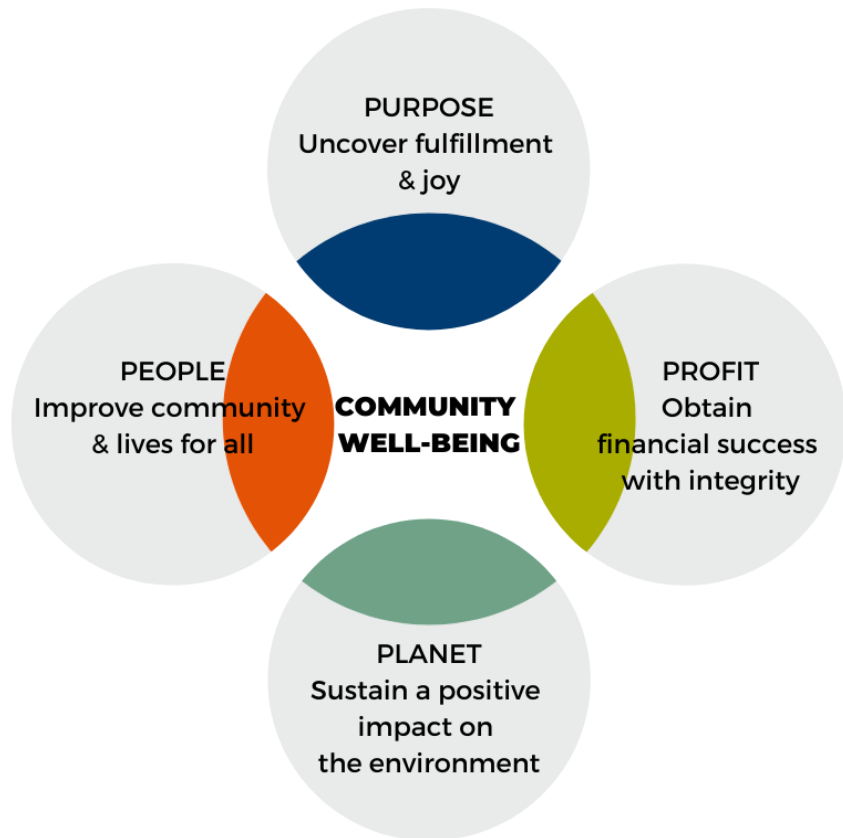
Kane’s approach is designed to first understand each clients’ business needs deeply, thoughtfully identifying customer needs, desires and opinions. We then design customized brand, marketing, communications and digital experiences that create loyal, engaging relationships.



We watch the quadruple bottom line - people, planet, profit, purpose.

We treat **purpose** as a fourth bottom line to be managed at Kane. This means that we make the management of our core values, guiding principles, mission and vision as important as our financials, environmental and social impact. In fact, in 2020, we invited our clients to be part of a materiality study - in which they told us the issues that were most important to them and their business. As a result, we are developing a corporate citizenship and sustainability plan aligned with our employee and client's key issues and creating programs that will help us to contribute to solving issues that they care most about. An [Ipsos](#) poll in February 2021 found more people expect "brand purpose" to be a major part of company operations this year. And globally recognized CEOs like Blackrock's Larry Fink connect a company's [profit to its purpose](#). We know that today companies must go deeper to prove that what you say is true. This is how we do it. And we offer the same consult to our clients who take defining, building and protecting their reputations as seriously as we do.

The Quadruple Bottom Line



We will tell you what you need to hear, not what you want to hear.

From our first client, a CFO who told us about a particularly difficult communications problem she was having, our solutions have redefined how communications work within the organizations we serve. We've done this not by simply developing estimates and delivering work as our clients ask - but by listening deeply, asking questions and becoming an advisor to the senior leaders we serve.

It's because of this that Kane often does not participate in bid processes or submit one-off estimates - except for organizations in which we see real potential to become changemakers and thought leaders. We customize the work we do based on our clients' unique business problems.

We've helped CEOs build marketing communications departments from the ground up -

developing their plans, budgets, systems and processes and job descriptions for future team members. We become members of our clients' teams, and their bottom line becomes just as important to us as to them. It's because of this that we aren't afraid to tell our clients that what they thought they needed isn't right - and suggest an alternative solution, even if it means not working with us. "Telling the emperor when he has no clothes" just happens to be one of our guiding principles - and our clients will tell you when they've been told as much!

