

DOOR COUNTY LIBRARY BOARD MEETING

Date of Meeting: Monday, October 19, 2020

Place: Door Co. Library – Sturgeon Bay Library – Online via Webex

Board Meeting Time: 5:00 P.M.

AGENDA

1. Call to Order.
2. Approval of Agenda.
3. Public Input/Correspondence.
4. Approval of Minutes of September 21, 2020.
5. Reports –
 - A. Director's Report – Library Operations.
 1. Events – Virtual, craft bags
 2. General – Materials Handling, Open Status
 3. Staff – Update
 - B. Miller Art Museum Report - MAM Operations.
 1. Announcements
 2. Events
 3. Handouts
 - C. Archives Report
 1. Update
 2. Resource Guide
6. Strategic Plan 2022.
7. Winter Branch Hours and 2021 Closed Hours.
8. Unaccompanied Minors Policy.
9. Trustee Essentials #4 – Effective Board Meetings and Trustee Participation.
<https://dpi.wi.gov/sites/default/files/imce/pld/pdf/TE04.pdf>
10. Donations.
11. Board Meeting Schedule – Next Meeting, Day, Date, Time & Place.
12. Vouchers Review and Approval.
13. Meeting Per Diem Code.
14. Adjournment.

In light of the declared state of emergency and to mitigate the impact of COVID-19 this meeting will be conducted by teleconference or video conference. Members of the public may join the meeting remotely.

To attend the meeting via computer:

Go to:

<https://doorcounty.webex.com/doorcounty/onstage/g.php?MTID=e2f8cd17d050576bfbd947ce9c738a37b>

Event Password: Oct19lib2020

Access Code: 146 893 7632

To Connect via phone:

1-408-418-9388

These minutes have not been approved by the oversight committee and are subject to approval or revision at the next regular committee meeting.

DOOR COUNTY LIBRARY BOARD MINUTES

September 21, 2020

The Door County Library (DCL) Board meeting was CALLED TO ORDER at 5:45 P.M. by Library Board President Bob Dickson, immediately following the Joint Meeting of the Museum Committee and the Library Board. Three Library Board Members appeared virtually – Bob Dickson, Helen Bacon, and Nissa Norton. Two Library Board Members attended in person – Megan Lundahl and Bridget Bowers. Library Director Tina Kakuske and County Administrator Ken Pabich attended in person, and Administrative Assistant Kay Jensen and Miller Art Museum Executive Director Beth Meissner-Gigstead appeared virtually. Mary L. Jackson was excused.

Motion by Dickson second by Bacon for APPROVAL OF AGENDA. Motion carried.

PUBLIC PARTICIPATION/CORRESPONDENCE: Kakuske reported that the library received a formal complaint regarding a patron being told they could not wear a face shield. After consultation with the County's Corporation Counsel it was determined that due to the American Disabilities Act, a face shield with 6 feet of social distancing must be allowed. This has been communicated to all library staff.

Lundahl reported that one of her constituents contacted her and reported that he was hollered at by a librarian when he removed his mask for a drink of water. Kakuske responded that yes patrons can remove their masks to take a drink of water and replace the mask afterwards. Kakuske said she would contact the patron about this issue and it will be discussed at the next staff management meeting.

Motion by Lundahl, second Bowers, for APPROVAL OF THE MINUTES OF THE MEETING of August 3, 2020. Motion carried.

REPORTS:

- **DIRECTOR'S REPORT – LIBRARY OPERATIONS:** Kakuske reported on the activities and issues of the library.
 - Kakuske reported that our summer library program was completely virtual and that fall programming will continue to be virtual. It is also expected that the NEA Big Read: Door County event will be virtual.
 - Kakuske reported that the Friends Book Sale has begun with limited browsing and hours.
 - Kakuske advised the board that the new ILS has had several glitches due to data migration problems. The problems are being fixed and the transition continues to improve.
 - Kakuske reported that the Interim Branch Manager at the Egg Harbor Library has been promoted to the Branch Manager and interviews for the Circulation Assistant position at Egg Harbor will be completed later this week. She also

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reported that the Page positions at Sister Bay and Sturgeon Bay have recently been filled.

- MILLER ART MUESEUM (MAM) REPORT:
 - Meissner-Gigstead informed the board that their current exhibit, the 45th Juried Annual Exhibit, recently opened and features 45 artists from a 6-county radius and will run through October 19, 2020.
 - Meissner-Gigstead advised the board that their next exhibit will be an installation exhibit and is entitled, “Winter’s Spring: An Altere Garten by Leslie Iwai.” This exhibit will begin on October 24, 2020.
 - Meissner-Gigstead reported on the success of their Art and Treasure Sale which has brought in over \$16,000 for the museum.

STRATEGIC PLAN 2022: Kakuske reported that 2021 is the last year for our current Strategic Plan. In the past, Rob Burke has been our facilitator in developing our Strategic Plans and he has retired. Kakuske recommended that the board consider hiring WiLS (formerly Wisconsin Library Services) to assist with a user survey and our next Strategic Plan. She also recommended that the next Strategic Plan be a 5-year time frame to better plan for the future, and that the plan be funded by the Door County Library Foundation. The Library Board asked Kakuske to bring proposals and cost information from WiLS and at least one other business for this Strategic Plan work to the October 2020 Library Board meeting.

DISCUSSION- DOOR COUNTY LIBRARY AND MILLER ART MUSEUM PARTNERSHIP: Kakuske reported to the Library Board that this item was put on the agenda to discuss how the partnership between the Door County Library and the Miller Art Museum functions, so that the public, the County and the City would have a better understanding of the history and the current status of the partnership. The discussion included some of the following suggestions going forward in regard to this partnership.

- Formalize past discussions.
- Making presentations to the County Board and the City Council informing them about the history of the library and the museum and how it currently functions.
- Social media posts.
- Video production.
- Coming up with the future goals.
- Facility planning.
- Creative funding.
- Create a focus for the future.
- Look at the operations and facility priorities of the County and the City.
- Participate in creative problem solving and open communication.
- Provide clarity regarding the purchase and future uses of the Younkers Building.
- Include the County and City in the planning for future expansions/improvements.

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DOOR COUNTY LIBRARY BOARD MINUTES

- Have all entities come together for future planning – the County, the City, the stakeholders, the library and the museum.

Dickson requested that Library Board members digest all of the above information and that the topic be put on the October Library Board agenda.

Motion by Dickson second by Bacon to accept the MONETARY DONATIONS received in July 2020 for \$4,205.00. Motion Carried.

Motion by Dickson second by Lundahl to accept the MONETARY DONATIONS received in August 2020 for \$9,992.36. Motion Carried.

The NEXT MEETING-DATE & TIME is set for 5:00 pm on Monday, October 19, 2020, and will be held virtually.

VOUCHERS REVIEW AND APPROVAL. Having reviewed this month's voucher summary, the library board members agreed to the approval of all library expenditures. Treasurer Lundahl's signature to be secured per by-law.

Per Diem code for this meeting is 112.

Motion by Dickson, second by Norton, for ADJOURNMENT. Motion carried. The meeting was adjourned at 6:45 pm.

Door County Library Historical Resource Guide

1. Introduction

The Door County Library has a longstanding commitment to the preservation and promotion of local history. As the Library's historical offerings expand and the public becomes more aware of our services, information and donation requests are increasingly common. It is important to define the purpose, scope and collecting goals of each of our historical collections so that we can better communicate with an engaged public.

This guidance is intended to help volunteers, staff members and the general public get the most out of the Door County Library's historical resources and partnerships. It also serves as an introduction to the wider community of local and regional historical organizations of which we are a part.

Note: The Door County Historical Museum is not formally part of the Door County Library. However, as an entity under the administration of the Library Director, the Museum now enjoys a much closer relationship with the Library than in the past, and warrants inclusion on this list.

2. Library Collections

Laurie History Room

Location: Door County Library – Sturgeon Bay Branch

Collection Focus: Published Materials Related to Door County

Local history, local fiction, yearbooks, phone books/directories, newspaper archive, historical land records, pamphlets, family histories, research aids, Wisconsiniana, A/V Materials

Public Access: Available for in-library use only. Access by appointment only due to COVID-19.

Donations: No formal donation procedure. Contact the Adult Services Librarian for further information.

Contact:

Laura Kayacan, Adult Services Librarian

(920) 746-7121

lkayacan@doorcountylibrary.org

Door County Archives

Location: Door County Library – Sturgeon Bay Branch

Collection Focus: Door County-Related Documents

Personal papers, business records, church records, photographic materials (slides, negatives, prints, rarities), maps, artwork, plans and blueprints, documentary ephemera, rare records

Public Access: No public access. Materials available by request only.

Donations: Exclusive deed of gift. Conditional deed under exceptional circumstances only. No public records. Contact the Archives Researcher for further details.

Contact:

Steven Rice, Archives Researcher

(920) 256-7137

dcarchives@co.door.wi.us

Door County Historical Museum

Location: Door County Historical Museum

Collection Focus: Door County-Related Artifacts

Any physical artifact related to Door County history, from prehistoric times to the present.

Public Access: Open May 1st-October 31st. Access by appointment only due to COVID-19. Open Hours: Monday/Wednesday/Saturday, one hour appointments at 10am, 1pm, 3pm.

Donations: Exclusive deed of gift. Conditional deed under exceptional circumstances only. Contact the museum staff for further details during open hours.

Contact:

Maggie Weir, Head Curator

(920) 743-5809

DCMuseum@co.door.wi.us

3. Other Institutions

The following is a brief discussion of local and regional historical institutions, their collecting scope, and their relationship with Door County Library collections. For a more detailed list, please consult the Archives Researcher.

Wisconsin Historical Society Area Research Center

The Wisconsin Historical Society (WHS) is responsible for the collection and preservation of all historically significant public records in the state of Wisconsin. Records are housed at Area Research Centers (ARCs) located throughout the state. The Northeast Wisconsin ARC is located at the University of Wisconsin – Green Bay.

Due to the unique access requirements of public records, as well as the legal role of the WHS, it is the policy of the Door County Archives to direct public records donations to the WHS. The Archives is also committed to educating the public about the ARC system and other public records-related issues.

Contact:

Deb Anderson, Assistant Director

(920) 465-2539

andersod@uwgb.edu

Door County Maritime Museum

The Door County Maritime Museum (DCMM) is an independent nonprofit history museum focusing on the nautical history of Door County. The DCMM collects artifacts, published materials and archival materials and manages facilities in Sturgeon Bay and Gills Rock and the visitor center at Cana Island Lighthouse.

The Door County Historical Museum has traditionally directed maritime-related donations to the DCMM, in acknowledgment of its specific collecting mission.

Contact:

Rhys Kuzdas, Curator and Exhibits Manager

rkuzdas@dcm.org

Nonprofit Historical Societies

Door County is home to over a dozen nonprofit historical societies. Most of these organizations are centered on individual communities or townships, while a smaller number focus on more specific areas such as particular buildings or ethnic groups. Each is different in its approach to collecting, programming and mission. The Heritage Alliance of Door County is a loosely affiliated umbrella group representing most, but not all, of these diverse organizations.

Several historical societies maintain close relationships with their local Door County Library branches.

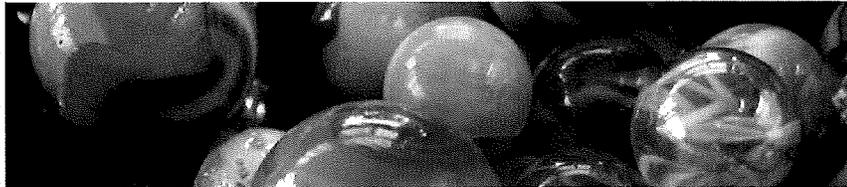
It is the general policy of the Door County Historical Museum, as a courtesy, to direct donated items to the historical society or organization representing the community from which the donation originates. As available resources and donation policies vary from organization to organization, the Museum still maintains a strong collection of artifacts from throughout the county.



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About WiLS



WILS' MISSION

We believe libraries, cultural institutions, and their partners make the world a better place.

We build relationships and provide services so they can do more with their time and money.

We help our members turn ideas into action.

EXPANDING POSSIBILITIES THROUGH COLLABORATION

WiLS (formally Wisconsin Library Services) is a non-profit membership organization that facilitates collaborative projects and services to save our members time and money and to advance library service, primarily in the state of Wisconsin. Most of our members are libraries, but we also work with cultural institutions, government agencies, and other non-profits to develop partnerships and projects.

If you're interested in joining WiLS, see our [Membership page](#).

For more information, please contact us at information@wils.org or 608-218-4480 or [read more about WiLS' mission and organizational values](#) or [view our organizational chart](#) to learn who works on what.

Read more about [WiLS organizational history](#) or view our organizational chart for more information about how we work.

WILS ORGANIZATIONAL CHART: WHO WORKS ON WHAT

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Consulting



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Our consulting services are tailored to our members' needs and budgets and help turn ideas into action.

Looking to create a strategic plan on a budget? WiLS is currently enrolling participants for the 2020 Public Library Strategic Planning Cohort. [Read more](#) or contact Melissa McLimans at melissa@wils.org or (608) 515-8953 to participate.

Are you stuck on a project and need outside help? Would you like to undertake a planning process, but don't know where to start? WiLS can help!

We take the time to understand your specific needs and goals and develop processes and plans to meet those needs. We help from the beginning of projects (process development) to the end (evaluation) and everything in-between. If we don't have the expertise in house, [we'll find it in the community](#), and get you what you need to keep moving forward. At the same time, we'll do our best to teach you the techniques that we're using so you can continue down the road on your own after we're done.

For more information about WiLS Consulting Services, contact Melissa McLimans at melissa@wils.org or (608) 515-8953, or read more about [WiLS planning support and services here](#).

EXAMPLES OF WiLS' CONSULTING SERVICES

Jefferson Public Library Strategic Plan

WiLS worked with [Jefferson Public Library](#) to create a planning process within their budget that helped them identify their future service directions in the face of changing use of the library and the need for a new building or renovation.

"We recognized that strategic planning was essential to our organization's future. We were discouraged by the potentially high cost when researching providers of this service. After talking with Stef and Bruce at WiLS, it was apparent that the "fit" was there at a price we could embrace! The library board, director, and staff are

well-pleased with the process and the deliverables. The plan is a living document and not something we will store on a shelf and never use!"

Leann Schwandt Lehner, Director, Jefferson Public Library

Columbus Public Library Community Engagement and Strategic Plan

Columbus Public Library was one of 10 libraries selected to be a part of ALA's Libraries Transforming Communities cohort. As part of this initiative funded by the Gates Foundation, the grant team from Columbus included Melissa McLimans from WiLS. Bruce and the Columbus library director worked together to integrate the Harwood Institute's Turning Outward community engagement process with a parallel strategic planning process. The combination of the community engagement grant work and strategic planning has the library positioned to play a vital role in the future growth of the community.

"WiLS was a fantastic partner in our strategic planning process, giving us knowledgeable and trusted professionals to help lead the charge. Together we set the planning agendas and timelines and WiLS helped us stay on track. Bruce brings to the table a lot of qualitative and quantitative analysis tools, making it easy to personalize the data collection efforts and create a plan specific to the Columbus Public Library community."

Cindy Fesemeyer, Director, Columbus Public Library

Kenosha Public Library AMH Project

When Kenosha Public Library started thinking about some help with automated materials handling (AMH), they thought of WiLS. WiLS found an expert in the community who provided input into workflows and location of AMH and helped think through other building design and operational challenges.

"When we're looking for professional advice from the outside, we turn to WiLS for referral. They consistently provide us with the perfect match to our needs at a price we can afford. Whether it's organizational development, LEAN initiatives, or strategic planning, call WiLS first."

Barbara Brattin, Director, Kenosha Public Library and Kenosha County Library System

Mid-Wisconsin Federated Library System (MWFLS) Merger Exploration

In 2015, WiLS designed a process that emphasizes participation and communication among all members and stakeholders for the MWFLS Board and member libraries to investigate merging with another system. WiLS provided facilitation and survey services, liaised with potential merger partners, and developed communications.

System Planning Cohort Survey and Visualization Development

When approached by multiple systems for strategic planning services (), WiLS recognized the opportunity to work with the systems in a cohort and developed a

standardized survey instrument and visualizations that could be applied to all systems in the state. The library systems involved were able to learn from one another and to develop stronger plans as a result. The standardized instrument has provided a picture of satisfaction with and importance of system services for 16 of the 17 systems in the state

ILS Consortia in Wisconsin: A Snapshot of the Landscape 2014

DPI contracted with WiLS to do a study of the ILS consortia in Wisconsin. WiLS surveyed the ILS administrators and then carefully analyzed the data and followed up as needed to ensure that accurate comparisons could be made from the data collected, culminating in [a report that thoroughly documents the ILS environment in the state](#), including the services provided and money spent by systems.

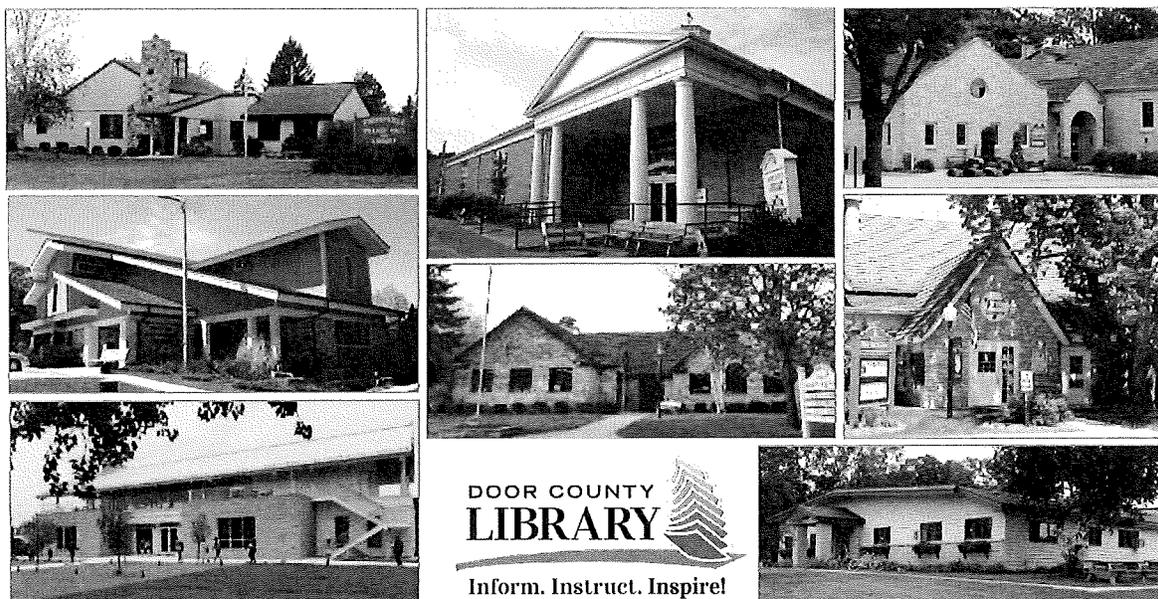
Wisconsin Public Library System Redesign Project

Hired by the State Superintendent appointed Steering Committee, WiLS has managed the multi-year, community-led Public Library System Redesign process since its beginning in 2015. The project is an effort to analyze how collaborative public library services are provided in the state and to develop service models that will improve equity and services throughout Wisconsin. WiLS has worked with the Steering Committee, the Department of Public Instruction, nine workgroups, and many other library community members to develop service models by facilitating meetings, gathering data and information, developing timelines and project documentation, and leading communication efforts.

Southwest Wisconsin Technical College Library Current Practices Assessment

WiLS worked with the Southwest Wisconsin Technical College Library to evaluate their current practices and provide recommendations of improvements to modernize library services that would meet the needs of current and future students and faculty based on best practices and industry standards.

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Strategic Planning Consulting Services

Door County Library
Sturgeon Bay, Wisconsin

Prepared by ReThinking Libraries

October 13, 2020

October 13, 2020

Tina Kakuske
Library Director
Door County Library
107 South 4th Street
Sturgeon Bay, WI 54235
tkakuske@co.door.wi.us

Tina,

ReThinking Libraries is pleased to submit a proposal for consulting services to assist in the development of a *Strategic Plan* for the Door County Library (DCL). Over the past several years, our team has developed a successful and efficient way to plan with libraries. Instead of strict adherence to a fixed methodology, we work with each client to tailor the planning tools to best fit each library and their community. We focus on the overarching goal of creating a strategic plan that can live and react to today's quickly shifting world. Regardless of overall methodology settled upon, our work typically includes the following activities:

- Collection and library data analysis
- Direct input from stakeholders (user and non-users), staff, and board members with a focus on aspirational input over problem-focused input, adapted to COVID related constraints as necessary
- Segmented demographics and psychographic analysis
- A comparison benchmark report (not specifically limited to geographic comparisons)
- Discussion of best practices for 21st century libraries as a part of the stakeholder input process, which is part of our aspirational input (or appreciative inquiry) process.

All findings are synthesized, and goals and strategies are collaboratively developed to successfully guide Door County Library into the future. The final deliverable gives DCL a process to keep its strategic plan living, breathing, and updated throughout its lifetime.

This proposal is firm and irrevocable for 90 days. We look forward to the opportunity to respond to questions and further explain our process as needed. Please don't hesitate to contact us with any questions.

Best regards,



Rob Cullin
Managing Principal

Company and Contact Information

In 2004 Kimberly (Kim) Bolan Cullin and Rob Cullin started Kimberly Bolan & Associates (KBA), a national library consulting company based outside Indianapolis (IN). Recently, Kim returned to work as a library administrator and Rob decided to continue working as a library consultant. As such, Rob moved the consulting business forward under the new name ReThinking Libraries and Janet Nelson joined as a Principal in 2019. Over the past 16 years, the RTL Team has been involved in numerous facilities projects, strategic plans, building programs, and other consulting work with hundreds of libraries across the United States. Clients range from small rural public libraries to large urban facilities, and everything in between.