"It's always comforting to have people tell you what you want to hear. That's not always healthy. What you need to hear is an honest perspective. I have found that in all of the meetings and all of the projects we've worked on with Kane, that they're respectfully honest. I appreciate not only that level of professionalism but that level of confidence. How they're directing us, the information that they're sharing with us, may not be what we want to hear, but it is from a perspective that is in our best interest."

— Marty Brooks, President and CEO of the Wisconsin Center District

Rates

Kane charges an hourly rate for our services – which are outlined below based on the individual performing the work. A blended rate of \$175/hour is used for most project estimates. Clients receive estimates before the work begins, and if Kane expects the work to exceed the original estimate, your account supervisor will notify you and render a change order estimate for discussion. Kane bills for work in progress at the end of each month, unless otherwise negotiated.

	Standard Rates	Nonprofit Client Rates
President, VP and Directors ¹	\$230 / hour	Blended rate of \$160/hour for all services
Senior Advisors & Account Supervisors	\$175 / hour	
Advisors	\$160 / hour	
Associates	\$140 / hour	
Support / Admin Staff	\$90 / hour	
Interns	\$50 / hour	
Video Production Day-Rate	\$1,800/day for video director	
Paid media	Time and materials. Rather, we charge hourly for our time spent, as well as the cost of the media itself. Media planning/buying/placement time is billed at \$155/hour.	
Outside goods and services	25% markup	

Retainer Agreements

Whenever possible, and especially for our PR services, it is highly recommended that a monthly retainer be established to handle unplanned or reactive communications opportunities with media, as well as project management, metrics and client communication. With a retainer in place, you receive a dedicated team who is available to work on your behalf at any time, pivoting direction and scope based on your changing needs, without the start-stop-start-stop that is found with project-based work. Our average PR retainers start at 70-80 hours per month with most clients. We will work with you to establish a retainer agreement that best suits your needs.

¹ This includes our video, PR, marketing and executive comms directors.

Pricing Options

Kane prices our work in varying formats to meet your needs. Below is a breakdown of our pricing options. Let us know which is best for you and your needs.

	Project Agreement	Retainer Agreement	Hourly/Crisis Agreement
Ideal for those with ...	<ul style="list-style-type: none"> Limited & very defined scope Clear one-time deliverable Short timeline 	<ul style="list-style-type: none"> Broad scope Ongoing needs Longer timeline (6 months + usually) 	<ul style="list-style-type: none"> Undefined scope Immediate, on-demand needs Undefined timing
How it's priced	Flat fee for services, based on the estimated number of hours it will take to complete the scope of work, using the individual rates on our rate card.	A negotiated, blended hourly rate multiplied by the number of people required to service the account and the average number of hours required of them each month.	Flat, nonrefundable, upfront fee of \$5,000. When hours exceed the \$5,000 fee, we charge by the hour based on individual rates on our rate card. You receive an invoice at month-end for all hours that exceed the upfront fee.
What you get	The specific services and deliverables outlined in the scope of work. Staff working on your projects may vary but will be experts in the specific project-area.	A set number of hours per month. A dedicated team who gets to know your business and your team, is proactive on your behalf and always available for reactive requests.	Access to senior communications, PR and marketing counsel at a moment's notice for a wide range of requests.
Typically used for	Research projects Brand development PR and marketing plans and campaigns Events/news promotion Video production	Implementation of integrated marketing / communications needs year-round Staff augmentation Proactive public relations, brand journalism and reputation management	Crisis PR/communications Senior PR / marketing counsel and strategy

Tracking and Monitoring Expenditures Monthly

You will be assigned an account supervisor and communications associate to your account. They are responsible for monitoring your account's budget, timeline and scope weekly to ensure that we adhere to budget - or, if necessary, notify you in advance if we are nearing our budget and need to discuss a rescope. Our team tracks the time we spend on work for you in

a time tracking system daily - with our time coded to specific projects or retainers. At any given time, you can ask your account supervisor for an update on the status of your budget, as they have access to real-time reports on this.

Each month, attached to your invoice, you will receive a Client Activity Report that notes the activities we accomplished in the past month, along with an update on the status of your scope, timeline and budget. We can customize these activity reports to meet your specific reporting requirements.

SUBJECT: Library Committee Recommendation
FROM: Katie Wood, Library Committee Chair
DATE: July 5, 2021

BACKGROUND/ANAYLSIS:

At the direction of Common Council and the establishment of the Library Committee, the Library Committee hired a consultant to develop a community survey to assess resident the opinions and feasibly of the future of library services in Glendale. The City of Glendale received 719 survey responses, and of those, 96.8% of respondents reported that they lived in Glendale.