Areas of expertise include:

- Facility and space planning and design
- New approaches to strategic planning
- 21st century library services and transformation
- Community awareness and marketing

Our team is passionate about understanding what it takes to be a successful and thriving 21st century library. We have been presenting at state level conferences on overall library trends for over ten years and on trends in youth spaces for over twenty years. In addition, we have participated in numerous other consulting and speaking engagements, training hundreds of librarians across the U.S. and abroad.

We are about helping libraries survive and thrive in an environment of constant change. Change occurs every day with shifting demographics, newer and better technologies, increasing real and virtual competition, not to mention, a somewhat uncertain financial outlook. Our team addresses these issues using a holistic approach. In addition, we assist libraries with understanding and implementing successful 21st century services and spaces, increasing the efficiency of operational processes such as circulation and information services, incorporating and managing technology, streamlining behind-the-scenes activities, improving web-based access, and more.

Contacts

Robert (Rob) Cullin, Managing Principal, ReThinking Libraries

Address: 7249 Arbuckle Commons, Suite 438

Brownsburg, IN 46112

Phone: 317-509-3268

Email: rob@rethinkinglibraries.org

Janet Nelson, Principal, ReThinking Libraries

LEAD CONTACT FOR YOUR PROJECT

Address: 1218 McMahon Drive

Sun Prairie, WI 5359

Phone: 608-444-1733

Email: janet@rethinkinglibraries.org

Web: www.rethinkinglibraries.org

Understanding of Services

The Door County Library's (DCL) leadership has expressed interest in consulting services to assist with the creation of its next strategic plan. ReThinking Libraries (RTL) is pleased to submit a proposal for partnering with DCL on this important project.

Given her geographic proximity, Janet Nelson will be the lead consultant on this project and responsible for coordination of all onsite and offsite work, managing the project communications and timelines, and coordinating all deliverables. Rob Cullin will also be consistently involved in all aspects of the project, assisting Janet and DCL throughout the project. Other RTL partners and associates may also be involved as needed to assist in completing the project as efficiently and as cost-effectively as possible.

The RTL team views its role in this project as facilitator and collaborator. We don't make decisions for you; we help you make the best decisions about your library's present and future. We will analyze information and offer professional recommendations based upon observation, stakeholder feedback, demographics, and assessment of Door County Library's existing services, facility, and community. We will also facilitate staff and board strategy planning meetings to help the team find the right strategic vision for your community's library. RTL will work with the DCL team, prior to the formation of the plan, to benchmark and evaluate library practices, staffing, efficiencies, etc. Once the plan has been created, RTL will also be available to DCL to implement best practices for measuring progress as the plan is implemented.

Of key importance to a project such as this will be the quality of the communication and collaboration between RTL and DCL's Strategic Planning Committee. As your consultants, we must effectively share analyses and opinions, so all stakeholders can fully understand the implications of decisions that may be made. In turn, the Strategic Planning Committee must help RTL fully understand the local context related to any resulting choices.

The Strategic Planning Committee members will actively participate in the creation of the *Strategic Plan*, so they are fully invested in the process and the final product. It is also essential that all involved have a clear vision of what needs to be done based on the in-depth assessment of the existing situation, the consideration of new and emerging trends in library services, and an understanding of local realities and sensibilities.

Public libraries in the 21st century, regardless of size and budget, can thrive and become the center of their community, providing valuable services and facilities for residents of all ages. Focused and visionary planning is the only way libraries can continue to be successful within the confines of limited human and fiscal resources. The result will be an improved library that effectively delivers services that are targeted to the community's expectations and compatible with the library's overall vision, mission, and goals.

Our Strategic Planning Experience

The RTL Team has been involved in strategic planning for a multitude of organizations since 1996. Their work has taken place with libraries, library associations, non-profit organizations, and small and large for-profit businesses. They have been facilitators, analysts, executives, team leaders, and team members in plan development.

Since 2014 alone, RTL team members have worked with over 100 different library organizations (not including branches); conducted over 600 community engagement sessions of various types and formats with over 9,000 attendees; and conducted over 75 online surveys with over 20,000 participants. We don't just plan community engagement with our clients, we help them successfully get people engaged in those processes.

Throughout these experiences, as well as Rob and Janet's previous business experiences, they have worked with a variety of strategic planning methodologies, approaches, and styles. This variety has enabled them to be highly adaptable to the different approaches needed to address planning for various types of organizations, communities, and organizational cultures.

Strategic planning is one of the primary services offered by RTL and Rob has led nearly 30 public library strategic plans in the past 5 years alone.

A sampling of the recent Community Assessments and Strategic Plans facilitated:

- Saline District Library (MI) – (2020-Present) – Strategic Planning
- Waverly Public Library (IA) – (2018 and 2020) – Strategic Planning and Facility Assessment
- Cedar Falls Public Library (Cedar Falls, IA) – (2020) – Strategic Planning
- Liberty Lake Public Library (WA) – (2019) – Strategic and Facility Planning
- Alexandrian Public Library (IN) – (2019) – Strategic Planning
- Great Barrington Libraries (MA) – (2018 and 2020) – Library Needs Assessment and Facility Planning
- Redford Township Public Library (MI) – (2018) – Strategic and Facility Planning
- Orion Township Public Library (MI) – (2014 and again in 2017) – Strategic and Facility Planning
- Allen County Public Library (Fort Wayne, IN) – (2018) – Master Community Facilities Planning
- St Joseph County Public Library (South Bend, IN) – (2017) – Community Needs Assessment
- Pike County Public Library (IN) – (2018) – Strategic Planning
- Lincoln County Public Library (Lincolnton, NC) – (2017) – Community Library Needs Assessment
- Niles Public Library (IL) – (2017) – Strategic Planning
- Pike County Public Library (Petersburg, IN) – (2017) – Strategic Planning and Facility Assessment
- J. Prendergast Library Association (Jamestown, NY) – (2017) – Strategic and Sustainability Planning
- Charlevoix Public Library (MI) – (2016) – Strategic Planning
- Community Library Network (Hayden, ID) – (2015) – Community Needs and Master Library Planning
- Jennings County Library (North Vernon, IN) – (2014) – Strategic and Facility Planning

For these clients, we worked to determine the best approach and methodologies that would give each library the greatest result and fit within their allotted budgets. ***Sample project reports are available upon request.***

Our Philosophy and Approach

RTL believes that every community is different which means that every library is different. What works in one community may not work in another (even nearby) community. Our approach to library planning and assessment is based on collaboration, open communication, and showing stakeholders “the possibilities” for their library. It is also about identifying what stakeholders and members of the community want and need from their library in terms of services and spaces. Understanding the community and the library is at the center of our process.

At a core level, RTL is not married to a single philosophy or methodology of strategic planning. A variety of different approaches and tool sets can help any organization arrive at a solid plan. Throughout our professional work, we have been exposed to and worked with many philosophies, processes, and tool and, if selected, we will work with your team to determine what tools and methodologies best fit your community and your library.

All that being said, RTL does have two overriding philosophies that drive our vision for successful and dynamic strategic planning for 21st century libraries:

1. Ample community input from library users, non-users, community leaders, staff, and board members based on aspirational discussions instead of problem-focused dialogue. Though we don't formerly call this Appreciative Inquiry, many of the premises and approaches are very similar.
2. A final plan that is dynamic and easy to “live.” The plan must maintain a certain level of flexibility, while still being measurable, to address the shifting landscape facing today's public libraries.

Our methodology centers on the previously mentioned philosophies and helping organizations build both a strategy framework and a more strategic-minded culture. This methodology also helps differentiate between the three key levels of strategy: organizational, programmatic, and operational. We will incorporate research and analysis of existing data with direct staff and user input gathered through community engagement sessions (both in person and via distributable workshop kits), social media campaigns, online surveys, and one-on-one discussions. Typically, RTL's process leads to a 2-page strategic plan that encompasses the top levels of strategy. In addition, a separate annual work plan is developed that focuses on the operational level with the details and tactics of the plan.

A big strength of this process is its inherent design around feedback. As you live the plan, the process helps you constantly evaluate your library against that plan and, when necessary, allows for changes and adjustments to be made. No plan can predict the future. The best plan and process is one that accepts this fact and builds evolution into the plan, while still maintaining a discipline holding to the higher mission and vision of the library and its community.

Regardless of the process and tools chosen for your project, RTL's overall goal for strategic planning is to encourage our clients to think and innovate. We are interested in motivating libraries to move to the next level. We want our clients to end up with a concise plan they can live and breathe, not just file with their state agency and/or stick in a drawer.

The RTL team views their role in this project as facilitators and collaborators. Our role is not to develop the “consultants' plan” or the “staff and board's plan” for DCL. Rather, our responsibility is to help DCL educate its public, generate ideas and solutions, and develop a plan that reflects its community members and the future. Of key importance is the quality of the communication and collaboration between RTL and DCL's Planning Committee. As your consultants, we must effectively share analyses and opinions, so all stakeholders can fully understand the implications of decisions that may be made. In turn, the DCL Planning Committee must help RTL fully understand the local context related to any resulting choices.

Key Staff - Library Experience and Backgrounds

For this project, RTL's team will be led by Principal/Senior Consultant, Janet Nelson though just as actively involved will be Managing Principal Rob Cullin. Together Janet and Rob will be responsible for coordination of all onsite and offsite work, managing the project communications and timelines, and coordinating all deliverables. We may partner with other RTL Associates and will include them in the project as needed.

Janet Nelson has over 20 years of experience in the education market, 17 of those years with Demco, Inc. She started as a Furniture Product Manager but moved into a variety of more strategic roles during her tenure. Her focus has always been directed toward helping librarians to better serve their communities. Janet began collaborating with Kim on teen library spaces through the Demco Library Interiors division in 2006 and over time, that evolved into more comprehensive projects and shared speaking engagements on library trends. Additional projects at Demco involved engaging with industry partners and library leaders/staff to better understand and create dialog around the immediate and future needs of libraries across the U.S. Her specific areas of expertise include strategic planning, marketing strategy, research and development, and space planning.

Rob Cullin helped launch Kimberly Bolan & Associates in November 2004. Rob's primary involvement with KBA began in 2005 when he and Kim co-authored *Technology Made Simple* and began writing and presenting together across the United States. Since then, Rob has been involved in many of KBA's strategic planning and facility planning projects. Through his previous work as President and Co-Founder of Evanced Solutions, LLC (later acquired by Demco, Inc.) he was involved with thousands of libraries across the USA, Canada, and Australia. With a broad set of experiences reaching beyond libraries, Rob has direct specialties in strategic planning, community engagement, complex data and demographic analysis, marketing, service, and organizational design. He was also a *Library Journal* recognized "Mover & Shaker" in 2008.