As shown below, our primary recommendation is to establish an independent Glendale Library. The Library Committee has provided alternative scenarios, should Common Council decide to not pursue an independent library. The order in which the alternatives are shown below are the order in which we would recommend pursuit. While these alternatives were not directly surveyed, they emerged through the research done by the Library Committee.

RECOMMENDATION:

City of Glendale either builds or secures an existing site for remodeling to establish an Independent Library, which is centrally located within Glendale. 689 respondents indicated they visited the North Shore Library in varying frequencies between multiple times per week to every few months. 91.9% of survey respondents indicated they would support a tax increase of some kind, at varying tolerance levels to support pursuit of an independent library. Regardless of their support of potential tax increase, community members primarily envision borrowing physical books, A/V materials, electronic materials, attending robust programming and a dedicated children's area and program. Resident support for a library- related tax increase does not monolithically align with resident usage of the current library. Use of other public libraries is not strongly correlated with support of a potential tax increase.

Pros:

- Autonomy – which appears to be lacking within the North Shore Library
- Facility and programming built to the needs and desires of Glendale residents
 - Further needs analysis can be fine-tuned by future focus groups and at the direction of a Library Director

Cons:

- Autonomy – With Nicolet a joint High School for the four communities in the NS Library, this gives another opportunity to work with those communities and the school.

- Initial outlay of expense to renovate and/or build a new library space
- Continued additional expense of more than 100% increase to fully fund a library.
- Finding the proper space/building

Should there be a gap in time between the North Shore Library agreement ending and a new independent library opening, MCFLS indicated willingness to enter an agreement with the City of Glendale to provide temporary library services to the City of Glendale residents. Steve Hesel, System Director of MCFLS, is researching the statutory circulation requirements [if any] the City of Glendale would be held to for meeting the burden of establishing an independent library without the need to pay into an alternative system prior to opening. The Library Committee is exploring the feasibility of having a small temporary collection to meet this statutory requirement [should it exist] that would preclude the need to partner with another organization temporarily.

During planning phases of a new library the financial impacts of reciprocal borrowing should be taken into consideration. Developing attractive programming, community space and healthy robust collection are all factors in positioning the independent library in the most favorable net lending position, which would provide an additional revenue stream.

ALTERNATIVE SCENARIOS:

Joint Library:

Should referendum not pass to proceed with an Independent Library and/or the Common Council believes that pursuit of an Independent Library is not the correct course of action, neighboring communities should be consulted on whether they would allow the City of Glendale to join them. Two contiguous communities, Brown Deer or Whitefish Bay, were amongst some of the most frequented libraries by survey respondents. Due to location and reported usage, both of these communities should be consulted about a joint endeavor.

Pros: Less initial financial outlay than an independent library

Cons:

- Entering an arrangement from a weakened negotiation position
- Unknown impact that the change of governance would have on existing library
- Limited accessibility to some residents that would need a car to access the library versus the close proximity of North Shore Library or other centrally located facility

Rejoin North Shore Library under more favorable terms:

Rejoin the North Shore Library if there is an understanding that capital improvements to the building and space are completed to align with the communities library needs. Establishment of new governance structure that puts the City of Glendale in a more favorable position. Discussion

of increased financial contributions from all communities to increase the operating budget to implement the needs and desires of surveyed residents, in addition to an established plan for the Fund Balance. Consideration of a new space for the library to expand services, improve collection, re-vamp programming and work towards becoming a net lender.

Pros:

- Existing collection to build from
- Least public education required

Cons:

- Old building and inadequate space
- Current space doesn't meet the current needs of all residents – as surveyed
- Not a favorable agreement currently in place

No Glendale, Joint Library or Re-Joining North Shore:

Per MCFLS, enter into an agreement where City of Glendale compensates MCFLS/Determined Neighboring Library a fixed amount per year to utilize those services. It is speculated that this would cost in excess of what the City of Glendale is currently paying at the North Shore Library to have no true affiliation with an alternative library. Ms. Rachel Safstrom estimates an annual cost of \$850,000 – awaiting a revised estimate from MCFLS. Currently there is only one other community with the City of Milwaukee with a similar arrangement, which is West Milwaukee. The annual contribution amount is not static and varies based upon the reported patronage to the libraries from the City of Glendale Residents.

Pros:

- Isolating negotiations just with MCFLS – no other parties to muddy the waters
- Potential short-term solution if there's a gap in time between establishing an independent library and North Shore agreement ending

Cons: Cost burden in comparison to current spend at the North Shore Library