Process

As part of a typical strategic planning process, RTL will:

1. Review and analyze data and information gathered throughout this process and work with the DCL Planning Committee to discuss what it means to be a successful and thriving 21st century library and how that translates to the planning process.
2. Gather and analyze stakeholder input from the community (users and non-users), staff, board members, etc. via community stakeholder discussion sessions and surveys.
 - a. Our typical approach for a library of DCL's size involves conducting about 8-10 in-person stakeholder sessions. Given the current state of public health concerns related to COVID, this will likely need to be adjusted to meet the needs and practicalities of the evolving public health situation. RTL will work with DCL leadership to develop the appropriate level and approach to community input that will likely mix smaller in-person discussion groups and virtual discussion groups for the community.
 - b. The stakeholder sessions for your size library are generally as follows, but as stated we likely require modification due to the current state of the COVID-19 pandemic. We leave these descriptions here to provide a sense of the scope of community input we will want to replicate, if possible, given the local guidance surrounding the COVID-19 public health restraints.
 - i. Targeted Groups: 8-10 Total (Staff (1-2), Board (1 including Director), and the public – targeted members of the public are personally invited to the sessions) PLUS one Open All Community Invite Forum Sessions
 - ii. The content for these is the same. The difference is that the targeted sessions involve reaching out to specific targeted groups (e.g. parents, seniors, educators) whereas the open forum is available to anyone in community who is interested in participating.
 - iii. This phase centers around showing people the possibilities for their library and gathering aspirational input. For every client, RTL develops a custom conversation enabling presentation that best suits the client's community.
 - c. An optional component of our community engagement process is what we call Community Engagement Toolkits. These kits contain 3 explained and scripted activities that any number of groups identified by the library and consultant can go through without direct participation by the library or consultant. These groups go through the exercises on their own and then return the completed kits to the library/consultant for compilation and analysis. These exercises are simple yet allow the participating groups to engage in dialogue about the library in constructive ways. The exercises that could be selected for this are: a simplified budget priorities worksheet, concept image dot-voting exercises, and more. Any kind of group could be engaged to participate but typical examples are community groups or committees, church groups, classrooms, local college groups/students, and school/college faculty groups. IF DCL would like to choose such an option, adapting the approach and content of these Toolkits will likely be required. RTL will work with DCL to develop an approach that is adapted to the current health crisis but ideally still generates a similar level of feedback into the process.
 - d. RTL will also work with the library team to develop and conduct a general supplemental web-based convenience survey of the public. Our approach is to work with our clients to promote and advertise the survey on a broad level, targeting users and non-users.
 - i. RTL doesn't recommend spending significant library dollars to conduct full scientific-level studies. RTL has been involved in projects that made this investment and, in the end, did not get better results than when a more moderate approach was taken.

- ii. A paper version of the survey is also provided to the library (copies supplied by the library) for distribution to those community members who prefer that format. Typically, library staff or volunteers then just key in these completed surveys but RTL can provide this service for a separate fee.
3. Facilitate a *Strategic Planning Retreat*. This is typically a 6-hour long strategy session that usually includes the Library Planning Committee along with other key stakeholders (10 to 20) including, but not limited to, additional staff, board members, community leaders, and general community members. During this *Retreat*, we will distill the input gathered and discuss best practices for 21st century public libraries. Through a series of small group and larger group exercises, the session will work to surface top issues and strategic opportunities that will ultimately lead to the final plan. DCL's mission and vision will also be developed and related back to the key strategies. Through the retreat process, RTL continues incorporating an aspirational approach to the planning process. The group will work to discover:
 - DCL's identity (What is DCL? What does DCL want to be?)
 - How DCL can better address current and future (unseen) trends
 - The key ingredients and focus of DCL strategies
 - Explore and refine DCL's Mission and Core Values

Again, the approach to this retreat may need to be adjusted based on the evolving state of public health. This could be by just working with a smaller group for the retreat or some other approach devised by RTL in conjunction with DCL leadership.

4. Develop a high level 2-3-page *Strategic Plan*. This is the initial deliverable that is a direct result of the *Retreat*. This document is the "quick guide" that library leadership and staff can live, breath, and easily refer to on a day-to-day basis.
5. Assist the Library Committee with the creation of a detailed *Work Plan*. This document has a shorter window of time (usually 12-18 months) and focuses on the details of the 2-page plan (e.g., action steps, tactics, milestones, resources, budget/funding, etc.).
 - a. This *Work Plan* is developed primarily by the Library Planning Committee and staff with kickoff assistance from RTL followed by remote guidance and assistance as needed.
 - b. RTL will work with the DCL to make sure this plan is actionable, measurable, and help establish the process where this Work Plan is updated and reviewed annually.

Deliverables

RTL's deliverables will/can include:

- A detailed community analysis including demographics and geo-mapped psychographic (market segmentation) analysis of the community using MosaicZ4 data from Experian & CensusViewer
- Organizational (including facilities, services, technology, and operations) and community assessments
- A benchmark analysis of primary library metrics, both regional and national
- Collection Turnover Analysis
- A summary compiled from stakeholder sessions, online survey, etc., which will include key priorities and goals emerging from these inputs
- A 2-3-page high-level *Strategic Plan* focusing on the top 4-6 priorities coming out of the process. *This is structured in a way to be an asset for the board and administration to reference on a consistent basis to easily and efficiently gauge progress.*

SEE APPENDIX B – 2-PAGE PLAN EXAMPLES

- Assisting with the development of a detailed *Work Plan* that specifically addresses the details necessary for successfully executing the plan, including actions, timeline, resources, budget, etc. Most of the work here is done by the library staff but with the assistance and guidance of RTL.

SEE APPENDIX C – WORK PLAN EXAMPLES

Timeline Estimates

The COVID-19 pandemic has introduced some issues that make it somewhat difficult to plan activities and set forth a definitive timeline for projects such as this. We will work with DCL to determine the best approach and schedule activities and deadlines accordingly as the situation unfolds.

The following outlines the likely activities expected for the project. It is understood that a Fall 2021, project completion is must to ensure that the plan is in place prior to the end of the prior plan, and RTL is confident of being able to meet that date. RTL will work with DCL and the Board to develop the timeline that best meets the timing needs and balances the best results in terms of community engagement in the process.

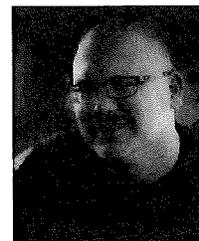
- Kickoff – Early 2021
- Data Gathering and Analysis – Spring 2021
- Community Engagement / Stakeholder Planning and Promotion – Spring/Summer 2021
- Staff, Board, and Friends Sessions – TBD
- Community Engagement / Stakeholder Sessions and Surveys – TBD
- Synthesis and Planning Retreat – TBD (Summer or Early Fall)
- Plan Development & Delivery to Library – within 2 weeks of the retreat but no later than November 2021

APPENDIX A:

Resumes

ROBERT CULLIN

Email: rob@rethinkinglibraries.org

**ReThinking Libraries**

2004 – present (2004 -2019 dba as Kimberly Bolan and Associates, LLC)

Managing Principal / Library Evolutionist

Mr. Cullin helped Ms. Cullin start Kimberly Bolan & Associates in November 2004, though his primary involvement began in 2005 when they co-authored *Technology Made Simple* and began writing and presenting together across the USA. In 2020, the business transitioned to become ReThinking Libraries. Mr. Cullin has been involved in most of RTL's strategic plans and facility planning work. He is the co-author of *Technology Made Simple* (ALA Editions 2006) and, through his work with Evanced Solutions LLC and Demco, Inc., he has been involved with thousands of libraries around the world. With a broad set of experiences reaching even beyond libraries, Mr. Cullin has direct specialties in strategic planning, technology, data, demographic & psychographic analysis, marketing, and organizational design.

Relevant Project Experience:

Saline District Library (MI) – Strategic Planning (2019 – Present)
 Redford Township District Library (MI) – Strategic Planning (2018)
 Free Library of Philadelphia (PA) – POE Study (2018 – 2019)
 Allen County Public Library (IN) – Facility Programming, Planning & Design, Strategic Planning (2017 – 2018)
 Indianapolis Public Library (IN), New Eagle Branch – Facility Programming, Planning & Design (2017 - 2019)
 St Joseph County Library (IN) – Facility Master Plan (2017)
 Hamilton East Public Libraries (IN) – Facility Programming, Planning & Design (2015 – 2019)
 Lincoln County Public Library (NC) – Facilities Master Plan (2016-2017)
 Community Library Network (ID) – Facility Programming and Planning for 7 Branches (2015 – 2018)
 Washington Centerville Public Library – Woodbourne Branch – Programming (2015 -- 2016)
 Anderson Public Library (IN) – Strategic Planning and Facility Planning (2015 – 2019)
 Greenwich Library (CT) – Facilities & Services Planning and Design (2013– 2018)
 Orion Township Public Library (MI) – Strategic Planning, Facilities Planning & Design (2013 – 2018)
 Hudson Area Library (NY) – Facilities Planning and Design (2011–2017)
 Jennings County Library (IN) – Planning & Design, Strategic Planning, Org. Development (2014 – 2018)
 Plainfield-Guilford Township Public Library (IN) – Facilities Planning & Strategic Planning (2010 – 2017)
 Westborough Public Library (MA) – Facilities Planning and Design (2011–2015)
 Las Vegas-Clark County Library District (NV) – Facilities Planning and Design (2012– 2013)

ADDITIONAL EXPERIENCE:**Evanced Solutions, LLC, Indianapolis, Indiana****2002 – 2014***President and Co-Founder***As part of Demco, Inc. Madison, Wisconsin****2011 – 2014***Vice President***PUBLICATIONS:***Technology Made Simple*, Chicago: ALA, 2007."Web, Library, and Teen Services 2.0," *Young Adult Library Services*, Winter 2007."Technology Planning: The Big Picture for Small Libraries," *WebJunction* (November 20, 2006).**HONORS AND AWARDS:**

2008 Library Journal's Movers and Shakers Award

EDUCATION:

Purdue University, West Lafayette, IN and Indianapolis, IN, B.S. Electrical Engineering Technology
 GE Six Sigma – Green Belt Certified

JANET NELSON

Email: janet@rethinkinglibraries.org

**ReThinking Libraries**

2019 – present

Library Evolutionist and Senior Consultant

Ms. Nelson began her career in the library industry in 1999 as a Furniture Product Manager with Demco, Inc. During her time there, she worked in a variety of roles but always with a focus on providing libraries across the US with the products and services to best serve their communities. She was part of the team that envisioned and developed a service offering, known today as Demco Interiors. Ms. Nelson began collaborating with Kimberly Bolan & Associates, LLC on design projects in 2006, starting with teen spaces. The collaboration evolved into more comprehensive library projects, speaking engagements and co-authoring articles on library trends.

In addition to her furniture/project experience, Ms. Nelson has been involved in market research, strategic planning, and customer engagement, all focused on more thoroughly understanding and serving library needs. While at Demco she facilitated a "What's Next?" Forum bringing together visionary library leaders and launched the online Ideas & Inspiration platform to share library ideas. With a broad set of experiences reaching even beyond libraries, Ms. Nelson has direct specialties in strategic planning, marketing, research and development and space planning.

Relevant Project Experience:

- Saline District Library (MI) – Strategic Planning (2019 – Present)
- Handley Regional Library (VA) – Facility Assessment (2019 – Present)
- Madison Central Library (WI) – Facility Design and Implementation (2013 – 2015)
- Slover Library (VA) – Facility Design and Implementation (2013 – 2015)
- Barclay Elementary School, Brockport (NY) – Facility Design and Implementation (2011 – 2012)
- Jennings County Library (IN) – Facility Design and Implementation (2011)
- Plainfield-Guilford Township Public Library (IN) – Facility Design and Implementation (2011)
- Richmond Public Library (CA) – Facility Design and Implementation (2010 – 2011)
- University of WI-Madison, Helen C. White Library (WI) – Facility Design and Implementation (2009 – 2012)
- Flushing Branch, Queens Public Library (NY) – Facility Design and Implementation (2009 – 2010)
- Far Rockaway Branch, Queens Public Library (NY) – Facility Design and Implementation (2007)
- East Brunswick Public Library (NJ) – Facility Design and Implementation (2007)

ADDITIONAL EXPERIENCE:**Nasco, Inc., Fort Atkinson, WI**

2017 – 2019

*Category Manager, Elementary Education/Early Learning***Demco, Inc., Madison, WI**

1999 – 2016

Director, Library Engagement and Solutions

- Collaborated on content strategy that included creation of *Ideas + Inspiration* website, webinars and relevant information and articles
- Developed *What's Next?*, a customer forum of influential public librarians, to explore future library needs
- Co-led start-up of Demco Interiors from feasibility studies to fully operational business unit

PUBLICATIONS:"Just for Them", *Library Journal's Library by Design*, May 2010.

Demco Ideas & Inspiration Blog Posts and Webinars, 2012 – 2016

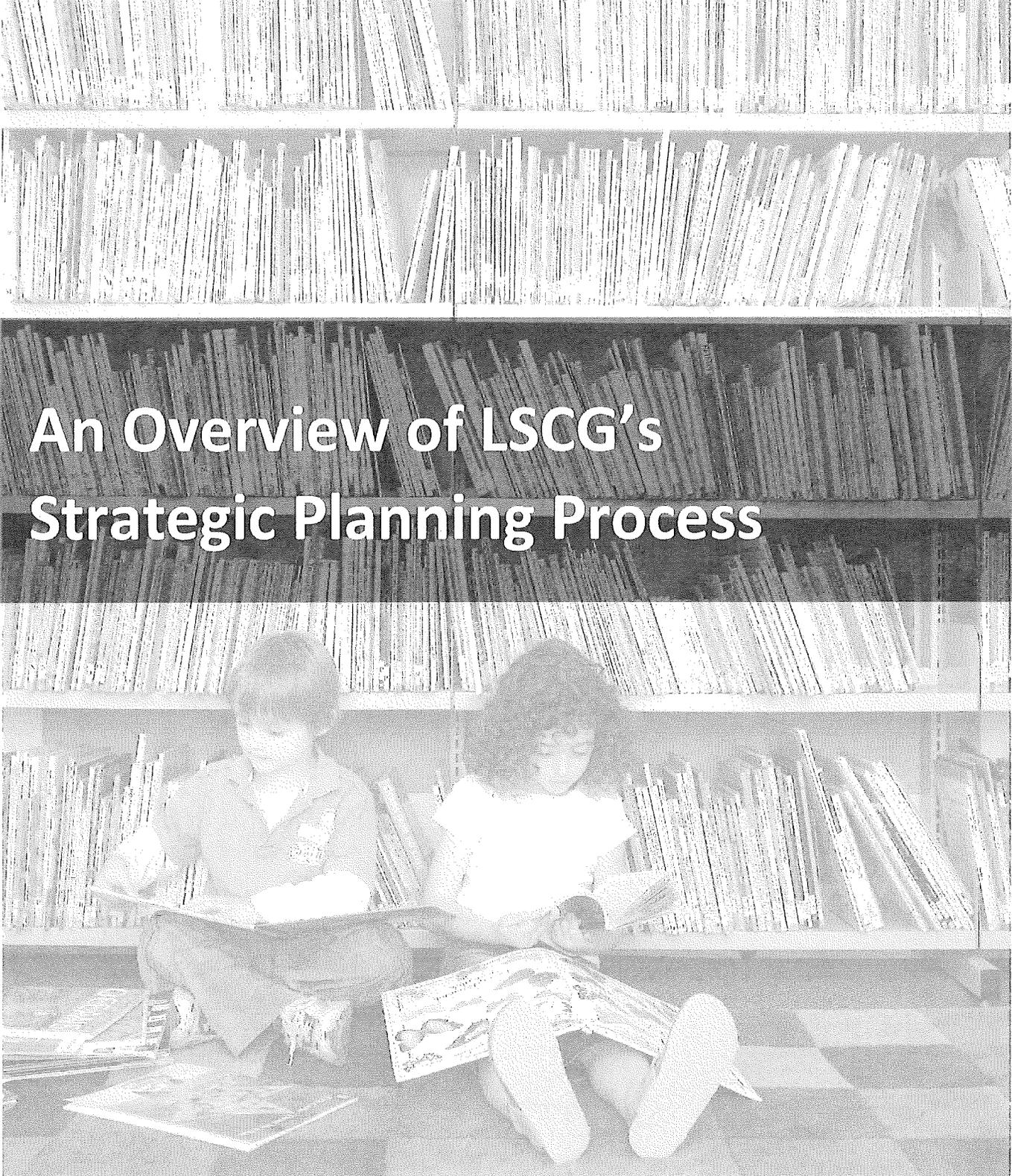
Demco Interiors Blog, 2012 – 2016

EDUCATION:

University of Wisconsin-Stout, Menomonie, WI, B.S. Home Economics: Clothing (Design & Manufacturing)

University of Wisconsin-Stevens Point, Stevens Point, WI, B.A. Fashion Merchandising

LIBRARY STRATEGIES

A black and white photograph of a library. The background is filled with rows of bookshelves packed with books. In the foreground, two young children are sitting on the floor, engrossed in reading books. The child on the left is wearing a dark jacket and is looking down at an open book. The child on the right is wearing a light-colored, ruffled top and is also reading a book. The floor has some papers or books scattered on it.

An Overview of LSCG's Strategic Planning Process

ABOUT LIBRARY STRATEGIES

Library Strategies is a consulting group of The Friends of the Saint Paul Public Library – the foundation of the Saint Paul (Minnesota) Public Library system. We are the *only* consulting group in the country based *inside of* a library support organization.

Library Strategies offers a unique set of services designed specifically to strengthen libraries and their communities. These services include:

- Strategic Planning (using our Rapid Results Planning model)
- Facilities and Space Planning
- Feasibility Studies + Capital Campaign Counsel
- Staff Planning
- Friends and Foundation Assessments/Plans
- Library Operations Audits
- Fundraising and Advocacy Training
- Board and Staff Leadership Training



Our consultants are leaders in the national library community, and outstanding professionals in allied fields, who each offer decades of expertise and a wide range of practical skills. Our teams have partnered with organizations in 34 states, Eastern Europe, and the Middle East. Clients range from small libraries in rural Kansas and Wisconsin, to national bodies like the American Library Association (ALA) and Council of State Library Agencies (COSLA), to public libraries in places as far afield as Romania and Saudi Arabia.

We pride ourselves on innovation. In recent years, Library Strategies has designed a replicable, scalable “train-the-trainer” program built upon our Rapid Results Planning process, which has been rolled out to library directors throughout Georgia, southeast Florida, and soon in South Carolina. Our team also proudly designed, structured, and implemented an exciting and first-of-its-kind children’s “One Read” program for the State of Minnesota, and led capacity building institutes for rural libraries in Minnesota, Wisconsin and North Dakota over 5 years. In 2013, Library Strategies published *Beyond Book Sales: A Comprehensive Guide to Library Fundraising* (American Library Association Press).

See the Appendix for a client list of strategic planning and facilities planning projects.

OUR MISSION AND VALUES

Libraries are vital centers for community connection, collaboration, and inspiration. But libraries must continually hone their skills and adapt to a changing society to thrive. Library Strategies exists to cultivate your potential – so that you can better serve and strengthen your community over the long haul.

We strengthen communities, one library at a time.

- **We believe in libraries. We *get* libraries.** We're a nonprofit housed within a library foundation. We understand library missions because they are *our* mission. We also understand the challenges libraries and library organizations face. We bring this passion and library-focused knowledge and experience, and tailor it to achieve your goals.
- **We help you serve your community by *engaging* your community.** We enlist individuals representing a wide swathe of your community, to get to know their aspirations and help them understand (and you to articulate) how libraries can help people achieve those goals.
- **We bring a “comprehensive perspective” to your project.** Whether you're looking for fundraising, marketing, strategic planning, advocacy, or other guidance, we approach your project in the whole context of you: your current capacity, your future goals, and your desired influence on your community.
- **We turn big ideas into practical insights that help you create meaningful change.** We lead national conversations about the future of libraries, but more importantly, we've developed unique tools and action plans that equip your organization for tomorrow.
- **We are your ally.** We connect with your key stakeholders to engage them in the process, help them adapt to change, and empower them to be advocates for your plan, so that the results are meaningful and sustainable after we leave.

In short, we are passionate about helping clients deliver on their missions and achieve their visions for increased community impact. You will find our team smart, experienced, creative, passionate, and dedicated to libraries.

TYPICAL STRATEGIC PLANNING PROCESS

The Library Strategies team employs a four-phase process that builds upon itself – moving from data gathering and organizational assessment, to staff and board input, to community engagement and planning. Rapid Results Planning is tailored to yield maximum community input yet focused results, all on a fairly aggressive timetable of 4-5 months from initiation to completion.

Phase I: Preparation, Data Gathering & Analysis

Strategic Planning Committee Meeting

Creating a Strategic Planning Steering Committee is recommended, if one has not already been organized. This committee will oversee the process; provide local context and insights; identify key leaders and influencers; and help ensure the final plan is inclusive and comprehensive. We recommend the Planning Committee be comprised of 8-12 members from the following individuals:

- Library Director, and one or two department heads
- One or two Board of Trustees members
- Foundation/Friends leadership
- City and County government representatives as deemed appropriate
- Community leaders representing at least one or two of the following:
 - Business
 - Philanthropy
 - Education
 - Arts & Culture

In brief, the role of the Strategic Planning Committee will be to:

- Provide critical information on the Library and its service area;
- Approve and oversee the work plan and timeline;
- Identify key stakeholders to engage in the process;
- Assist with invitations/logistics for community engagement activities;
- Review the community survey; and
- Comment on and help finalize the draft of the strategic plan.

The initial meeting of the Planning Committee with Library Strategies will address the following agenda items:

- Clarify roles/responsibilities for data gathering, reporting, logistics, etc. Agree on the process and steps of the planning process, including expectations for timing of deliverables.
- Identify critical documents and data to inform the planning process (library usage data, demographic projections, relevant city/county documents)
- Establish initial focus areas for community input. These could include program areas or collections, technology infrastructure, operational considerations (such as hours of operation), alternative models for library service delivery, etc.
- Identify individuals who will be invited to participate in the community engagement activities, with careful attention given to including a broad representation of residents – both library users and non-users.

Community and Library Assessment

Library Strategies will conduct a data audit and assessment of current demographics, reports, library services and resources. This audit will review:

- Census data + trends for the surrounding area, including:
 - ✓ Age distribution / Household status
 - ✓ Race and Ethnic background / Special populations
 - ✓ Income / Education
 - ✓ Population/ Geographic distribution
 - ✓ Economic development projections
- Library data:
 - ✓ Circulation numbers and trends for the past 3-5 years
 - ✓ Library visits / programming attendance
 - ✓ Technology access and usage
 - ✓ Community outreach efforts
 - ✓ Budget and financial sources

- ✓ Staffing patterns
- ✓ Board of Trustees structure and governance
- ✓ Friends of the Library fundraising model / patterns
- ✓ Public relations and marketing

As part of this initial visit, a lead Library Strategies consultant will also visit the Library in person to observe day-to-day operations and hold additional meetings at the discretion of the director and/or steering committee.

Phase II: Stakeholder Input

Community Survey

Library Strategies consultants (with input from the Steering Committee) will design and administer a community survey. This tool will probe the interests and needs of the Library's diverse service area. Issues to be explored, both quantitatively and qualitatively, may include (but are not limited to):

- Awareness and perception of the Library;
- Assessment of the Library's services, staff, and operations more generally;
- Identification of gaps and obstacles to using the Library and its services;
- Opportunities for outreach to new or underserved populations;
- Potential for community partnerships;
- Future directions for the Library to best meet needs and expectations.

Our consultants will present a draft survey to Library leadership and make final revisions if and as necessary. The survey will be posted online using SurveyMonkey. If desired, Library Strategies will also format the questionnaire for print. The Library, with advice from Library Strategies, will identify the best outlets and a promotion strategy to encourage broad-based participation in the survey (online and physical outlets such as local media, churches, schools, businesses, municipalities, partnership organizations, etc.).

Staff Survey

An online staff survey will be designed to elicit information from *all* staff concerning library operations, programs, services, communication, aspirations and overall morale. The responses to this survey will also be collected via SurveyMonkey. A summary of the responses, as well as the raw data, will be made available to Library leadership. However, respondents will be ensured anonymity to encourage candor and a high response rate.

Staff SWOC Analysis

Library Strategies consultants will convene a two-hour SWOC analysis (Strengths, Weaknesses, Opportunities and Challenges) session with select staff members. This session provides an opportunity for internal stakeholders to express their insights and concerns in a collaborative session, and typically yield insights that complement and build upon the staff survey.

One-on-One Interviews

In preparation for Phase III, Library Strategies consultants will conduct 6-8 confidential phone interviews with key informants: long-serving Library trustees, Council members, lead City representatives, and similar stakeholders.

The list of interviewees will be developed in consultation with the Library Director and Steering Committee. Questions focus on interviewees' perceptions of their community's most salient needs; what the Library can do (and is not already doing) to address them; and key challenges the Library is facing, or is likely to face, in its mission to enhance residents' quality of life.

Phase III: Community Engagement

Community Retreat

A day-long Community Retreat is the cornerstone of Library Strategies' unique Rapid Results Planning process. This nimble, scalable process has been used to generate strategic plans for libraries of all sizes across the country.

The Retreat gathers a cross-section of users, non-users, diverse populations and key stakeholders all in one room. By including many participants from all walks of life, the Library gains valuable insights, while securing early buy-in and future advocates for its vision.

The Steering Committee should be prepared to help develop the invitation list – usually twice as many people as realistically expected to attend – and then personally invite them by mail, phone or email (with possible follow-up phone calls). All told, a retreat for typically involves between 40 and 560 attendees. See the Appendix for attendee recommendations.

The retreat agenda will be structured as follows:

- ***A short presentation by the Library Director on the current state and activities of the Library.*** This gives all participants a baseline understanding of what the Library *currently* does.

- ***An overview of findings and high-level issues.*** Library Strategies consultants will present a brief overview of the findings from Phases I-II (notably the community survey), and a short list of strategic issues that have emerged thus far in the process.
- ***A short presentation/discussion of key national/regional trends.*** Trends reviewed by the consultants might include technology, makerspaces, literacy programs, partnerships, community outreach, removal of barriers to service, etc. The two-fold goal is to offer participants a sense of what might be possible in terms of future directions and encourage them to think more broadly about the Library's role in the community.
- ***A large group, "big picture" visioning session (and development of goal areas).*** This part of the retreat invites participants to brainstorm broad, strategic visions for the community – and consider the Library's role as a contributor to the community's quality of life. This session will hone "focus areas" where the Library should concentrate its attentions over the next three to five years.
- ***Small group strategy sessions (two rounds).*** At the end of the day, participants will be encouraged to dive deeper, by brainstorming specific strategies likely to move the Library closer to its big, overarching goals. (Focus areas and goals could address issues such as technology, community partnerships, literacy, outreach, workforce development, etc.)

Phase 4: Crafting Strategic and Implementation Plans

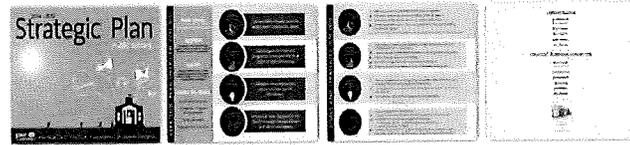
Strategic Plan & Dashboard Tool

Following the RRP retreat, Library Strategies consultants draft a, short concrete Strategic Plan (typically 2-4 pages) for review by the Steering Committee. Depending on the Library's needs, the Plan may also include new or revised mission, vision or values statements. The Steering Committee will determine whether the goals, strategies, and stated outcomes embedded in the draft Plan are realistic (given finite resources, timetables, and their own evolving understanding of the community's needs). Our consultants will then make any necessary revisions.

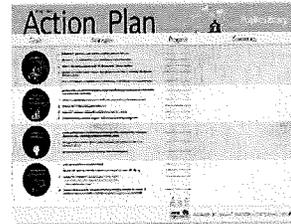
Ultimately, the Library's strategic planning document will be translated into an easy-to-interpret format. This illustrative accompaniment can be presented to the full board of trustees, other governing bodies as applicable, and the community at large.

Library Strategies has found that long-range planning only *truly* works if it becomes a part of regular, daily culture. Therefore, Library Strategies will also provide an easy-to-use dashboard measurement tool to track the progress of the Strategic Plan over time. We recommend that the board review progress on the Strategic Plan at every regularly scheduled meeting.

Sample Strategic Plan



Sample Dashboard



Implementation Plan

In order to move the Plan forward, our process also includes a consultant-facilitated implementation planning step. With the goals outlined in the approved Strategic Plan in mind, staff are asked to collaborate on a detailed annual operating plan for carrying out activities with special emphasis on hitting Year 1 objectives. (The Implementation Plan might also include tasks for the Library's trustees and Friends.)

Hallmarks of a robust Implementation Plan include:

- Action steps for reaching the strategic goals;
- Resources needed (funding, staffing, strategic partners, etc.);
- Responsibility delegation and "champions;"
- Schedules and deadlines; and
- Outcomes or measures for each strategy.

The Implementation Plan is usually an internal working document and *not* approved by the Board. In that way, it remains flexible and most useful to Library administration and staff. This Implementation Plan should become a regular discussion item at staff meetings and updated by the Library staff at least annually.

CONCLUSION

Library Strategies would be pleased to partner with your Library on its upcoming strategic planning process. Within the process outlined above, there is considerable flexibility, and additional options for processes to best meet the Library's needs. We believe that our consultants' knowledge and experience with libraries nationwide positions us well to be an asset throughout this key period for the Library.

Please contact us if you are interested in discussing your planning needs further or would like to receive a full proposal for your planning process. Thank you.



Library Strategies
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APPENDIX A: RETREAT PARTICIPANTS

The community retreat is the cornerstone of the Rapid Results Planning process. Its success is predicated on the host's ability, combined with an effective process overseen by Library Strategies, to bring a diverse cross-section of the community into the same room.

While the exact composition of the group is determined in the process, Library Strategies strongly recommends that the retreat including the following:

- Lead library staff/staff representatives (3-5)
- Library board/trustees (3-4)
- Municipal/County, or other, public officials (2-3)
- Library Friends leaders (2-3)
- Head or staff from an affiliated regional or system library (1)
- Local school leaders and one or two teachers (2-4)
- Business leaders – from varied businesses or Chamber of Commerce (2-4)
- Representatives from other cultural or arts organizations (2-4)
- Representatives from social service agencies (2-4)
- Other governmental department heads (1-2)
- Religious leaders (1-2)
- Representatives from civic groups, such as Rotary or Kiwanis (1-2)
- Local philanthropic community, such as a community foundation, etc. (1-2)
- Colleges or university leadership (1-2)
- Representatives from nearby military bases – if in the area (1-2)
- Local labor leaders (1-2)
- Homeschool community (1-2, if significant users of the Library)
- Include representatives from certain demographics important in the community and to the library (it is likely that there is some duplication from above stakeholders):
 - people from diverse groups in the community with notable populations
 - seniors
 - parents with small children (very good to have attend)
 - teenagers (Youth Council, etc.)
 - 20- and 30-somethings
 - people who are disabled
 - special library user groups
 - GLBTQ community
- Other groups that the planning team identifies as locally important

APPENDIX B: CURRENT & RECENT CLIENT LIST

Strategic Planning:

Anoka County Library (MN)
 Arlington Heights Public Library (IL)
 Bayport Public Library (MN)
 Bozeman Public Library (MT)
 Brentwood Library (TN) – 2 rounds
 Bridgman Public Library (MI)
 Central Arkansas Library System (Little Rock, AR)
 Champaign Public Library (IL)
 Chattahoochee Valley Libraries (GA)
 Clarksville-Montgomery County Public Library (TN) – 2 rounds
 Commerce Township Public Library (MI)
 Council of State Library Agencies (KY)
 Cromaine District Library (MI)
 Crystal Lake Public Library (IL)
 Davenport Public Library (IA)
 Decatur Public Library (IL)
 Duluth Public Library (MN)
 Friends of the Bozeman Library (MT)
 Friends of the Maple Lake Library (MN)
 Glencoe Public Library (IL)
 Gwinnett County Library (GA)
 Hudson Area Joint Library (WI)
 King Abdul Aziz Library (Riyadh, Saudi Arabia)
 Kingsport Public Library (TN)
 Lewis & Clark Public Library (Helena, MT)
 Loudoun County Public Library (VA)
 Menomonie Public Library (WI)
 Meridian Library District (ID)
 Minnesota Genealogical Society (MN)
 Muskegon Area District Library (MI)
 Newark Public Library (NJ)
 Normal Public Library (IL)
 Palm Springs Public Library (CA)
 SAMMIE regional system (MN)
 Schlow Centre Region Library (State College, PA)
 SELCO/SELS regional system (MN)
 SENYLRC regional system (NY)
 St. Charles City-County Library District (MO)

Stillwater Public Library (MN)
 Traverse des Sioux Library System (MN)
 Washington County Library System (MN)
 Washington County Library System (PA)
 White Plains Public Library (NY) – 2 rounds
 Wilsonville Public Library (OR)
 Wisconsin Dept. of Public Instruction
 Woburn Public Library (MA)

Facilities Planning/Assessments:

Big Horn County Public Library (WY)
 Brentwood Library (TN)
 City of Byron (MN)
 Clarksville-Montgomery County Library (TN)
 Duluth Public Library (MN)
 Franklin County Library System (PA)
 Gardiner Community Library (MT)
 Kingsport Public Library (TN)
 Marathon County Library (WI)
 Marathon Public Library (TX)
 Park Rapids Public Library (MN)
 Racine Public Library (WI)
 Shawano Public Library (WI)
 Swarthmore Public Library (PA)

In addition to the above planning related clients, Library Strategies has worked with numerous libraries across the country and internationally, providing such services as feasibility studies, capital campaigns, development plans, staff plans, advocacy training, board training, marketing, and program evaluation.

DOOR COUNTY LIBRARY

Policies

- Subject** . Unaccompanied Minors Policy
- Effective Date** : Xxxxx, xx xxxx
- Source/Date** . LIBRARY BOARD / xxxx, xx xxxx

Purpose

This policy provides a consistent model for access to library services for minors at all Door County Library branches.

Access and Limitations

The Door County Library provides free access to materials, resources, and space. All are welcome to use the eight library branches in Door County in a safe and respectful manner.

Recognizing that children of the same age may have differing abilities to conduct themselves in public, behavior while in the libraries is ultimately the responsibility of parents, guardians, or supervisory adults. However, for their own protection, children under the age of 8 must be accompanied by a parent, guardian, or supervisory adult while in any Door County Library building.

In order to provide a safe and welcoming environment, Library staff notes all behavior that is outside of the parameters set by the Door County Library Rules of Conduct Policy. Regardless of age, staff will have a conversation with those who are not following the Rules of Conduct Policy. In the case of minors (under 16), parents may be contacted, whether in the library or elsewhere.

Special Circumstances

When the library is operating under special circumstances, the age limits may be temporarily altered to ensure a safe environment.

Effective Board Meetings and Trustee Participation

4

Preparation is Key

To a great extent, the work done *before* each library board meeting will determine the effectiveness of the board.

The board president and library director need to work together in preparing materials to be sent out to board members before each meeting. Typically, the library director will contact the library board president to discuss planned agenda subjects (including any items required because of previous board action). (See attached [Sample Board Meeting Agenda](#).) The board president is given the opportunity to add agenda items. Board members wishing to have an item brought before the board should contact their board president.

The library director is usually delegated the responsibility for drafting the agenda and other materials to be included in the board mailing. Those materials should include minutes of the previous meeting, the monthly financial report, monthly bills, a detailed agenda and any other background materials needed to adequately inform the board. Providing detailed written information to the board before meetings allows board members time to consider carefully the issues to be discussed at the meeting. In addition, mailing written reports to the board prior to the meeting (such as the director's report and any committee reports) will save valuable meeting time for board questions and discussion.

Board members can contribute best if they have taken the time to adequately study the agenda and background materials *before* each meeting.

Follow the Law

The Wisconsin open meetings law places specific requirements on the content and type of public notice to be made before every board or committee meeting. The law also requires that meetings be open to the public unless the board follows the legally required procedures to hold a closed session. (See [Trustee Essential #14: The Library Board and the Open Meetings Law](#) for more information.) Also, be sure to avoid conflict of interest situations. (See [Trustee Essential #16: Ethics and Conflict of Interest Laws Applying to Trustees](#) for more information.)

At Meetings

Effective board meetings can begin with a quick review of the agenda to make sure there is adequate time to cover all items and to modify the order of business if necessary. Effective board meetings move at an appropriate pace. Time for questions and full discussion is allowed, but the president makes sure discussion remains focused and decisions are reached. The president also needs to ensure that a few members do not dominate discussions, that all members have a chance to be heard, and that accountability for follow-through is assigned as needed.

In This Trustee Essential

- The keys to effective board meetings
- How individual trustees can contribute to the board and the library

Effective Decision-Making

It is important to keep in mind that legal responsibility for overall library operations rests in the library board, not individual trustees. Therefore, it is important for the board president to use leadership techniques that promote effective group decision-making on the part of the entire library board, not decision-making by a few board members, or the library director, or any other individual.

Board meetings are the place for you to raise questions and make requests of the library director and/or staff. Individual trustees should never make such requests or demands on their own—you are members of a governing body and must act as a body. Yet, as an individual trustee, you should not hesitate to raise concerns or questions at board meetings. By raising questions and/or concerns, you may help the board avoid rushing into an action without appropriate consideration of all of the ramifications or alternatives.

A “public comment” period during the meeting is not required, but it can be a helpful way for the board to hear about particular public concerns or needs. To avoid open meetings law violations, the board should limit itself to answering basic questions from the public and place any matter on a future meeting agenda if additional discussion or deliberation on the issue is needed. (See [Trustee Essential #14: The Library Board and the Open Meetings Law](#) for more information.)

More Legal Requirements

Wisconsin’s Public Records Law *requires* that written meeting minutes be kept and be made available to the public (see [Trustee Essential #15: The Library Board and the Public Records Law](#) for more information). At a minimum, meeting minutes must indicate board members present and all motions that were made and the result of any votes taken. Except for votes on the election of board officers, any board member can request that a roll call vote be taken on any vote, with the vote of each member recorded in the minutes.

Only legally appointed library board members can vote on board matters. Some library boards may consider certain officials *ex officio* board members, such as the library director or city manager. No official or any other person is an official library board member or is legally authorized to vote on library board matters unless he or she has been legally appointed according to the relevant portions of Chapter 43. (See [Trustee Essential #18: Library Board Appointments and Composition](#) for further details on the legally required process. [Trustee Essential #16: Ethics and Conflict of Interest Laws Applying to Trustees](#) discusses certain impermissible appointments under Wisconsin’s “incompatibility doctrine,” such as the appointment of a library director to the library board.)

Continuing Trustee Education

Board meetings can be an effective arena for continuing trustee education. For example, time could be set aside at a board meeting to review and discuss one of this series of *Trustee Essentials* or a chapter of the *Wisconsin Public Library*

Standards. Staff members can be invited to make presentations to inform the board more fully about library operations and services. Outside experts, such as municipal personnel specialists, elected officials, or public library system staff, can be invited to make presentations about areas of interest or concern to the library board. (See [Trustee Essential #27: Trustee Orientation and Continuing Education](#) for other ideas.)

Discussion Questions

1. Could our board better organize and use our meeting time? How?
2. How can we encourage all board members to contribute to board discussions?
3. Could we incorporate continuing education into our board meetings? Could the board use a “refresher” on certain issues? What issues?

Sources of Additional Information

- Your library system staff (See [Trustee Tool B: Library System Map and Contact Information](#).)
- Attached [Sample Board Meeting Agenda](#)
- Attached [Sample Annual Library Board Calendar](#)
- OWLS webpage on meetings at owlsnet.org/141/meetings (See especially the links on effective meetings.)
- *Robert’s Rules of Order* (latest edition) or *The Standard Code of Parliamentary Procedure* by Alice F. Sturgis, revised by the American Institute of Parliamentarians

Trustee Essentials: A Handbook for Wisconsin Public Library Trustees was prepared by the DLT with the assistance of the Trustee Handbook Revision Task Force.

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Sample Board Meeting Agenda

Below is a sample board meeting agenda. Wisconsin's open meetings law requires that the meeting notice include the time, date, place, and subjects to be discussed and/or acted upon at the meeting. (See [Trustee Essential #14: The Library Board and the Open Meetings Law](#) for more information on agenda, notice, and posting requirements of the law.)

NOTICE

Hometown Public Library Board Meeting

Date,

Time,

Place

Note: Please contact _____ at _____ if you need accommodations to attend the meeting.

1. Call to Order *Board President*
2. Roll call and introduction of guests *Board President*
3. Approval of minutes of previous meeting
[Provide copy of minutes to board members in advance of the meeting.]
4. Director's report and statistical report *Library Director*
[Provide copy of reports to board members in advance of the meeting.]
5. Financial report
Library Director and/or Board Treasurer or Financial Secretary
[Provide copy of report to board members in advance of the meeting.]
6. Audit and approval of monthly expenditures [Provide list of bills to board members in advance of the meeting.]
7. Committee reports or other reports [such as a report on legislative or other statewide issues] [Optional—include on agenda only if there is actually something to report]
8. Subject matter of issue to be considered by board [for example, "Consideration of revised library collection development policy"]
9. Additional issues to be considered by board [Be reasonably specific about all subject matters to be considered by board.]
10. Public comment period [This is not required, but it can be helpful for the board to hear about particular public concerns or needs. To avoid open meetings law violations, the board should limit itself to answering basic questions from the public and place the matter on a future meeting agenda if additional discussion or deliberation on the issue is needed.]

11. Board continuing education session to be held to review and discuss [for example] Trustee Essential #14: The Library Board and the Open Meetings Law
12. Roll call vote to hold **closed session** for board consideration of the performance evaluation and compensation of the library director as authorized by Wisconsin Statutes Section 19.85(1)(c).
13. Reconvene in open session
14. Approval of the performance evaluation and compensation of the library director.
15. Adjournment

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Sample Annual Library Board Calendar

(Note: The time frame for some of the activities listed below may be different for your library and municipality. Of course, your annual calendar should list the dates of your monthly library board meetings.)

January

- Director meets with personnel committee to review his/her annual goals and objectives and progress report on his/her prior year annual goals and objectives [see December].
- Board conducts annual performance review of director.

February

- Annual report reviewed, approved, and forwarded to municipal [or county] governing body, library system, and DLT.
- Nominating committee appointed.
- Appointing authority notified about upcoming expiring board terms and provided with a list of board-recommended appointees.

March

- March 1. Due date for libraries to receive county payments as required by Wisconsin Statutes Section 43.12.
- Library strategic plan and technology plan reviewed and revised, if necessary. Discussion of budgetary implications of plan activities that are scheduled for next year.

April

- April 1. Due date for a consolidated county public library providing notice to any public library from which it plans to request a payment.
- Appointments of new board members made by the municipality/county.
- Provide prior year usage and expenditure statistics to county [or to system or county library board to compile the statistics and forward them to county] as required by Wisconsin Statutes Section 43.12. Necessary statistics are due to county by July 1.
- Continue discussion of budget goals/needs for next year.

May

- May 1. New member board terms begin.
- Orientation sessions held for new board members.
- Board annual meeting held, board officers elected.
- Director provides board with preliminary recommendations for budget priorities for coming year, and recommended adjustments to staff salary schedule. Board discusses, revises (if necessary), and approves preliminary recommendations for budget priorities for coming year.

June

- Director provides board with draft budget for coming year. Board discusses and directs any needed changes.

July

- July 1. Due date for providing prior year usage and expenditure statistics to county.
- Budget and funding request approved for upcoming year.

August

- Discussion of needed trustee continuing education.

September

- Municipalities that levy a tax for public library service apply for an exemption from next year's county library levy.
- Board representatives attend municipal [or county] budget hearings to explain and advocate for budget.

October

- Library policies reviewed and revised, if necessary.
- Trustee continuing education session held during meeting.
- Municipality [or county] approves library appropriation.

November

- Budget revised, if necessary, based on actual funding approved.
- Library policies reviewed and revised if necessary.
- Strategic planning committee appointed, if necessary, and given charge and timetable.
- Trustee continuing education session held during meeting.

December

- Director provides board with his/her annual goals and objectives and progress report on his/her prior year annual goals and objectives.
- Trustee continuing education session held during meeting.

Donations.xlsx

2020	Donor	in the name of	Donation	Total
Sep-20	Donation to Washington Island Library		50.00	
	Donation to Sturgeon Bay Library		10.00	
	Donations to Sister Bay/Liberty Grove Library	In memory of Gloria Erickson	1,250.00	
	Book Sale - Fish Creek Library		95.00	
	Book Sale - Baileys Harbor Library		108.00	
				1,513.00

9/23/2020

Accounts Payable Invoice Report

G/L Date Range 09/23/20 - 09/23/20
 Report By Department - Batch - Vendor - Invoice
 Summary Listing

Invoice Number	Invoice Description	Status	Held Reason	Invoice Date	Due Date	G/L Date	Received Date	Payment Date	Invoice Net Amount
Department 36 - Library									
Batch Number 2020-00000514		Batch Date 09/23/2020			Entered by User Kay Jensen				
Vendor 4818 - CELLCOM WISCONSIN RSA 10									
Sub-Department 36 Library									
769692	cell phone - Library	Edit		09/23/2020	09/23/2020	09/23/2020			55.87
			Sub-Department 36 Library Totals			Invoices		1	0
			Vendor 4818 - CELLCOM WISCONSIN RSA 10 Totals			Invoices		1	\$55.87
Vendor 7150 - DEMCO									
Sub-Department 36 Library									
6840698	processing	Edit		09/23/2020	09/23/2020	09/23/2020			114.25
			Sub-Department 36 Library Totals			Invoices		1	0
			Vendor 7150 - DEMCO Totals			Invoices		1	\$114.25
Vendor 12527 - DESTINATION DOOR COUNTY									
Sub-Department 36 Library									
DestGuide2021	Destination Guide listing	Edit		09/23/2020	09/23/2020	09/23/2020			225.00
			Sub-Department 36 Library Totals			Invoices		1	0
			Vendor 12527 - DESTINATION DOOR COUNTY Totals			Invoices		1	\$225.00
Vendor 8520 - DOOR COUNTY HARDWARE COMPANY									
Sub-Department 36 Library									
371326	Building Maintenance	Edit		09/23/2020	09/23/2020	09/23/2020			4.99
			Sub-Department 36 Library Totals			Invoices		1	0
			Vendor 8520 - DOOR COUNTY HARDWARE COMPANY Totals			Invoices		1	\$4.99
Vendor 15904 - GANNETT WISCONSIN MEDIA									
Sub-Department 36 Library									
DCadvFOR	newspaper - FOR	Edit		09/23/2020	09/23/2020	09/23/2020			56.35
			Sub-Department 36 Library Totals			Invoices		1	0
			Vendor 15904 - GANNETT WISCONSIN MEDIA Totals			Invoices		1	\$56.35
Vendor 14164 - INGRAM LIBRARY SERVICES									
Sub-Department 36 Library									
ING-Sep2020	books, proc, nfs	Edit		09/23/2020	09/23/2020	09/23/2020			1,414.61
			Sub-Department 36 Library Totals			Invoices		1	0
			Vendor 14164 - INGRAM LIBRARY SERVICES Totals			Invoices		1	\$1,414.61
Vendor 20517 - MARCO, INC									
Sub-Department 36 Library									
7952920	EGG-copier/printer	Edit		09/23/2020	09/23/2020	09/23/2020			146.80
			Sub-Department 36 Library Totals			Invoices		1	0
			Vendor 20517 - MARCO, INC Totals			Invoices		1	\$146.80

Accounts Payable Invoice Report

G/L Date Range 09/23/20 - 09/23/20
 Report By Department - Batch - Vendor - Invoice
 Summary Listing

Invoice Number	Invoice Description	Status	Held Reason	Invoice Date	Due Date	G/L Date	Received Date	Payment Date	Invoice Net Amount
Vendor 11122 - NAPA AUTO PARTS									
Sub-Department 36 Library									
126809	machinery maintenance	Edit		09/23/2020	09/23/2020	09/23/2020			53.98
			Sub-Department 36 Library Totals			Invoices	1		0
			Vendor 11122 - NAPA AUTO PARTS Totals			Invoices	1		\$53.98
Vendor 15732 - PACIFIC TELEMAGEMENT SERVICE									
Sub-Department 36 Library									
2052824	pay phone	Edit		09/23/2020	09/23/2020	09/23/2020			33.00
			Sub-Department 36 Library Totals			Invoices	1		0
			Vendor 15732 - PACIFIC TELEMAGEMENT SERVICE Totals			Invoices	1		\$33.00
Vendor 15069 - STAPLES ADVANTAGE									
Sub-Department 36 Library									
3455770225	paper & cartridges	Edit		09/23/2020	09/23/2020	09/23/2020			111.49
			Sub-Department 36 Library Totals			Invoices	1		0
			Vendor 15069 - STAPLES ADVANTAGE Totals			Invoices	1		\$111.49
Vendor 30820 - STURGEON BAY UTILITIES									
Sub-Department 36 Library									
SBU-9-9-20	utilities	Edit		09/23/2020	09/23/2020	09/23/2020			2,427.24
			Sub-Department 36 Library Totals			Invoices	1		0
			Vendor 30820 - STURGEON BAY UTILITIES Totals			Invoices	1		\$2,427.24
Vendor 6359 - WIL KIL PEST CONTROL									
Sub-Department 36 Library									
3994089	pest control	Edit		09/23/2020	09/23/2020	09/23/2020			113.50
			Sub-Department 36 Library Totals			Invoices	1		0
			Vendor 6359 - WIL KIL PEST CONTROL Totals			Invoices	1		\$113.50
Vendor 38670 - WISCONSIN PUBLIC SERVICE CORP									
Sub-Department 36 Library									
WPS-9-16-20	heat	Edit		09/23/2020	09/23/2020	09/23/2020			42.18
			Sub-Department 36 Library Totals			Invoices	1		0
			Vendor 38670 - WISCONSIN PUBLIC SERVICE CORP Totals			Invoices	1		\$42.18
			Batch Number 2020-00000514 Totals			Invoices	13		\$4,799.26
			Department 36 - Library Totals			Invoices	13		\$4,799.26
36 Library									
			Grand Totals			Invoices	13		\$4,799.26

9/24/2020

Museum & Library accts on AMZ bill.

Accounts Payable Invoice Report

G/L Date Range 09/24/20 - 09/24/20
 Report By Department - Batch - Vendor - Invoice
 Summary Listing

Invoice Number	Invoice Description	Status	Batch Date	Hold Reason	Invoice Date	Due Date	G/L Date	Received Date	Payment Date	Invoice Net Amount
Department 36 - Library										
Batch Number 2020-00000517			09/24/2020							
Vendor 15157 - AMAZON COM CREDIT										
Sub-Department 36 Library										
AMZ-91020	Museum (exhibits) and Library purchases	Edit			09/24/2020	09/24/2020	09/24/2020			1,036.78
										0
	Sub-Department 36 Library Totals									\$1,036.78
	Vendor 15157 - AMAZON COM CREDIT Totals									\$1,036.78
	Batch Number 2020-00000517 Totals									\$1,036.78
	Department 36 - Library Totals									\$1,036.78
36 Library										Grand Totals
										Invoices 1
										\$1,036.78

10/7/2020

Accounts Payable Invoice Report

G/L Date Range 10/07/20 - 10/07/20
 Report By Department - Batch - Vendor - Invoice
 Summary Listing

Invoice Number	Invoice Description	Status	Held Reason	Invoice Date	Due Date	G/L Date	Received Date	Payment Date	Invoice Net Amount
Department 36 - Library									
Batch Number 2020-0000535 Batch Date 10/07/2020 Entered by User Kay Jensen									
Vendor 14164 - INGRAM LIBRARY SERVICES									
Sub-Department 36 Library									
OCT#11NV	books, proc, nfs	Edit		10/07/2020	10/07/2020	10/07/2020			10,559.70
			Sub-Department 36 Library Totals			Invoices		1	0
			Vendor 14164 - INGRAM LIBRARY SERVICES Totals			Invoices		1	\$10,559.70
Vendor 22236 - KRISTINE KAKUSKE									
Sub-Department 36 Library									
2020-0000309	REIMB - PPE	Edit		10/07/2020	10/07/2020	10/07/2020			18.60
			Sub-Department 36 Library Totals			Invoices		1	0
			Vendor 22236 - KRISTINE KAKUSKE Totals			Invoices		1	\$18.60
Vendor 10103 - MIDWEST TAPE									
Sub-Department 36 Library									
99454041	Hoopla	Edit		10/07/2020	10/07/2020	10/07/2020			2,372.27
			Sub-Department 36 Library Totals			Invoices		1	0
			Vendor 10103 - MIDWEST TAPE Totals			Invoices		1	\$2,372.27
Vendor 10334 - OWLS									
Sub-Department 36 Library									
3469 & 3472	processing	Edit		10/07/2020	10/07/2020	10/07/2020			333.98
3521	recipt paper	Edit		10/07/2020	10/07/2020	10/07/2020			122.00
			Sub-Department 36 Library Totals			Invoices		2	0
			Vendor 10334 - OWLS Totals			Invoices		2	\$455.98
Vendor 18650 - PENINSULA PULSE									
Sub-Department 36 Library									
22137	advertising	Edit		10/07/2020	10/07/2020	10/07/2020			190.80
			Sub-Department 36 Library Totals			Invoices		1	0
			Vendor 18650 - PENINSULA PULSE Totals			Invoices		1	\$190.80
Vendor 15069 - STAPLES ADVANTAGE									
Sub-Department 36 Library									
Staples-10-20#1	oper sup and paper	Edit		10/07/2020	10/07/2020	10/07/2020			178.07
			Sub-Department 36 Library Totals			Invoices		1	0
			Vendor 15069 - STAPLES ADVANTAGE Totals			Invoices		1	\$178.07
Vendor 11596 - THE CLEARING									
Sub-Department 36 Library									
100, 101	books & AV	Edit		10/07/2020	10/07/2020	10/07/2020			474.88
			Sub-Department 36 Library Totals			Invoices		1	0

Accounts Payable Invoice Report

G/L Date Range 10/07/20 - 10/07/20
 Report By Department - Batch - Vendor - Invoice
 Summary Listing

Invoice Number	Invoice Description	Status	Held Reason	Invoice Date	Due Date	G/L Date	Received Date	Payment Date	Invoice Net Amount
			Vendor 11596 - THE CLEARING	Totals		Invoices	1		\$474.88
Vendor 18078 - THE LIBRARY STORE, INC.									
Sub-Department 36 Library									
468162	processing	Edit		10/07/2020	10/07/2020	10/07/2020			381.08
			Sub-Department 36 Library	Totals		Invoices	1		0
			Vendor 18078 - THE LIBRARY STORE, INC.	Totals		Invoices	1		\$381.08
Vendor 5999 - WISCONSIN DOCUMENT IMAGING									
Sub-Department 36 Library									
114239,114240	Printing & maint eq	Edit		10/07/2020	10/07/2020	10/07/2020			352.87
			Sub-Department 36 Library	Totals		Invoices	1		0
			Vendor 5999 - WISCONSIN DOCUMENT IMAGING	Totals		Invoices	1		\$352.87
			Batch Number 2020-00000535	Totals		Invoices	10		\$14,984.25
			Department 36 - Library	Totals		Invoices	10		\$14,984.25
36 Library					Grand Totals	Invoices	10		\$14,984.25